

Study Programme  
**Study Programme**  
**International Business and Management Studies**  
**(IBMS)**  
**2006-2007**

Second year New Programme

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## **PREFACE**

This prospectus contains general and specific information for students on the International Business and Management Studies (IBMS) degree programme for the academic year 2006-2007.

Descriptions of each course offered in the study programme form a major part of this prospectus. They give detailed information on the objectives, topics, learning methods, method(s) of assessment, the course materials, the workload and the number of Dutch credits.

The prospectus is an integral part of the separate 'Teaching and Examination Regulations' (TER) publication, which states all exam regulations, and study requirements (e.g. negative binding study advice in the foundation year) for IBMS students. Information given in these two publications is legally binding and thus provides the framework for successful co-operation between students and staff. Students are also referred to the HAN Student Statute ([www.han.nl](http://www.han.nl)), which lists the general requirements, obligations of students and rules of conduct.

In case of any queries relating to the study programme, please consult the IBMS Senior Study Career Coach (SSCC).

I wish everyone a successful academic year 2006-2007!

Arnhem, September 2006

W.G. de Groot  
Director of International Programmes

## **1. ARNHEM BUSINESS SCHOOL AND HAN UNIVERSITY**

### **1.1 Introduction**

Arnhem Business School is a faculty of the HAN University of Professional Education (Hogeschool van Arnhem en Nijmegen). The school was established as an independent institute for Higher Professional Education in the field of business and management. Since its establishment, Arnhem Business School has grown rapidly and now has over 4,000 students in Arnhem and Nijmegen.

Arnhem Business School is anchored in its region through the contacts with companies, Chambers of Commerce, research institutes, entrepreneurial organisations and regional authorities. Arnhem Business School increasingly carries out applied research for trade and industry and local authorities, creating a direct link with future work environments for all its students.

Arnhem Business School offers a broad range of market-oriented courses, training students to take up various positions on the international labour market. Educating students for business and management positions requires continuous attention to the quality of education. Maintaining and improving the quality is guaranteed by systematic evaluation and innovation of programmes in consultation with students, trade and industry, alumni and the Ministry of Education (OC en W).

### **1.2 Programmes**

**Arnhem Business School has the following full-time study programmes:**

- Accountancy (AC)
- Marketing (Commerciële Economie - CE)
- International Business and Languages - (IBL)
- Fiscal Economics (Fiscale Economie - FE)
- Business Logistics (Logistiek en Economie - LE)
- Business and Law (Management, Economie en Recht - MER)
- Small Business (SB)
- Financial Services Management (FSM)

**And the IFA programmes**

- Communication (CO)
- Finance and Accounting (Bedrijfseconomie - BE)
- Human Resources and Quality Management (HRM)
- International Business and Management Studies - (IBMS)
- Logistics (LOG)

*The school also offers postgraduate education:*

- MBA
- MA International Business
- MSc European Logistics, Transport and Distribution

This prospectus deals only with the International Foundation Year full-time study programme.

### **1.3 Repetitive Strain Injury (RSI)**

Alongside desktop computers, the use of notebook computers has increased recently. Next to the many advantages a notebook offers, there are also disadvantages. A notebook cannot be seen as a replacement for a desktop computer. Due to increasing automation and the integration of secondary tasks in computer systems (e-mail, internet) the intensity of working behind a screen is still increasing. Research shows that approximately 50% of people working with computers frequently have RSI-related complaints in phase 1. More information can be found in Appendix 1.

## **2. ARNHEM BUSINESS SCHOOL**

### **2.1 International Education**

What does international education mean to Arnhem Business School?

#### *International Curriculum*

Apart from language training, much attention is paid to international aspects within all courses. This varies from courses like International Marketing, International Management and International Finance to intercultural aspects within an organisation.

#### *Foreign Languages*

International contacts require a good command of foreign languages. Arnhem Business School recognises this and therefore pays great attention to foreign language training. Within the International Programmes one foreign language, apart from English, is compulsory. Language training takes place in small groups in modern language laboratories. Language learning, supported by study and/or placement abroad, leads to a high proficiency in foreign languages, which is increasingly more important when applying for a job.

#### *Studying Abroad*

Students have the possibility within most programmes to study at a foreign university or business school. With the International Programmes is compulsory to study abroad for at least one semester. The foreign universities and business schools at which programmes can be attended are always institutes with which Arnhem Business School has a good relationship, so that students can study as exchange students. In 2005-2006 over 120 third-year students obtained international experience in this way.

#### *Placement Abroad*

Additional international experience is gained by carrying out a placement for a foreign company. This placement abroad is compulsory within the IBMS programme. Arnhem Business School often assists with obtaining placements, so that the quality of the placements and good counselling during placement is guaranteed. Most placements are within Europe but it is also possible to do a placement outside Europe. In the latter case, students will often find the placement company themselves.

Students are encouraged to carry out their placement and study abroad in different countries, one of which should be in the student's foreign language area.

#### *Graduation Assignment*

Students of Arnhem Business School carry out a graduation assignment; in the case of IBMS students this should be with a company, which operates internationally. These assignments can be a continuation of a foreign placement or can be obtained in co-operation with one of the Chambers of Commerce.

#### *International Teachers*

Education without international teachers or without teachers with international experience can never really be international education. Arnhem Business School employs several international lecturers, mainly for the programmes that are internationally oriented. Foreign guest lecturers are frequently invited to lecture on specialist or topical subjects.

#### *International Students in Arnhem*

A majority of the IBMS students come from abroad. Arnhem Business School also offers students of partner universities the possibility to study in Arnhem for one or two semesters as exchange students - in 2005-2006 over 120 students came to Arnhem to study for a semester. These exchange students follow courses from the IBMS programme and will follow courses from the other International programmes in the future. A majority of the IBMS students also come from abroad.

#### *International Co-operation*

ABS has been and is involved in a number of international co-operation projects throughout the world including research, curricula development and technology transfer. Internationalisation is impossible without extensive international contacts and therefore Arnhem Business School is a member of a number of European networks (amongst them 'Socrates') in order to facilitate international co-operation, in particular the exchange of students and staff.

### *Double Degree Programmes*

The school has a number of double degree programmes with partner universities in France, Germany, Finland, UK and Russia. Some students be given the opportunity to study at one of these universities and, on successful completion of their programme, will be awarded the degree of the host university as well as that of Arnhem Business School.

## **2.2 The International Office**

The task of the International Office is to encourage and facilitate Arnhem Business School's internationalisation. The office stimulates and assists the staff of the study programmes in the realisation of all international activities. The office is responsible for the:

- development and maintenance of relations with all foreign partner institutions;
- co-ordination of university networks;
- application and administration of subsidies for international activities;
- administration of subsidies to students for their international studies and placements;
- accommodation of exchange students;
- support of the Study Abroad Co-ordinators;
- management of the Placement Abroad Co-ordinators.

## **2.3 Partner Universities**

A complete list of all partner institutions is available at the International Office and on HAN Insite (Intranet).

### **3. THE ORGANISATION OF ARNHEM BUSINESS SCHOOL**

#### **3.1 Introduction**

This chapter deals with the most important aspects of the organisation of Arnhem Business School. Special attention is paid to the departments with which the student will have direct contact during his/her studies.

#### **3.2 Educational Organisation**

This department is responsible for the planning of the education, the educational support and the (administrative organisation of the) supply of information about the education process. To be able to perform this task the department works with several people who, individually, take care of a part of the activities. A number of tasks are performed within departments or units, e.g.

- department Student Administration and Office for Exams/Finals
- department of Planning and Organisation
- Computer Centre
- Notebook Service Centre
- Media Centre.

##### *HAN Email*

Students are expected to read the E-mail messages s/he receives from employees of the HAN on the HAN E-mail address.

##### *Student Administration and Office for Exams/Finals*

Here all activities take place that are connected with the registration and the progress of the students. This department also organises the exams.

For the following, apply to the Student Administration Office (Vraagpunt):

- filling out forms for deferment;
- filling out forms for medical expenses insurance;
- change of address (in writing, please);
- declarations of enrolment;
- replacement of student card (after payment of the amount due at the financial administration).

##### *Student Card*

At the beginning of each academic year the student card will be issued. The student card is proof of enrolment at Arnhem Business School but also a chip card with which all payments at ABS are made. The loss of the card means loss of the debit amount on the card and extra costs for a new one.

##### *Withdrawal during the Academic Year*

In this case the procedure is as follows: Report to the Student Career Coach or the SSCC and contact the Student Counsellor for an exit interview. In some cases (e.g. if this is your first year of enrolment or in case you are severely ill) a student can apply for disenrolment. In case of disenrolment there may be a right of getting the college fee refunded partially. Ask the Student Counsellor for the options and consequences. In other cases you will be removed from the records on August 31 of the current academic year.

##### *Information about Marks and Exams*

The Student Administration Office will send you a grade list to your home address after each semester. For information about marks and exams first consult the Intranet and if you still have questions consult your SCC or SSCC.

##### *Exemptions*

Students can apply for exemptions for part examination with the International Programmes director. Forms can be obtained at the Vraagpunt.

##### *Credits Earned*

Administration of credits earned and accounting for them to the Informatie Beheergroep at Groningen is also the responsibility of the department.

##### *Planning and Organisation*

The department's main tasks are:

- preparing the daily, weekly and yearly schedule and supplying information about the educational activities on the monitor (Planning Office);
- preparing the timetables (students, lecturers and classrooms) and the examination schedules (Timetable Office).

#### *Reservation of Classrooms and Facilities*

You can reserve classrooms, completing a form at the Vraagpunt. Meeting rooms and other facilities can be reserved at the CSP. In case of educational activities (e.g. projects) a classroom should be reserved at least five days in advance. It is also possible to use classrooms for other activities like congresses, guest lectures, etc. This can only be done upon a written request made to the Vraagpunt.

#### *Information Monitors*

The monitors provide information about daily changes to lecture schedules from 08.45 hours. Circulating pages show the information about the current day. Lecturers whose names appear on the monitor at 15.00 hours will still be absent the following day.

#### *Computer Centre*

The Computer Center supports users of the computer facilities within ABS.

The activities comprise:

- technical management of the facilities;
- support/supervision and assistance to users (help desk).

At the help desk staff will help you in case of problems with the equipment or programmes at school, and they will assist you regarding the following:

- software support;
- printing on the laser printer;
- scanning of texts/pictures;
- copying of packages for which SURF licenses have been obtained.

#### *Opening Hours*

The Computer Centre is open during the whole study year, daily from 09.00 to 17.00 hours. During holidays only technical support (no desk service) is available from 10.00 to 16.00 hours.

#### *Free Practical Training*

Free practical training times for students are:

- daily from 09.00 - 17.00 hours;
- during class periods on Tuesday and Thursday evenings from 17.00 - 19.00 hours.

Schedules are published on a weekly basis near all the computer rooms showing the lectures for the coming week. Free training is possible on times that there are no lectures. Students who wish to reserve extra computer time, for instance for a project, or final assignment, can make an appointment with the technical manager.

#### *Media Centre*

Daily from 08.30 - 16.30 hours and Tuesday evenings from 18.00 - 21.00 hours. During holidays there are limited opening hours. Always consult the Media Centre publication board for this.

#### *Lending*

A maximum of four books or theses can be borrowed simultaneously. Magazines, bound volumes of magazines, placement reports and loose-leaf reference books are not lent out; they can only be consulted in the Media Centre. If books, reports, articles from magazines are not available in the Media Centre, they can be applied for via the IBL (Inter Bibliothecaire Leenverkeer - Inter-Media Centre loan). More information can be obtained from the librarian. Borrowing time is four weeks. In case this period is exceeded a fine is payable.

#### *Other Services*

The following services are available in the Media Centre: an automated catalogue system, a computer with CD-ROM player, two telephones for projects, and Internet facilities. Arnhem Business School students may make use of the Openbare Bibliotheek (public Media Centre) in Arnhem and the KUN facilities in Nijmegen.



### **3.3 Financial Administration**

This office manages the finances of Arnhem Business School. It is involved in drawing up the budget and the annual accounts. It does the accounting and controls the various budgets. Furthermore, it deals with matters such as the paying of rent, various statements of expenses, etc.

### **3.4 Service Unit**

Amongst other tasks, this department is responsible for carrying out the necessary maintenance, that after closing hours the buildings are left in good order and that the prevailing house rules are observed. You can turn to this department for all kinds of services.

#### *Copies*

In certain cases it is possible to have photocopies made for assignments within the framework of your study. Especially when larger numbers of copies have to be made you should contact the Copy Shop. If you need colour copies you should also contact the Copy Shop. In general copies are for your own account, unless - for projects, etc. - other arrangements have been made. There are copiers available throughout the building for use by the students, which can be operated with the student card.

## 4 EXAM PROCEDURES

### 4.1 Enrolment for exams in Arnhem

Students who wish to enrol for a modular examination are to do so within the normal registration period.

- Students are allowed to enrol for an examination no more than two times.
- In the event of illness, personal circumstances etc., the SSCC decides whether a third enrolment is allowed.

#### Registration periods in the academic year 2006-2007

For exams in period 1 (V1):	20 September – 27 September 2006, 12.00 p.m.
For exams in period 2 (H1+V2):	29 November – 6 December 2006, 12.00 p.m.
For exams in period 3 (H2+V3):	28 February – 7 March 2007, 12.00 p.m.
For exams in period 4: (H3+V4):	9 May – 16 May 2007, 12.00 p.m.
For exams in the re-sit period (H4):	22 June – 25 June 2007

Enrolment outside the registration periods mentioned above is only possible if the student pays administration fee. The amount to be paid for this in the academic year 2006-2007 is **€12 per course**.

To qualify for this procedure, students at the **Arnhem** location are to follow the procedure below:

1. The student must go to the student information desk (*'t Vraagpunt*) and request to be registered for an examination.
2. At the cash register, €12 (times the number of examinations) will be debited from the student card and the student will be registered for the examination by the student information desk.
3. The student will receive a receipt.
4. The student's name will be automatically entered in the extra registration list.

In case of illness, personal circumstances or circumstances concerning the programme- or exam-organisation the student does not have to pay the € 12. The SSCC or head of the exam department decides whether the € 12 has to be paid or not.

#### PLEASE NOTE:

The student will remain responsible for the enrolment for examinations, also if enrolment takes place outside the registration period. Therefore, always check your enrolment:

- **By calling the enrolment line, 026-3647034**
- **By using the INFO-computer programme**
- **By means of the Intranet (enrolment)**

Every period, the number of examinations that you are allowed to enrol for is published. You cannot enrol for an examination more than two times per academic year via the computer.

What to do if a student is not admitted to an exam

#### Location in Arnhem

If a student's name turns out not to be on the registration list or the extra registration list, the student can still get access to the exam by contacting the student information desk (*'t Vraagpunt*):

1. At the student information desk €12 is debited from the student card. The student will receive a receipt;
2. With this receipt the student will be admitted to the exam room, this will be allowed by the co-ordinator of invigilators;
3. The student's name is entered in the registration list.
4. After the exam, the exam office will investigate whether there was any administrative negligence on the part of the organisation. Should that be the case, the student will be notified and can have the student card recharged.
5. Exams taken by students whose name has been entered in the registration list **without having a receipt (=registration note)** will be destroyed.

**PLEASE NOTE:**

The above-mentioned procedure can be avoided by checking your registration in time:

- **By calling the enrolment line, 026-3647034**
- **By means of the enrolment programme INFO**
- **By means of the internet (enrolment)**

**4.2 Rules for exam review:**

1. Bags and coats must be placed in front of the room.
2. The invigilator may ask for a valid student card for identification at any time.
3. The student is to follow the instructions set by the invigilator.
4. It is not allowed to use any writing material other than the green pens provided by the invigilator.
5. It is not allowed to make notes in or add changes to his/her own work.
6. It is not allowed to make notes in or add changes to the answer keys of the exams.
7. It is not allowed to either take standard answer keys or exam questions with you or make copies of them, or to copy any of your own answers.
8. Carefully fill out all information required on the protest form.
9. Protests will only be dealt with if they are well founded with respect to content.
10. Exam review is only possible on set dates, which can be found in the ABS diary.
11. In case of any obscurities before and/or during the exam review sessions, please turn to the student information desk.

## 5. INTERNATIONAL PROGRAMMES DEPARTMENT

### 5.1 Management and Staff of IBMS

Director	Mr W.G.de Groot	room E 2.12
	Ms M. van Fruchten	room E 2.10
Co-ordinator	Ms J. Geessink	room E 2.09
Assistant	Ms C. Huisman-Stolsz	room E 2.06
Admission Office	Ms E. Giesbers	room E 2.06
Senior Study Career Coach	Ms K. Gierke-Goergens	room E 2.02
Study Career Coaches	to be appointed per group	

### 5.2 Student Support

#### Study Career Coaching

Each C- and D-cluster group of the new programme is provided with a coach for study career issues. Although the student him-/herself is responsible for his/her choices and actions, the programme facilitates the student with a coach to help the student gain full responsibility throughout the 4 years. The *Study Career Coach* (SCC) is the first in line of student support and guidance for standard matters involving the student's development of competencies, reflecting on study progress and development, study planning, making choices, managing study career, etc.

Group meetings as well as individual meetings are part of the timetable.

For any non-standard matters, the SCC will refer students to the *Senior Study Career Coach* (SSCC) of the programme, who is second in line of student support. The SSCC needs to be involved immediately when personal circumstances occur which MIGHT affect the study progress. At the moment these circumstances occur, the student might have the idea that he/she can deal with the situation him-/herself, and does not need any help. He/She might not bear in mind that the impact on concentration, exam preparation, performance etc. might be higher than expected. Thus, it appears each year that students have not raised matters when the circumstances occurred, but only far too late, often, when they realize that they qualify for a Negative Binding Study Advice. At that stage, it is too late to refer to any circumstances that had an affect on the study progress, and the students have to leave ABS. However, when the support staff knows about the circumstances on time, the SSCC – depending on the situation – might provide special exam facilities, or set different targets (= minimum requirements) to be met within a certain period other than the standard requirements stated in the Teaching and Examination Regulations.

So it is vital to keep in close touch with the Study Career Coaches. They don't want to pamper you, but be able to support you within the boundaries of the programme's regulations.

### 5.3 Consultation

#### *Group Representatives*

In September each group appoints a group representative and a substitute. The group representative keeps in touch with the IBMS director, supplies his/her group with information and represents his/her group during study programme consultations.

#### *Programme Council (OPC)*

The regulations concerning the Programme Council (OPC) are laid down in a separate document. It meets to decide on all matters regarding the International Programmes study programme, including information and exam regulations.

#### *Study Programme Consultation*

During the study programme the Director discusses the operational aspects of the education in the programme with student representatives of the various years. They can advise the director. For matters concerning the foundation year the Study Career Coaches (SCC's) can play an advisory role.

#### *The Study Programme's Professional Field Committee*

The Study Programme's Professional Field Committee advises the director and the staff regarding the recent developments in the professional field and any resulting recommendations for the programme. This committee consists of the director and 3 to 7 external members with an academic and/or professional background. If possible former students with extensive professional experience will be members of the committee.

## **5.4 Board of Examiners and Board of Appeal**

### *Board of Examiners*

The Board of Examiners conducts the IBMS final examinations, as well as the IFA foundation final examinations. The Chairman of the Board of Examiners takes care of the relevant examinations and everything connected with them. The composition of the Board is:

Chairman	Mr Ch. Hidde
Substitute	Mr J. Meezen
Members	lecturers of the study programme
Secretary	Mr E. Boom

A student can contact the Chairman of the Board of Examiners in cases of appeal. To do so the student should write an objection (typed) to the Chairman of the Board of Examiners. The letter should be sent to the attention of the Secretary.

Before submitting an objection, carefully read the procedure laid down in the Teaching and Examination Regulations (TER). For further information apply to the secretary, Ms R. Lankhorst.

The Board of Examiners sets the dates and times of the examinations and advises on examination regulations. If there should be any disagreement as regards the way in which an examination has been arranged, an objection in writing can be directed to the Chairman of the Board of Examiners. The objection should be sent to the secretary, Ms R. Lankhorst.

### *Board of Appeal*

The regulations for the HAN Board of Appeal have also been included in the Teaching and Examination Regulations. If a student disagrees with a decision of the Chairman of the Board of Examiners, he/she can appeal in writing within 4 weeks to the HAN Board of Appeal.

## **6. INTERNATIONAL BUSINESS AND MANAGEMENT STUDIES (IBMS)**

### **6.1 Profile**

The IBMS study programme is a degree programme, which prepares students for middle and higher management positions in the fields of international marketing, finance and management in the following type of organisations:

- an enterprise which exports or imports products and services;
- an establishment of a foreign enterprise;
- a foreign establishment of an international enterprise;
- an enterprise abroad.

Examples of such positions are:

- international marketing manager
- international sales manager
- international product manager
- international account manager
- export manager
- international purchasing manager
- international market researcher

Graduates of the IBMS study programme need to:

- be able to formulate international strategic policy;
- recognise the meaning of marketing research, descriptive and mathematical statistics as well as reporting techniques within the framework of a management position;
- have knowledge and insight into the working of the whole market system and be able to properly react to developments in this system;
- have skills in applying management techniques and methodologies;
- have knowledge of the "commercial" instruments, have insight into their possible functioning as well as have the skills to apply the instruments available in national and international markets;
- have knowledge of the financial aspects of international entrepreneurship;
- have sufficient language skills to be able to conduct business in a foreign country.

In other words: each IBMS graduate need to have:

- knowledge of the marketing of products and services on national consumer markets and international industrial markets and its application in medium-sized companies;
- knowledge of consumer behaviour;
- knowledge of marketing research and the statistical techniques needed for this as well as being able to carry out marketing research independently;
- knowledge of financing of international trade;
- a thorough knowledge of cultural aspects of international entrepreneurship;
- very good written and spoken command of the English language;
- knowledge of at least one other language at an operational level;
- general knowledge of macro and business economics, business organisation, (international law) and automation of information processing;
- communication and social skills needed for international business.

### **6.2 Structure of the IBMS Programme**

#### *Foundation Year and Main Phase*

The study programme is divided into a foundation year and a three-year main phase.

The foundation finals complete the foundation year and the finals complete the main phase.

#### *Study units, Courses and Credits*

As required by the Dutch Law, the IBMS study programme is divided into units of study and the study load is expressed in credits. A study unit is a composition of theoretical and practical components. Within Arnhem Business School the study units consist of courses. A course is a comprehensive quantity of theory or practical training or other educational activity, offered in a period of 6 or 12 weeks and is concluded by assessments.

The normative study load per academic year is 1680 hours, composed of 42 weeks of 40 hours. A credit is a 28-hour study load, so that the study load of an academic year is 60 credits. With a four-year study programme the total study load is 240 credits: 60 for the foundation year and 180 for the main phase. The credits of the IBMS study programme are divided between several study units.

#### *Semesters, Clusters, and Groups*

The academic year is divided into two semesters.

Also, the study programme per year is subdivided into two halves, called clusters. Each cluster comprises a fixed set study units.

The clusters are:

A and B	clusters of the first year	(foundation year)
C and D	clusters of the second year	(main phase)
E and F	clusters of the third year	(main phase)
G and H	clusters of the fourth year	(main phase)

All Main Phase students start with cluster C. The E and F clusters can be followed in either order.

In the fourth year the sequence is always: first the G-cluster, then the H-cluster.

The composition of the study programme is:

Semester	Start in September	Start in February	Semester
1	A-cluster		
2	B-cluster	A-cluster	1
3	2 <sup>nd</sup> year C-cluster	B-cluster	2
4	2 <sup>nd</sup> year D-cluster	2 <sup>nd</sup> year C cluster	3
5	3 <sup>rd</sup> year E (study abroad) or F (placement abroad)	2 <sup>nd</sup> year D-cluster	4
6	3 <sup>rd</sup> year F (placement abroad) or E (study abroad)	3 <sup>rd</sup> year E (study abroad) or F (placement abroad)	5
7	4 <sup>th</sup> year G-cluster*	3 <sup>rd</sup> year F (placement abroad) or E (study abroad)	6
8	4 <sup>th</sup> year H-cluster**	4 <sup>th</sup> year G-cluster*	7
		4 <sup>th</sup> year H-cluster**	8

\* G cluster only for those students who have completed their placement, unless the SSCC has decided otherwise.

\*\* H cluster only for those students who completed their G cluster already.

Clusters are sub-divided into two periods of subsequently seven and six lecture weeks and examination weeks following. A course covers one or two periods. Courses are examined subsequently to the lecture weeks in the same period. In general no more than 6 courses per period are offered simultaneously.

The students are placed in international groups in which they follow the courses of a certain cluster. The maximum number of students in one group is thirty.

#### *Languages*

All IBMS students must study at least one foreign language. Students wishing to take more than one language may do so (if it fits in with their timetable), but this is over and above their normal study load.

#### *Re-sits*

A student can re-sit an assessment in the examination weeks at the end of the period following the period in which the course has been offered or any other time the exam is offered within the academic year.

The rule for re-sits is: the last mark holds. The student is entitled to sit to enrol for an exam or assessment covering the same course materials twice an academic year. If he/she takes a re-sit at a later stage, the exam will cover the course topics covered in the period concerned. It is the student's responsibility to ensure that s/he is present in Arnhem for the exam and re-sit periods. Exams and assessments cannot be faxed or sent to students while they are abroad.

*Foundation Finals*

See the IBMS Teaching and Examination Regulations (TER).

*The "E cluster" (part of the Exchange Programme)*

For students who are unable to spend their study abroad semester at a partner university abroad (the reasons for this must be discussed with either the SSCC or the Department Director and must be confirmed by both) Arnhem Business School has devised a programme of study, the "E- cluster". Courses within this semester are obligatory to 30 ECTS credits.

See the Insight (the intranet) for the "E cluster" courses.



### 6.3 Overview of IBMS Study units, courses and credits, 2<sup>nd</sup> year

EC= European Credit  
WF= Weighing Factor

#### 1st semester = C cluster

<b>International Enterprise</b>		<b>15 EC**</b>
<i>Period 1 and Period 2</i>		
<i>Code</i>		<i>WF</i>
EN-IEN1A (12)		N/A
EN-MIN1B		N/A
EN-MKT3A		N/A
<i>Period 1</i>		
<i>Code</i>		<i>WF</i>
EN-ACF3A		N/A
<i>Period 2</i>		
<i>Code</i>		<i>WF</i>
EN-ILW2E		N/A

<b>International Environment</b>		<b>7.5 EC**</b>
<i>Period 1 and Period 2</i>		
<i>Code</i>		<i>WF</i>
IE-ECN2B (12)		2.5
<i>Period 1</i>		
<i>Code</i>		<i>WF</i>
IE-ACF4A		2.5
<i>Period 2</i>		
<i>Code</i>		<i>WF</i>
IE-ILW1C		2.5

<b>International Communication &amp; Culture*</b>		<b>7.5 EC**</b>
<i>Period 1 and Period 2</i>		
<i>Code</i>		<i>WF</i>
CC-BUC3E (12)		3.75
CC-DUT5D (12)		3.75
CC-GEC1D (12)		3.75
<i>Period 1</i>		
<i>Code</i>		<i>WF</i>
CC-FRB3C		1.0
CC-SPL5C		2.25
<i>Period 2</i>		
<i>Code</i>		<i>WF</i>
CC-FRB4C		2.75
CC-SPL6C		1.50

\*Choose 1 language

\*\*EC are credits for the whole study unit: period 1 + period 2

## 6.4 Examination schedule Main Phase 2<sup>nd</sup> year

2nd semester = D cluster

<b>Marketing Planning and Budgetting</b>		<b>7.5EC**</b>
<i>Period 3 and Period 4</i>		
<i>Code</i>		<i>WF</i>
MP-MMP1C (12)		5.00
<i>Period 1</i>		
<i>Code</i>		<i>WF</i>
MP-ACF5A		1.25
<i>Period 2</i>		
<i>Code</i>		<i>WF</i>
MP-ACF6A		1.25

<b>Research</b>		<b>15 EC**</b>
<i>Period 3 and Period 4</i>		
<i>Code</i>		<i>WF</i>
RE-RES1D (12)		7.5
RE-MRE1C		2.5
RE-RST3B		2.5
RE-OBH2B		2.5

<b>Business and Communication *</b>		<b>7.5EC**</b>
<i>Shift period</i>		
<i>Code</i>		<i>WF</i>
BC-BMG1C		N/A
<i>Period 3 and Period 4</i>		
<i>Code</i>		<i>WF</i>
BC-BUC4E (12)		3.75
BC-DUT6D (12)		3.75
BC-GED1A (12)		3.75
<i>Period 3</i>		
<i>Code</i>		<i>WF</i>
BC-FRB5C		1.0
BC-SPL7E		2.25
<i>Period 4</i>		
<i>Code</i>		<i>WF</i>
BC-FRB6C		2.75
BC-SPL8E		1.50

\*Choose 1 language

\*\*EC are credits for the whole study unit: period 3 + period 4

### **Abbreviations of study units**

BC	Business and Communication
CC	International Communication and Culture
EN	International Enterprise
IE	International Environment
MP	Management Planning and Budgeting
RE	Research

### **Abbreviations of courses**

ACF	Accounting and Finance
BMG	Business Management Game
BUC	Business Communication
DUT	Dutch
ECN	Economics
FRB	French
GEC/D	German
IEN	International Enterprise
ILW	International Law
MIN	Management Information Systems
MKT	Marketing
MMP	Marketing Management and Budgeting
MRE	Research Methodology
OBH	Organizational Behaviour
RES	Marketing Research
RST	Research and Statistics
SPL	Spanish

### **List of extensions for part examinations/assessments**

Assessments during class:

A	=	assignment
as	=	continuous assessment
C	=	participation
DS	=	dossier
fs	=	written assignment
h	=	hand-in
L	=	listening comprehension
O	=	oral
P	=	presentation
PP	=	presentation and participation
pr	=	project
PR	=	presentation and report
R, RR	=	report, second report
TS	=	test (written or oral)

Assessments in exam weeks

1, 11	=	written exam
2	=	practical test using PC
3	=	listening comprehension
4	=	oral
6	=	other

## 6.5 Option modules

Within the framework of the HAN regulation option courses it is stated that main phase students can choose option courses in another department of ABS, at another faculty within the HAN or at another polytechnic or university, up to a maximum of 11.44 EC.

If a student wants to make use of this arrangement, he/she will first have to consult the department director. However, for IBMS students, the option courses of 30 EC are taken during the study abroad semester, at a partner university.

## 6.6 Year abroad

IBMS students spend the E and F clusters abroad. The purpose of the E and F clusters is to increase the student's exposure to and experience of other cultures and languages and to broaden and deepen the knowledge of subjects belonging to core areas of the programme. Students will spend the E-cluster studying at one of the institutions throughout Europe, North America, Latin and South America, Africa, Asia and Australia, and the F-cluster on a placement with a company abroad.

The Arnhem Business School standard is that students in IBMS go abroad both semesters, abroad being not the student's country of origin, and not the Netherlands.

Furthermore, Arnhem Business School requires a minimum of international experience during the study programme: Each student must have been exposed to at least two different national cultural backgrounds. This means that students who have completed their secondary education not in the Netherlands, studying IBMS at Arnhem Business School have already covered one of these cultures by having come to Arnhem for their studies. These students must go abroad for at least one of the semesters, preferably the placement. Students who have taken Dutch as their foreign language are advised to do their placements in the Netherlands.

Students who have completed their secondary education in the Netherlands must go abroad for both semesters to cover the two different cultures.

### 6.6.1 Study Abroad

IBMS students must study at a foreign university or business school for at least one semester. The Study Abroad Co-ordinator (SAC) is responsible for the preparation and supervision of students during their study abroad period. Detailed information can be found in the "Study Abroad" handbook.

*Study Abroad Co-ordinators are:*

Mr M. van den Bosch MBA	China, Taiwan, Indonesia, Thailand
Ms Drs E. Helsen	Spain, Portugal, Latin America
Drs G. van Ooijen	France, Belgium
Drs T. van Osch	Scandinavia, UK / Ireland
Ms K. Gierke-Goergens	Germany / Italy / Central and Eastern Europe / Greece
Mr J. Rance MBA	Australia / Canada / South Africa / USA / New Zealand
Drs G. van Ooijen	France / Belgium

The department director approves students' study plans. In principle the following procedures must be adhered to:

- make a preliminary decision about the order in which you will do the study and placement semesters, where you want to go to and what you want to study;
- hand in the completed "Application to go abroad" form to the Study Abroad Co-ordinator for that country;
- submit a study plan for approval halfway through semester four;
- satisfy the "year abroad" requirements for going abroad;
- obtain formal approval for going abroad before the end of semester four.

There are several places where information about universities and countries can be obtained. The best source is the Media Centre and the International Office where one can surf the Internet for university web sites, look for prospectuses, brochures and general information about partner universities. For general information see the International Office web pages on Insite.

The "Study Abroad" handbook contains information about the necessary procedures and forms to be filled in. The chosen study plan should be equivalent to 30 EC credits, where 1 credit represents approximately 28 hours of study activities. The 30 EC credits in your study abroad programme should be spread over subjects not covered in IBMS but logically linked to core areas of international business, finance and accounting, marketing and management and languages. It is strongly recommended to either study in the language of the target country or in English and take a course in the language that is part of your programme.

Obtaining permission to go abroad depends on the following conditions:

- foundation finals must be passed
- at least 30 EC from the C and/or D cluster must have been obtained after V3/H2, AND at least 45 EC after H4 and the study units International Enterprise and Research must be completed
- fulfilment of all SCC activities;
- approval of the SCC
- there are no insufficiencies in the chosen language of study abroad

Dutch students have to spend their E and F cluster abroad. Students from abroad have to spend at least their E of F cluster abroad\*. They are allowed to spend the E and F cluster abroad.

Notwithstanding the above requirements, the final decision for a student to study abroad lies with the Department Director.

For double degree programmes specific conditions have been formulated; please consult the relevant Study Abroad Co-ordinator and visit the special information session in October.

#### Dutch grades according to the EC-model

Percentage of total students awarded this grade	Dutch grades versus EC Grades	Definition
10%	8 - 10                      A	Excellent
25%	7.5 - 7.9                    B	Very good
30%	7.0 - 7.4                    C	Good
25%	6.0 - 6.9                    D	Satisfactory
10%	5.5 - 5.9                    E	Pass
	< 5.5                        FX F	Fail

#### 6.6.2 Placement

##### *Placement abroad co-ordinators*

Ms Drs C. van der Meijs	Austria, Germany, Switzerland
Mr Dr H-H. Glöckner	Germany, Switzerland, Austria, Central and East Europe
Mr Drs G. van Ooijen	France, Belgium
Mr Drs N. Galbraith	UK, USA, Asia, South-Africa, Belgium
Ms Drs H. Metting van Rijn-Snippe	Australia, New Zealand, Asia Pacific, UK, USA
Mr A. van den Berg	UK, United States, Dutch Antilles
Ms Drs C. van Ellen	UK, United States, Dutch Antilles
Ms Drs L. Wiskerke	Spain

Arnhem Business School will assist students in finding a placement. This does not imply that for each student a placement in the preferred country or company can be found. If a student wants a placement that fully meets his/her requirements, it often means that the student will have to find one him/herself.

The placement co-ordinators are responsible for:

- developing and maintaining contact with placement companies;
- supplying students with general information regarding placements;
- assisting students in their efforts to find a placement;
- advising and coaching students when they apply for a placement;
- supervising and assessing the placement.

Detailed information about the placement is included in the publication "Placement Abroad".

#### *General Characteristics*

The placement is an educational activity in which the student works in a professional situation for five consecutive months. The level and contents of the activities must be attuned to the IBMS study programme. The placement is scheduled in the F-cluster, normally following the study abroad programme scheduled in the E-cluster.

Students can only start their placement with the following qualifications:

- foundation finals must be passed
- at least 30 EC from the C and/or D cluster must have been obtained after V3/H2, AND at least 45 EC after H4 and the study units International Enterprise and Research must be completed
- fulfilment of all SCC activities;
- approval of the SCC
- there are no insufficiencies in the necessary language

#### *Contents and objectives*

The aim of the placement is to make the student familiar with the professional aspect of the study programme. The first two months are used to get a general idea of the organisation and the variety of activities. The remainder part is spent on project-type activities.

#### *Main objectives of the placement:*

- learning to use theoretical knowledge in practice; developing social skills;
- understanding the structure and the functioning of a professional organisation;
- orientation for professional career and future job functions;
- observing the activities and work situations of employees in the organisation at various levels.

#### *Recruitment and selection of trainees and placements.*

The task of the Placement Co-ordinator is to secure placements. In this, he tries to meet the student's preference as much as possible, but this is not the main criterion in the selection of a placement. The main point in securing and selecting placements is the question whether placements enable realisation of the above-mentioned objectives.

#### **Placement structure** (See also the "Placement Abroad" Handbook)

##### *Agreement*

The agreements with the companies are laid down in a placement covenant between Arnhem Business School and the company providing the placement. A lecturer will supervise the student during the placement. The company will assign a coach for in-company supervision.

##### *Assessment*

The information provided by the company coach, the supervisor, the placement co-ordinator and the student him/herself are used for assessment. The supervisor gives a general assessment of the student after visiting the company. The final assessment is made by the supervisor and the co-ordinator.

Criteria for assessment include:

- description of corporate activities;
- definition of problems;
- drawing conclusions based on data;
- practical handling of problems;
- working speed;
- observation of in-company rules;
- independent work.

The assessment is based on the:

- student's written interim reports;
- supervisor's reports;
- assessment of the company coach;
- report made by the supervisor during "reporting day";
- initial and final placement reports.

A final report must be handed in with Arnhem Business School upon conclusion of the placement. No final assessment of the placement can take place without this report.

## **6.7 Graduation Assignment**

GA Co-ordinator: Mr J. Rance

### *Pre-requisites*

Students can only start their GA after having completed all their C, D, E, F and G clusters.

In exceptional circumstances the Department Director can decide to waive this rule. Before applying for this exception, students must consult the SSCC (Main Phase).

### *Acquisition and registration*

Students should start acquiring their GA during G-cluster or earlier. At the end of G-cluster they must hand in a GA registration form and preliminary proposal to the GA Co-ordinator who will approve the GA topic and assign a supervisor/examiner.

Should a student not have acquired a GA by the end of G-cluster (last lecture week), he/she needs to contact the SSCC, as it will be very likely, that the student faces a study delay.

Normally students start their GA directly after G-cluster. In case a student is not able to do so, he/she must immediately contact the SSCC to discuss the study delay that will consequently arise.

A student must start his GA at least 6 months after having completed G-cluster.

When exceptional circumstances arise, that might lead to a further delay, the student needs to consult the SSCC as soon as these circumstances occur.

### *Duration*

Once a GA has been started, it has to be concluded and defended within one year from the date the GA has been approved.

When exceptional circumstances arise, that might lead to a delay the student needs to consult the SSCC as soon as these circumstances occur.

Should a student not conclude the GA within this period, he/she has to find a new assignment.

### *Defence*

To complete the GA part of the programme, the student has to

- hand in the copies of his/her thesis with the exam office (at Vraagpunt),
- inform the GA Co-ordinator about the date of the defence as agreed with the GA supervisor/examiner, 2<sup>nd</sup> examiner, Company Coach,,
- inform the Exam Office (via Vraagpunt) about the date of the defence as agreed with the persons mentioned above (per the GA Defence Application Form)
- book a room and the necessary equipment (at CSP).

For more details, please consult the GA-handbook on [insite.han.nl](http://insite.han.nl).

## **6.8 Graduation**

For your graduation, all grades need to be handed in with the Exam Office by the deadlines that apply for each ceremony, stated in the diary, so that the meeting of the Board of Examiners can take your application into account.

A student, whose last grades are not handed in with the Exam Office by these dates, cannot graduate at the respective ceremony.

When exceptional circumstances arise, the student needs to contact the SSCC as soon as these circumstances occur.

## 6.9 Study delay in the Main Phase

A student who has been offered Main Phase clusters (C up to H), but who has not taken any part examination in the course of the current academic year, will be automatically disenrolled at the end of said academic year without a diploma and will not be eligible for re-enrolment.

When exceptional circumstances arise, the student needs to contact the SSCC as soon as these circumstances occur.

## 6.10 Plagiarism, Cheating, the use of Internet etc.

The TER sets out the rules regarding cheating, plagiarism and other forms of fraudulence for students at Arnhem Business School. In cases where the Internet is used as a source of material for assessments, this must be clearly stated and students should be aware that they are not allowed to submit as their own work copied, downloaded or bought from the internet unless this is clearly stated in their assignment and used as reference material. In cases where there is a suspicion that this has occurred, the department director will take action accordingly.

### 6.10.1 Plagiarism

#### *Documentation*

A writer must cite the source of phrasing, ideas, or information of another writer in written work. Even if one paraphrases or summarizes material from another writer, the source must be acknowledged. Not acknowledging the phrasing, ideas or information of another writer constitutes plagiarism.

#### *Plagiarism and Cheating*

Plagiarism constitutes the appropriation of another person's exact words or original thoughts or writing without extending proper credit (using in-text citations and a works cited reference list) to the original source. As such, plagiarism exists as an illegal action—a type of theft that, in the business/professional world, for example, could result in severe penalties against you.

Simply, plagiarism is not worth the effort; don't do it!

#### *Understanding and Avoiding Plagiarism*

At the very least, a paper/report with plagiarism will be considered an irregularity and is marked with "0", so it is obviously important to understand and to avoid plagiarism.

Plagiarism occurs

1. when words or ideas from a source enter a paper without proper acknowledgment that the words or ideas are not the writer's,
2. when words are copied from a source but are not put in quotation marks (even if acknowledgement is given to the source),
3. when the structure of sentences are copied from a source with just a few words in the original replaced with synonyms, or
4. when a paper presents ideas in the same order as they appear in a source. Plagiarism would occur if someone copied the organization and the progression of ideas from a source, even if the ideas are put into the writer's own words.

One way to determine if plagiarism occurs in a paper is to ask the following question: Could the writer have written the paper exactly as it is without looking at the source that seems to have been copied? If the answer is "no," and if the writer does not cite the source properly, then the paper contains plagiarism.

A paper with plagiarism is marked with "0", so it is obviously important to understand and to avoid plagiarism. Be very careful to clearly distinguish your words and ideas from the words and ideas of your sources.

### **AVOID PLAGIARISM—WHEN IN DOUBT, CITE YOUR SOURCE.**

The administration and faculty of Arnhem Business School prohibit plagiarism, whether the language and the ideas originate from a published source or from work done by another student. Commission of plagiarism and/or cheating is an irregularity and measures will be taken (see TER).



## 7. HOW CREDITS ARE AWARDED

### *Awarding Credits*

Each study unit consists of several courses.

In some study units there is a combination of integrated assessments and separate assessments per course and in others all units have separate assessments. For each study unit an amount of credits (EC) can be awarded.

A module may consist of a variety of educational activities. It may therefore consist of several assessments, 3 at the most. The marks of single assessments will be treated as administrative units. This means that the mark obtained for each assessment is allocated, published and linked to a weighting factor (WF). The weight of an assessment is the amount of WF.

The examination schedule describes how the 60 EC for the second year are divided over the units of study and how the WF are divided over the assessments.

The total of the weighting factors in one study unit is 7.5 or 15. This corresponds with an equal amount of credits. The amount of credits for a study unit is 7.5 or 15 EC. Credits can only be awarded for a completed study unit. This means that all assessments should have been passed (55/100).

In each study unit description you will find the prerequisites in order to award the EC for that study unit.

## 8. DOUBLE DEGREE STUDENTS COMING TO ABS

During the past decade, ABS has developed double degree possibilities with a number of its foreign partner universities to offer students from both institutions the opportunity to obtain the diplomas from two different countries during the standard study period. Therefore, each year, some of the students from our partners have been selected for a double degree programme, meaning they will obtain also the ABS bachelor's degree, once they have graduated from their home institution, provided they have met the ABS requirements.

### *Selection and application*

Selection and application is taken care of by the partner universities who inform the ABS International Office who then starts the students' enrollment procedure. As these students opt for an ABS degree, they become part of the regular IBMS programme, not the Exchange Programme.

However, as they are new to ABS, the double degree students are welcome to join the introduction programme of the Exchange Programme. Besides this, they also should join the short introduction for the particular IBMS-year which applies to their programme (second or fourth year).

### *Programme*

Double degree students are covered by bilateral contracts that have been agreed upon by the respective home institution and ABS. As educational systems vary internationally and institutions have different structures, the programme for individual double degree students at ABS can be different, depending on the partner university the students originally come from.

Nevertheless, the overall **requirements for obtaining the ABS diploma** are the same for all double degree students. All of the following requirements need to be met before a student can graduate from ABS:

- Follow a programme of at least one year at ABS (minimum of 60 EC credits)
- Follow the study plan defined by ABS and the home institution
- Obtain a minimum of 40 points for each part examination at ABS
- Obtain a weighted average of at least 55.000 for each study unit of the curriculum at ABS
- Having graduated from the home institution

The IBMS Teaching and Exam Regulations at ABS and the details of the IBMS Prospectus of the respective academic year(s), in which the requirements are laid down, apply also to double degree students.

In order to get acquainted with the most important regulations covering their studies at ABS, double degree students are strongly advised to see the IBMS SSCC immediately upon their arrival. He/She will inform them on the administrative details concerning their curriculum at ABS ("leerplan"), the group they have been put in, provide them with the publications covering their studies at ABS (relevant TER and prospectus), and point out specific ABS regulations. The IBMS SSCC monitors all main phase students' progress in IBMS until graduation and also double degree students can use his/her services.

### *Study results*

The result obtained for any kind of assessment will be administrated in its standard position in the student's ABS curriculum, that is, within the standard study unit.

Should the programme both partner institutions have agreed upon lead to the situation that a study unit is not concluded by taking all its constituting parts at ABS, the open parts will be filled with the transferred grade the student has obtained when graduating from the home institution, as will the units that are not part of the student's year at ABS. In this case, a study unit will be completed only after the student has graduated from the sending institution. Therefore, no statement about compensation and thus about having fulfilled the requirements set by ABS regulations can be made before this stage. On the other hand, by this procedure, double degree students have the same opportunities with regards to graduating "cum laude" or "with distinction" from ABS as students who spent the full four years with ABS have.

Although double degree students are carefully selected and thus are not expected to fail exams and assignments, situations may occur that lead to having to re-sit an exam. The regulations laid down in the TER and Prospectus applies also in this case. Students will have to take their re-sits at ABS at the scheduled exam periods/dates (see Prospectus, schedule of the academic year and the detailed exam schedule for each period). For central exams the enrolment procedure applies also for re-sits. For central exams which students take individually or in pairs (e.i. oral exams), central enrolment is not enough: each student needs to contact also the examiner to be scheduled for a certain time.

### *Graduation*

After having graduated from the home institution, the student can apply for graduation at ABS by providing the IBMS Board of Examiners with the following documents:

A certified copy of the diploma received from the home institution

A certified copy of either a final grade with the diploma or, if that does not apply to the home institution's system, a final total grade list, stating EC or local credits for each grade mentioned

When the Graduation Assignment (GRA) has not been part of the student's programme at ABS: a certified copy of the graduation assignment / thesis (paper version)

These documents should be sent to

Arnhem Business School  
IBMS Department  
Postbus 5171  
6802 ED Arnhem  
The Netherlands

The IBMS Board of Examiners will decide upon the candidate's request for graduation. Upon a positive decision, the candidate will be invited to the next **graduation ceremony**. Should the candidate prefer to receive his/her ABS diploma earlier, he/she can make an appointment with the IBMS administrator about when he/she will be coming to ABS to sign and collect his/her diploma. Due to the legal status of Dutch diploma's it is not possible to send diplomas by postal or other services.

NB:

Double degree students are expected to be aware of the fact that with a double degree programme, both institutions' requirements have to be met. Whatever ABS agrees to, is limited to their studies at ABS only and does not affect the requirements that have to be met at the home institution, and vice versa. Therefore, double degree students are advised to keep close contact with BOTH institutions until their graduation.

## 9. WHAT, WHO AND WHERE IN IBMS

The following table outlines summarises the main activities within IBMS, who is responsible and whom students should contact.

What	Who / where	Where
Administrative questions	"Vraagpunt"	B 0.07
Admission to IBMS	IP director In-take officers: Ms Salemans Mr v. Osch	C 0.02
Application to IBMS	Ms E. Giesbers Student Administration	E 2.06 C 0.02
Books (information)	IP Booklists	E 2.06 intranet
Communication with students / groups	@student.han.nl groups' pigeon holes	
Communication with staff	@han.nl pigeon holes	
Complaint about assessment (after protest)	Secretary of the Board of Examiners Ms Lankhorst	E 1.04 Pigeon hole
Complaints	Co-ordinator Ms J. Geessink	E 2.09
Data and schedule of academic year	Diary	
Declaration of enrolment	"Vraagpunt"	B 0.07
Double degree students	DD-co-ordinator Ms K. Gierke-Goergens	E 2.02
Dyslexia	SSCC Ms K. Gierke-Goergens	E 2.02
Enrolment to IBMS	IB-groep, Groningen	
Exam enrolment (non-regular exams + re-sits)	"Vraagpunt"	B 0.07
Exam enrolment (regular exams + re-sits)	Intranet/hotline	
Exam organization	"Vraagpunt" Ms van der Spek	B 0.07
Exam schedules	Publication board outside B 0.06 Intra-/internet	
Exam rooms	Whiteboard in mail hall ground floor Personal schedule (intranet)	
Excuse forms driving test	"Vraagpunt"	B 0.07
Exemption forms	"Vraagpunt"	B 0.07
Faculty council (student delegation)	Box at "Vraagpunt"	B 0.07
Finding Tutor/lecturer	Timetable e-mail	Intra-/internet Flex-offices
Formal requests concerning the programme	Director Mr de Groot	E 2.12
Flex-offices for lecturers		D 2.01, D 2.02, B 2.02
General questions	"Vraagpunt"	B 0.07
Grades	Intranet Ms Rengelink	B 0.06
Handicaps/disabilities (short time / permanent)	SSCC Ms K. Gierke-Goergens	E 2.02
ID-card	"Vraagpunt"	B 0.07
Illness (long term)	SSCC	
Information concerning the programme	TER /Prospectus co-ordinator/SCC/SSCC	
Lost/found	CSP	A 0.01
Missing compulsory parts (class/exams)	Lecturer concerned Advisor	
Module contents	Prospectus	

	Weekly schedules (lecturer)	
Notebook problems	Computer Helpdesk	B 1.03
Overlapping exams	SSCC	E 2.02
Personal data (check and change)	"Vraagpunt"	B 0.07
Personal/private problems	Advisor	E 2.02
Photocopies Large amount, binding, colour copies, colour overheads	Copy shop	B 0.05
Printing (specialities)	Copy shop	B 0.05
Problems with timetables, schedules, lecturers, organizational and curricular aspects	Co-ordinator Ms J. Geessink	E 2.09
Questions about timetables	"Vraagpunt"	B 0.07
Readers, workbooks, stationary	Shop	Main hall
Reservation classrooms	"Vraagpunt"	B 0.07
Reservation conference rooms	Central Service Point CSP	A 0.01
Reservation equipment	CSP	A 0.01
Special exam facilities	SSCC	E 2.02
Study progress and planning	SSCC	E 2.02
SSCC	Ms. K. Gierke-Goergens	E.202
Suggestions/complaints to student delegation of faculty council	Box at "Vraagpunt"	
Timetable (groups, lecturers)	Intra-/internet	
Timetable changes	Intra-/internet Monitors	
Tuition fees	Financial Office Ms Van Brederoode	Ruitenbergl. 26 E 0.21
Updating address etc.	"Vraagpunt"	B 0.07

SSC = Student Career Coaches

## Descriptions of Study units and Courses – C cluster

### STUDY UNIT: International Communication and Culture (CC) - general description

#### Introductory

In the study unit International Communication the job application procedure will be illuminated from different perspectives. We will be dealing with preparing for applying for a job, writing job application letters and doing interviews, and that from the perspective of the different cultural backgrounds of the languages offered. We will also highlight similarities, exceptions and differences in approach between an English, a French, a German, a Spanish and a Dutch job application letter and the consecutive steps, like the interview, tests, the hiring process and the impact of cultural differences on all of this.

<b>Courses*:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Business Communication 3	CC-BUC3E	3.75
Dutch 5	CC-DUT5D	3.75
French 3 and French 4	CC-FRB3C/4C	3.75
German C1	CC-GEC1D	3.75
Spanish 5 and 6	CC-SPL5C/6C	3.75
<b>Total Study Unit EC:</b>		<b>7.5</b>

\*Students take BUC and make a choice of 1 of the 4 languages

<b>Lecture week</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
Module														
BUC3	x	x	x	x	x	x	x		x	x	x	x	x	x
DUT5	x	x	x	x	x	x	x		x	x	x	x	x	x
FRE3/4	x	x	x	x	x	x	x		x	x	x	x	x	x
GEC1	x	x	x	x	x	x	x		x	x	x	x	x	x
SPL5/6	x	x	x	x	x	x	x		x	x	x	x	x	x

#### Requirements in order to award the EC

For every separate assessment the minimum grade must be 55/100.

#### Competencies

- 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.
- Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.
- The ability to express oneself fluently and correctly in English, both in speech and writing.

- The ability to express oneself at an intermediate level in a second foreign language (in addition to English and one's native language).
- The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.
- 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.
- The ability to know one's strengths and weaknesses and to indicate how and when to improve these weaknesses; the student knows the limits of his competencies and can critically evaluate and account for his own actions; he can take criticism and put it to good use. Takes initiative and works independently.

### **Objectives**

The objective of this study unit is to make students aware of the process of job application, both from the perspective of a (prospective) company, and from their own perspective, as an applicant. Furthermore the objective is to make students aware of the (subtle) cultural differences between job applications in English and in other cultures. Students who did not opt for German can still get acquainted with job applications in German and in the differences between German and Spanish job applications etc.

### **Professional Product**

Job applications (process, procedures, cultural implications, job application letters, interviews)

## STUDY UNIT: International Communication and Culture - course descriptions

### Course: Business Communication 3

Course:	Course Code:	Weighting Factor (when applicable):
Business Communication 3	CC-BUC3E	3.75

#### Description

In the first period of 7 weeks (3 hours per week) attention will be paid to the application procedure. Students will be given a grade on the basis of the entire procedure, which makes that presence is obligatory during the first period; in the second period (2 hours per week) there will be 3 or 4 lectures about the theory, after which there will be consultation hours.

#### Objectives

- To enable the student to experience all steps in an application procedure;
- To enable the student to write a formal business report.
- Level of Common European Framework to be obtained: B2/C1

#### Competencies

- The ability to express oneself fluently and correctly in English, both in speech and writing.
- Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.
- The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.

#### Topics

- Writing a letter of application;
- Taking part in a job interview, both as an interviewer and as an interviewee;
- Report writing;
- Giving feedback.

#### Professional Product

- Letter of application;
- CV;
- Job interview;
- Business report

#### Study material

Syllabus



## Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
CC-BUC3E.O	1.88			1, 3	During class Students are given a grade for the whole application procedure
CC-BUC3E.R	1.87			2, 4	During class Students are given a grade for a report about a business topic, which is written in groups of 2/3 persons

## Course: Dutch 5D

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Dutch 5	CC-DUT5D	3.75

## Description

In this course you will get acquainted with a number of aspects concerning applying for a job in the Netherlands

## Objectives

- learning to have a good idea of personal strong – less strong points and how to use them;
- getting an idea of personal preferences and how to use these;
- job application advertisements: corporate image and communication;
- job application letters and cultural impact;
- job application interviews: do's and taboos

## Competencies

- 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.
- Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.
- The ability to express himself at an intermediate level in a second foreign language (in addition to English and his native language).
- The ability to lead discussions, express his ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in his presentations.
- 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.
- 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; he can take criticism and put it to good use. Takes initiative and works independently.

## Topics:

- Personal SWOT analysis;
- Reading the newspaper in Dutch
- Writing letters, especially job application letters in Dutch, respecting the Dutch cultural background and its peculiarities;
- Doing a job interview in Dutch.

## Professional Product

Job applications

## Study material

Syllabus Job Applications

## Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
CC-DUT5D.1	2.0	2, 4	2, 4		None
CC-DUT5D.O	1.75			2, 4	During class

## COURSE: French 3 and French 4

<b>Course</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
French 3	CC-FRB3C	1.0
French 4	CC-FRB4C	2.75

### Course description

After completion of this course you will have experienced, in French, the most important steps in an application procedure, from the point of view of the candidate in the first place, but also from the point of view of the HRM department. All language skills will be involved: listening, speaking, reading and writing. These skills will be trained through various language acts and must be demonstrated in “*professional products*”, some of them in written form, others presented orally. For these products, you need to have a good command of the French language in the first place, but also to understand several aspects of French business culture and society. (For example, if you don't know what the mention “*BAC+4*” means in a French job advertisement, you would remain unaware of the required level of academic education for that job.) And, last but not least, you have to demonstrate managerial know-how and be able to talk in French about HRM issues, related to this topic. (For example in a role play where you act as a HRM manager, discussing possible ways a new sales representative should be paid: in France, your CV can mention your “*prétentions*”, the salary that you think you are worth being paid!)

During the first period, the theme will be introduced mainly from the perspective of the company. Besides that, some time will be spent on finishing the last chapters of the grammar course that we started in the previous year, in order to be able to write acceptable letters and reports in French during the second period.

During the second period we will focus more on the candidate and one of the obvious written professional products you will produce then is the “*lettre de candidature*”, so is the “*entretien de candidature*” for the oral aspect.

### Entry requirements

You are supposed to have successfully completed the French 1 and 2 modules of the foundation year. Students coming from other institutions need to have French language skills corresponding to CEF A2 level, as we plan to achieve a B1 level at the end of this course.

## Course objectives

Improvement, within the context of this topic, of all language skills: reading, writing, listening and speaking. All professional products will be assessed on the basis of a CEF B1 level.

## Competencies

- Carrying out, in French, the common tasks related to selecting new personnel.
- Looking for a job in a French environment and applying for it

## Topics

### Point of view of the HRM department:

- Le profil du poste et le profil du candidat idéal
- La rédaction de l'annonce
- La présélection et la sélection des candidats
- L'utilisation de formulaires
- Les test psychotechniques
- Le contrat de travail, le salaire, les conditions de travail, les avantages sociaux
- La préparation de l'entretien de candidature par le Directeur du personnel
- La présentation de l'entreprise et du poste vacant
- Les phases de l'entretien de candidature, les négociations,
- Embaucher un candidat / rejeter un candidat
- Lettres écrites par le service RH: p. ex. La lettre de convocation, de rejet, d'embauchement
- Compte rendu de l'entretien de candidature

### Point of view of the candidate:

- Chercher du travail dans la presse et sur l'internet
- Auto-analyse du candidat: son "type" et ses points forts/faibles, sa biographie, ses objectifs de carrière
- Se former une idée du poste proposé et se renseigner sur l'entreprise
- Lettre de candidature + CV
- Le système éducatif et les diplômes français
- Se préparer à l'entretien de candidature
- Se présenter à l'entretien de candidature

## Professional products

### Written:

Application letter, CV and other letters related to the topic.

Job advertisements, memos and other written documents related to the topic

### Oral

Job interview, discussions by Management Team, some phone calls

## Study material

French internet sites related to all aspects of the topic (active research by students is part of the training)

Video *La candidature*

Handouts HRM aspects in French

Handouts vocabulary

## Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
CC-FRB3C.1	1	1, 3	1, 3		General use of French, HRM vocabulary 1
CC-FRB4C.1	1	2, 4	2, 4		Correspondence and other written documents related to subject, HRM vocabulary 2
CCF-RB4C.O	1			2, 4	During class, Role play in pairs
CC-FRB4C.C	0.75			1+2, 3+4	Presence during class (2 points per week)

## Course German C1

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor:</i>
German C1	CC-GEC1D	3.75

### Description

In this course the student deals with the topic job application in the German speaking environment in various ways: in reading, listening, writing and speaking.

### Entry requirements

The modules GEB1C and GEB2C must have been completed successfully. Students who have not passed these modules at ABS need to have a command of the target language in all language skills on B1 level of the Common European Framework.

### Objectives

The student will improve all language skills within the context "Bewerbung", preparing for B2 level.

### Competencies

Intercultural adaptability and oral as well as written communication at intermediate level in German related to the topic and skills of the course, including company structure, decision making and selection processes, and occupational issues.

### Topics

Bewerbung

### Professional Product:

Dossier Bewerbung, Bewerbungsmappe (part of the dossier), Vorstellungsgespräch

### Study material

Besides the material listed in the book list: handouts, online material, material in multi-media lab

## Assessments

<b>Exam Code:</b>	<b>Weighting Factor:</b>	<b>Period</b>			<b>Aids/Remarks:</b>
		<b>V</b>	<b>H</b>	<b>other</b>	
CC-GEC1D.O	1.5			1+2, 3+4	Key words / during class
CC-GEC1D.A	1.5			1+2, 3+4	Grammaticus / during class
CC-GEC1D.Ds	0.75			1+2, 3+4	n.a. / during class

## Course Spanish 5

<b>Course:</b>	<b>Course Code:</b>	<b>Weighting Factor (when applicable):</b>
<b>Spanish 5 Preparing for a placement</b>	CC-SPL5C	2.25

### Description

This course will offer Spanish for specific communication purposes related to the near-future work field in international business. This course simulates the process of finding a placement in Spain. It will be a combination of oral classroom language training and working out written assignments. These assignments will be weekly assessed by the lecturer. In this way the skills and competence will be continuously assessed. Active participation is an absolute must. There will be a written exam at the end testing the knowledge of grammar and vocabulary.

Prerequisites: advanced elementary level of Spanish comparable to the level reached by the end of the module Spanish 4.

### Objectives

At the end of this module students will be able to use Spanish at a low intermediate level and for specific communication purposes related to finding a placement in Spain. They will be familiar with and able to describe the corporate identity, structure and culture of Spanish companies. They will be able to ask on the phone for information about a placement. They will be able to formulate personal learning objectives and personal competences relevant for a placement. They will be able to write a CV and an application letter. They will be able to find and read general information about Spanish cities and present this information in class. They will be able to arrange accommodation in Spain.

Level CEF: A2/B1

### Competencies

The student has the ability to express himself at a low intermediate level in Spanish, the ability to express his ideas, make proposals, draft reports and give presentations and the ability to make proper use of audiovisual aids in his presentation. He also has the ability to explain differences between national, organisational and occupational cultures in e.g. human resources management and intercultural communication and is able to adapt his behaviour to the standards of other cultures and can maintain an international network essential to his tasks.

### Topics

- Cyber Spanish
- Corporate identity, structure and culture of Spanish companies
- CV's and application letters in Spanish
- Some useful phone call expressions and strategies
- General and cultural information about Spain's main cities
- Accommodation
- Personal and professional competences
- Some main grammatical subjects

### Professional Product

- presentation
- dialogues
- written assignments:
- description of the placement company
- report about placement tasks and objectives including a personal SWOT analysis
- CV
- application letter

### Study material

Handouts, internet, blackboard, material in the multi-media laboratory.

### Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
CC-SPL5C.1	0.75	1, 3	1, 3		written exam: grammar and vocabulary
CC-SPL5C.P	0.5			1, 3	During class, presentation
CC-SPL5C.C	0.5			1, 3	During class, dialogues
CC-SPL5C.fs	0.5			1, 3	During class, written assignments

### Course: Spanish 6

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
<b>Spanish 6 Getting to know and approaching Hispanic markets</b>	CC-SPL6C	1.5

### Description

This course will offer Spanish at an intermediate level for specific communication purposes related to the near-future work field in international business. This course simulates the creation of a publicity campaign. It will be a combination of oral classroom language training and working out written assignments in small groups. These assignments will be weekly assessed by the lecturer. In this way the skills and competence will be continuously assessed. Active participation is an absolute must.

The student will learn how to conduct a meeting in Spanish, how to define and describe a product, how to describe a target group and a publicity strategy. The student will be able to create and present a publicity campaign. The student also will become familiar with general demographic features of a Spanish-speaking country. The cultural awareness about these countries and target groups will increase.

Prerequisites: low intermediate level of Spanish comparable to the level reached by the end of the module Spanish 5.

### Objectives

At the end of this module the student will be able to use Spanish at an intermediate level and for specific communication about markets and target groups in the Hispanic world. He will be able to define and describe a product. He will be able to become familiar with general demographic features of Spain, another Spanish-speaking country and/or Hispanics in the United States with the help of internet. He will be able to find information on the internet about a target group from one of the above mentioned countries and define and describe this target group. He will increase his cultural awareness about the target groups. He will be able to make an advertisement for his specific target group and be able to explain why the advertisement is appropriate for the target group. He will be able to participate in and lead a meeting and write the corresponding minutes. He will be able to discuss and give presentations about the topics above mentioned.

Level CEF: B1

### Competencies

The student has the ability to express himself at an intermediate level in Spanish, the ability to express his ideas, lead discussions, make proposals, draft reports and give presentations and the ability to make proper use of audiovisual aids in his presentation. He also has the ability to explain differences between national, organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. 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.

### Topics

- Meetings and minutes
- Product descriptions
- Demographic descriptions
- Target group descriptions
- Publicity
- Some main grammatical subjects

### Professional Product

- presentation
- group conversation
- written assignments
- minutes
- product description
- demographic description
- target group description
- description of the publicity campaign

### Study material

Handouts, internet, blackboard, material in the multi-media laboratory.

### Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
CC-SPL6C.P	0.5			2, 4	During class, presentations
CC-SPL6C.C	0.5			2, 4	During class, conversation in groups
CC-SPL6C.fs	0.5			2, 4	During class, written assignments

## STUDY UNIT International Enterprise (EN): general description

### Introductory

This Study Unit is involved with all aspects of doing business in an international environment, and has the aim to gain the students knowledge of and insights in all related issues of the subject.

<b>Courses:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
International Enterprise 1	EN-IEN1A	N/A
Accounting & Finance 3	EN-ACF3A	N/A
International Law 2	EN-ILW2E	N/A
Management Information Systems 1	EN-MIN1B	N/A
Marketing 3	EN-MKT3A	N/A
<b>Total Study Unit EC:</b>		<b>15</b>

<b>Lecture week</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Module</b>														
IEN1A	x	x	x	x	x	x	x		x	x	x	x	x	x
ACF3A	x	x	x	x	x	x	x							
ILW2E									x	x	x	x	x	x
MIN1B		x		x		x			x		x		x	
MKT3A	x		x				x			x				

### Requirements in order to award the EC

1. All non-integrated assessments have to be passed (minimum of 55/100); and
2. The weighted average of all integrated assessments has to be 55/100 at least.

### Competencies

- The ability to research and analyse relevant international business problems, to propose policy goals and objectives.
- The ability to pro-actively seek and commercially evaluate business opportunities for new/existing products/services.
- The ability to take risks in order to optimise business profit.
- The ability to perform a country analysis on macro and industry level.
- The ability to formulate market entry strategies.
- The ability to actively contribute to group results.
- The ability to lead discussions, express ideas, make proposals, draft reports.
- The ability to evaluate investment opportunities, to contribute to the assessment of long-term and short-term debt and equity financing and to contribute to managing financial risks (financial management).
- 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.

### Objectives

Deals with (strategic) decision making of internationally active companies related to marketing, legal and financial issues. Management information systems should support this decision making process. In this Study Unit the student learns to recognise problems and solve these problems in a systematic way. The problems are related to companies that are considering to enter a foreign market. To be able to solve these problems an integrated application of knowledge from different fields of study is necessary. In the course 'International Enterprise' knowledge from different fields of study are integrated: marketing, economics, finance, international law and finally management information systems. The method of education used in this course is problem-based learning.

### Professional Product

Management Briefings

### Integrated Assessments (more then one course involved):

<i>Exam Code:</i>	<i>Courses involved:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks</i>
			<i>V</i>	<i>H</i>	<i>other</i>	
EN-IEN1A.1	IEN, MKT, MIN, ACF	3	1, 3	1, 3		Dictionary
EN-IEN1A.11	IEN, MKT, MIN, ILW	3	2, 4	2, 4		Dictionary
EN-IENA.R	IEN, MKT, MIN, ILW, ACF	9			During lesson weeks	

## STUDY UNIT International Enterprise: Course descriptions

### Course: International Enterprise 1

Course:	Course Code:	Weighting Factor (when applicable):
International Enterprise	EN-IEN1A	N/A.

#### Description

The method of teaching used in this course is problem based learning. The student is part of a group consisting of approximately 10 students. The students in the group come from different study streams (CE, IBL and IBS) and each group has a tutor. Meetings take place every week and last for 2 hours. Presence during these meetings is compulsory. Students are expected to participate actively. In between meetings the student is expected to look for relevant literature and other material in an independent way, study the literature found and work (individually) on hand-in assignments. Further information about the teaching method used in this course can be found in the workbook for this course (called 'block book') and will be provided by the tutor during the first meeting.

#### Objectives

See the Objectives of the Study Unit International Enterprise above.

#### Competencies

Due to the high level of integration of this Study Unit the competencies for the separate courses are equal to those for the Study Unit as a whole.

#### Topics

- Organizational structure and global control/steering
- International Market Selection
- Business ethics and corporate governance
- SWOT and strategy formulation
- Make or buy/outourcing
- International entry strategies
- Transfer pricing
- International transport and logistics
- International consumer behaviour/CRM/International promotion strategies
- International payments and risks

#### Professional Product

Management Briefings

#### Study material

Syllabus / Reader / Block book

## Course: Accounting & Finance 3

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Accounting & Finance 3	EN-ACF3A	N/A.

### Description

Theoretical background related to the financial items of the cases used within the Study Unit.

### Objectives

To provide insight into the key features of international financing by companies and institutions, training skills to formulate a financial basis to marketing and business plans and provide reports with a relevant and sound (international) finance chapter.

### Competencies

Due to the high level of integration of this Study Unit the competencies for the separate courses are equal to those for the Study Unit as a whole.

### Topics

- Cost allocation
- Cost information
- Balanced Score Card
- Decision Models
- Financing & Capital Structure

### Professional Product

Management Briefings

### Study material

Syllabus / Reader / Block book

### Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
EN-ACF3A.1	N/A	1, 3	1, 3		Dictionary; calculator (non-graphic).

## Course: International Law 2

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
International Law 2E	EN-ILW2E	N/A.

**Description**

Theoretical background related to the legal items of the cases used within the Study Unit.

**Objectives**

This course provides the students with an introduction to export-import practice and related legal issues in international trade law in general, including international commercial contracts.

**Competencies**

Due to the high level of integration of this Study Unit the competencies for the separate courses are equal to those for the Study Unit as a whole.

**Topics**

- 3 IPL-Questions: conventions
- Vienna sales convention
- incoterms/ ways of exporting
- agent or distributor/ways of payment
- international transport: sea and road
- sales contract
- Concepts in international trade law
- Legal framework export-import. International contracts
- Transportation
- Payment methods
- Dispute resolution
- Litigation
- Agency / distributorship

**Professional Product**

Sales Contract

**Course: Management Information Systems 1**

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Management Information Systems	EN-MIN1B	N/A.

**Description**

Deals with information flows to and from all internal and external sources within an international operating company.

**Objectives**

Insight in and knowledge of modern information systems and how to use these to maximize performances of the several departments of an organization.

**Competencies**

Due to the high level of integration of this Study Unit the competencies for the separate courses are equal to those for the Study Unit as a whole.

**Topics**

- Definitions and terminology
- Information Systems within the enterprise
- Business Process Re-engineering
- E-Business, E-Commerce, E-Purchasing
- Databases
- Knowledge Systems

**Professional Product**

Analysis of an Information System

**Course: Marketing 3**

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
International Marketing	EN-MKT3A	N/A.

**Description**

Theoretical background related to the marketing items of the cases used within the Study Unit.

**Objectives:**

The objectives of this short course is to provide students of the Study Unit International Enterprise with more detailed information on International Marketing, specifically country/market selection and entry strategies.

**Competencies**

Due to the high level of integration of this Study Unit the competencies for the separate courses are equal to those for the Study Unit as a whole.

**Topics:**

- Entry Strategies
- Macro - & Country Analysis
- Sales Channel Management

## STUDY UNIT International environment (IE) – general description

### Introductory

This study unit provides the student with knowledge and understanding of the existence of and relations between different constitutional law systems, economic systems, international treaties, international financial transactions and economic developments.

<b>Courses:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
International Economics	IE-ECN2C	2.5
International Finance	IE-AFC4A	2.5
International Law	IE-ILW1C	2.5
<b>Total Study Unit EC:</b>		<b>7.5</b>

<b>Lecture week</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Module</b>														
<b>ECN2B</b>	x	x	x	x	x	x	x		x	x	x	x	x	x
<b>AFC4B</b>									x	x	x	x	x	x
<b>ILW1B</b>	x	x	x	x	x	x	x							

### Requirements in order to award the EC

For every separate assessment the minimum grade must be 55

### Competencies

The ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions on international business. The student can assess the impact of these trends on his own activities as well on the business policy.

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.

### Objectives

To acquire knowledge and understanding of the existence of and relations between different constitutional law systems, economic systems, international treaties, international financial transactions and economic developments.

### Professional Product

An economic, legal and financial analysis of the international environment

## STUDY UNIT International environment – Course descriptions

### Course: International Economics 2

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
International Economics	IE-ECN2C	2.5

#### Objectives

Students are able to analyse the international dimension of (open) economies.

Students are able to apply a number of trade-theories and their implications for trade-policies, also in combination with the Balance of Payments.

Students can describe the influence of exchange-rates (-systems) on the Balance of Payments.

Attention will also be given to EMU, Euro and optimum currency areas.

#### Competencies

The ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions on international business. The student can assess the impact of these trends on his own activities as well on the business policy.

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.

#### Topics

- Trade theories and trade policy
- The Balance of Payments
- Exchange rates and exchange rate systems.
- Exchange rates: the EMU and the Euro

#### Professional Product

An economic analysis of the international environment

#### Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
IE-ECN2C.4	2.5	2, 4	2, 4		

### Course: Accounting and Finance 4

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Accounting and Finance 4	IE-ACF4A	2.5

### Objectives

To provide insight into the key features of international financing by companies and institutions, Training skills to formulate a financial basis to marketing and business plans and provide reports with a relevant and sound (international) finance chapter.

### Competencies

The ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions on international business. The student can assess the impact of these trends on his own activities as well on the business policy.

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.

### Topics

- Compounded interest
- Discounted Cash Flows and Net Present Value
- Forwards, Futures and Options
- Investment decisions
- Currency exposure

### Professional Product

A financial analysis of the international environment

### Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
IE-ACF4A.1	2.5	2, 4	2, 4		Dictionary/graphic calculator



## Course: International Law 1

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
International Law	IE-ILW1C	2.5

### Objectives

This course provides the students a general introduction to international Business Law. The emphasis will be on basic the legal families of the world, international law, contracts and corporate law; enabling the student to recognise, diagnose and solve business-related legal problems.

### Competencies

The students will be trained to assess the legal problems that may arise while doing business internationally. The students become aware of the differences in the legal systems of countries around the world in comparison with the Dutch legal system.

### Topics

- Legal families of the world . Legal principals of Dutch law
- International law: the Vienna Convention on the International Sales of Goods
- Compare Contract law of several countries
- Corporate law.

### Professional Product

A legal analysis of the international environment

### Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
ILW1C.1	2.0	1, 3	1, 3		Dictionary and syllabus statutes and treaties
ILW1C.P	0.5			1, 3	During class

## Descriptions of Study units and Courses – D cluster

### STUDY UNIT: Business and Communication (BC) - general description

#### Introductory

In this module the various languages will be more streamlined. Even more attention will be paid to the languages being used in a business environment. At the end of this module, students will not only be able to study or do their placement in an English speaking country, but also in a language area of their second language.

<b>Courses*:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Business Communication 4	BC-BUC4E	3.75
Dutch 6	BC-DUT6D	3.75
French 5 and French 6	BC-FRB5C/6C	3.75
German D1	BC-GED1A	3.75
Spanish 7 and Spanish 8	BC-SPL7E/8E	3.75
Business Management Game	BC-BMG1C	N/A
<b>Total Study Unit EC:</b>		<b>7.5</b>

\*Students take BUC and make a choice of 1 of the 4 languages.

<b>Lecture week</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
Module															
BMG	shift														
BUC4		x	x	x	x	x	x	x		x	x	x	x	x	x
DUT6		x	x	x	x	x	x	x		x	x	x	x	x	x
FRE5/6		x	x	x	x	x	x	x		x	x	x	x	x	x
GED1		x	x	x	x	x	x	x		x	x	x	x	x	x
SPL5/6		x	x	x	x	x	x	x		x	x	x	x	x	x

#### Requirements in order to award the EC

For every separate assessment, the minimum grade must be 55/100.

Credits for the study unit will only be awarded if students successfully participate in the Business Management Game during the shift week

#### Competencies

- The ability to express oneself fluently and correctly in English, both in speech and writing.
- The ability to express oneself at an intermediate level in a second foreign language (in addition to English and one's native language).

- The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.
- 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.
- The ability to know one's strengths and weaknesses and to indicate how and when to improve these weaknesses; the student knows the limits of his competencies and can critically evaluate and account for his own actions; he can take criticism and put it to good use. Takes initiative and works independently.
- The ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and the budgeting process (management accounting).
- The ability to contribute to and evaluate key accounting summaries (profit and loss account, balance sheet and cash-flow statement) and to outline the differences between various external reporting standards (financial accounting).
- The ability to actively contribute to a group product or result.
- 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 define and analyse complex situations, to develop alternative solutions to problems that are neither straightforward nor subject to standard procedures and to assess the effects.
- The ability to act carefully and punctually and to produce output that is literate, numerate and coherent.

### **Objectives**

The objective of this study unit is to streamline the oral and writing skills of students to such an extent that they would have no problem in conducting tasks in a foreign business environment.

### **Professional Product**

Meetings

Negotiations

Management Decisions concerning procurement, marketing, sales, production and finance

## STUDY UNIT: Business and Communication – course descriptions

### Course Business Management Game 1

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Business Management Game 1	BC-BMG1C	N/A

#### Description

Workshop; during four days in the shift period students will participate in the management game. A management team should at least consist of: general manager, marketing manager, logistics manager and a financial manager.

#### Objectives

Running a company by making strategic and tactical decisions. You will play this game according to rules representing the economic laws to which many Western companies are subject. The course provides insight into financial and economic aspects, into interaction of business sections and it develops teamwork skills.

#### Competencies

- The ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and the budgeting process (management accounting).
- The ability to contribute to and evaluate key accounting summaries (profit and loss account, balance sheet and cash-flow statement) and to outline the differences between various external reporting standards (financial accounting).
- The ability to actively contribute to a group product or result.
- 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 define and analyse complex situations, to develop alternative solutions to problems that are neither straightforward nor subject to standard procedures and to assess the effects.
- The ability to act carefully and punctually and to produce output that is literate, numerate and coherent.

#### Topics

- **decisions concerning procurement; production;**
- marketing and personnel;
- finance; how to make a liquidity survey;
- advertising; negotiations.

#### Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
BC-BMG1C.C	N/A			shift	Obligatory. Credits for the study unit will not be awarded if BMG is not successfully completed.

## Course Business Communication 4

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Business Communication 4	BC-BUC4E	3.75

### Description

In the first period (three lessons per week) the subject to be dealt with is business meetings; every week the student will hold a meeting with fellow students on a business topic. Students will also give each other feedback on their performance. Attendance during these classes is obligatory.

In the second period one hour per week is spent on the art of creative writing. One hour per week is spent on negotiation training (in half groups). Since the grade for these negotiations is based on continuous assessment, attendance is obligatory.

### Objectives

To enable students to hold business meetings;

To enable students to negotiate in an English speaking environment;

To enable students to write letters, reviews, complaints, summaries, etc.

Level of Common European Framework to be obtained: B2/C1

### Competencies

The ability to express oneself fluently and correctly in English, both in speech and writing

Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.

The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.

### Topics

- Meetings;
- Negotiations;
- Writing exercises.

### Professional Product

Business meetings;

Business negotiations;

Letters of complaint;

Reviews;

Summaries;

### Study material

Syllabus

### Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
BC-BUC4E.as	1.5			4	During class
BC-BUC4E.O	1.0			4	During class
BC-BUC4E.1	1.25	4	4		Dictionaries

## Course Dutch 6

<b>Course:</b>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Dutch 6D	BC-DUT 6D	3.75

### Description

In this course you will be dealing with research in Dutch in its many forms, starting with the basics and working on extending your vocabulary, being able to discuss certain topics, doing a presentation about a business topic in Dutch and writing a basic report about the presentations of other students.

### Objectives:

- Reading the newspaper in Dutch
- Research basics and report writing basics
- Preparing and doing a presentation in Dutch about a business subject
- Discussions in Dutch

### Competencies

- 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.
- Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.
- The ability to express himself at an intermediate level in a second foreign language (in addition to English and his native language).
- The ability to lead discussions, express his ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in his presentations.
- 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.
- 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; he can take criticism and put it to good use. Takes initiative and works independently.

### Topics

- Reading newspaper articles
- Having discussions about business related topics
- Preparing and doing a business related presentation
- Doing research and report writing

### Professional Product

Presentation  
Discussions in class and individual  
Report about presentations visited

### Study material

Recent newspaper articles (to be handed out)

### Assessments (only this course involved)

<b>Exam Code:</b>	<b>Weighting Factor:</b>	<b>Period</b>			<b>Aids/Remarks:</b>
		<b>V</b>	<b>H</b>	<b>other</b>	
BC-DUT6D.O	1			4	During class
BC-DUT6D.P	1			4	During class
BC-DUT6D.R	1.75			4	During class

### Course French 5 and French 6

<b>Course</b>	<b>Course Code:</b>	<b>Weighting Factor (when applicable):</b>
French 5	BC-FRB5C	1.75
French 6	BC-FRB6C	2.00

#### Course description

After completion of this course you will have experienced, in French, the most important steps in launching a new product. All language skills will be involved: listening, speaking, reading and writing. These skills will be trained through various language acts and must be demonstrated in “*professional products*”, some of them in written form, others presented orally. For these products, you need to have a good command of the French language in the first place, but also to demonstrate some creativity, analytical skills and be able to talk in French about marketing issues, related to this topic. During the first period, the theory will be introduced in French, during the second period we will focus more on specific products.

#### Entry requirements

You are supposed to have successfully completed the French 3 and 4 modules of the previous semester. Students coming from other institutions need to have French language skills corresponding to CEF B1 level.

#### Course objectives

Improvement, within the context of this topic, of all language skills: reading, writing, listening and speaking. All professional products will be assessed on the basis of a CEF B1+ level.

#### Competencies

- Discussions, in French, about strategical or operational aspects of launching a new product
- Presenting a product
- Negotiating a business offer
- Useful calls and mails

#### Topics

- Le marketing, le marché, la segmentation
- La notion du produit, son cycle de vie, sa classification, le portefeuille de produits
- La combinaison produit-marché
- Le rôle des 4 P
- La communication et la publicité
- La négociation commerciale

#### Professional products

##### Written

Documentation of new products, minutes of professional meetings

Commercial advertisements, memos and other written documents related to the topic

## Oral

Discussions by Management Team, some phone calls, product presentation, negotiation

### Study material

French internet sites related to all aspects of the topic (active research by students is part of the training)

Video *Yoplait, Cobra*

Handouts marketing in French

Handouts vocabulary

### Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
BC-FRB5C.1	1	3	3		Marketing French, no aids allowed
BC-FRB5C.	0.75			3	Presence during class, (2 points per week)
BC-FRB6C.1	1	4	4		Correspondence and other written documents related to subject, HRM vocabulary 2 No aids allowed
BC-FRB6C.0	1			4	In class Presentation / negotiation

## Course German C2

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor :</i>
German D1	BC-GED1A	3.75

### Description

In this course student deals with the topic Business in Germany in various ways: in reading, listening, speaking and writing.

### Entry requirements

The modules GEB1 and GEB2 must have been completed successfully. Students who have not passed these modules at ABS need to have a command of the target language in all language skills on B1 level of the Common European Framework.

### Objectives

The student will improve his language command completing B2 level especially for the following skills: extensive reading, presenting a topic, report-writing.

### Competencies

Intercultural adaptability, planning and organizing, and oral as well as written communication at intermediate level in German related to the topic and skills of the course, including leading and participating in discussions,



expressing ideas, making proposals, writing reports and giving presentations making proper use of audio-visual aids.

### Topics

- Business in Germany

### Professional Product

Business Plan, choice of products for corporate communication, minutes, product presentation, corporate presentation, evaluation and reflection reports

### Study material

Besides the material listed in the book list: handouts, online material, material in multi-media lab

### Assessment

For this seminar, 100% attendance is required. This is a pre-requisite for obtaining a grade for any part assessed during class as well as for being admitted to the last part, GEC2A.4.

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
BC-GED1A.4	1.5	4	4		Key words
BC-GED1A.DS	1			3+4	n.a. / during class
BC-GED1A.P	1.25			3+4	Key words / during class

## Course Spanish 7

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
<b>Spanish 7 - Written Business Communication</b>	BC-SPL7E	2.25

### Description

This course will offer Spanish at an intermediate level (level2) for specific communication purposes related to the near-future work field in international business. This course simulates the creation of an image enhancement of a telecommunication company. It will be a combination of oral classroom language training and working out written assignments in small groups. This is the situation in which the student will learn how to write different kinds of business letters. The assignments will be weekly assessed by the lecturer. In this way the skills and competence will be continuously assessed. Active participation is an absolute must. The grammatical skills and vocabulary will be tested at the end of the module in the form of a written exam. During the course special attention will be dedicated to specific vocabulary related to business communication.

Prerequisites: intermediate level of Spanish comparable to the level reached by the end of the module Spanish 6.

### Objectives

At the end of this module the student will be able to write different kinds of business texts in Spanish. He knows how to structure these texts and to use a convenient style and tone.

Level CEF: B1

## Competencies

The student has the ability to express himself at an intermediate level in Spanish, the ability to express his ideas, lead discussions, make proposals, write business letters and give presentations and the ability to make proper use of audiovisual aids in his presentation.

The student has the ability to explain the differences between organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. 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.

## Topics

- Business letters
- Image enhancement
- Publicity
- Quotations
- Minutes
- Main grammatical subjects

## Professional Product:

- presentation
- conversation in groups
- written assignments
- business letters
- written text consisting a strategy for image enhancement
- quotation
- minutes

## Study material

Handouts, internet, material in the multi-media laboratory.

## Assessments

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
BC-SPL7E.1	0.75	3	3		written exam: grammar and vocabulary
BC-SPL7E.P	0.5			3	during class, presentation
BC-SPL7E.C	0.5			3	during class, conversation in groups
BC-SPL7E.fs	0.5			3	during class, written assignments

## Course Spanish 8

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
<b>Spanish 8 - Current affairs in Spain and Spanish America</b>	BC-SPL8E	1.5

## Description

This course will offer Spanish at an intermediate level for specific communication purposes related to the near-future work field in international business. This course simulates the following case: You work for the Dutch Chamber of Commerce and have been assigned to prepare and hold an information session for entrepreneurs who are considering doing business with Spain. Four economically important regions will be presented: the Basque Country, Catalonia, Madrid and Andalusia. Participants will receive an information folder, containing detailed descriptions of the four regions. Additionally, an extensive media presentation will be given about the four regions. The central question is: what products produced by the above mentioned regions are interesting enough to be launched on the Dutch market?

The second part of the classes will simulate a number of stages a Dutch entrepreneur goes through preceding his business visit to Spain.

Prerequisites: intermediate level of Spanish comparable to the level reached by the end of the module Spanish 7.

### Objectives

At the end of this module the student has gained an insight into the geography, demography, history, culture and economy of four important Spanish regions: the Basque Country, Catalonia, Madrid and Andalusia. The student will have consulted Spanish languages sources. The student will also be able to select a product.

Level CEF: B1

### Competencies

The student has the ability to express himself at an intermediate level in Spanish (level 2), the ability to express his ideas, make proposals, draft reports and give presentations and the ability to make proper use of audiovisual aids in his presentation.

The student has the ability to explain the differences between national, organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. 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.

### Topics

- The Spanish geography, demography, history, culture, economy

### Professional Product

- presentation
- conversation in groups
- written assignments
- information folder about a Spanish region

### Study material

Handouts, internet, material in the multi-media laboratory.

### Assessment

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
BC-SPL8E.P	0.5			4	during class, presentation
BC-SPL8E.C	0.5			4	during class dialogues and conversation in groups
BC-SPL8E.fs	0.5			4	during class, written assignments

## STUDY UNIT: Marketing Planning & Budgeting (MP) - general description

### Introductory

This Study Unit is involved with all aspects of making marketing plans and budgeting these plans accordingly. The aim is to gain knowledge and insights in all related issues with regard to setting objectives, making choices, work out these choices into a marketing mix and determine effects of profit and loss.

Courses:	Course Code:	Weighting Factor (when applicable):
Marketing Management and Planning 1	MP-MMP1C	5.00
Accounting and Finance 5	MP-ACF5A	1.25
Accounting and Finance 6	MP-ACF6A	1.25
Total Study Unit EC:		7.5

Lectureweek	1	2	3	4	5	6	7		1	2	3	4	5	6
Module														
MMP	x	x	x	x	x	x	x		x	x	x	x	x	x
ACF5	x	x	x	x	x	x	x							
ACF6									x	x	x	x	x	x

### Requirements in order to award the EC

1. All non-integrated assessments have to be passed (minimum of 55/100); and
2. The integrated assessments has to be 55/100 at least.

### Competencies

- The ability to research and analyse relevant international business problems, to propose goals and objectives.
- The ability to pro-actively seek and evaluate financially, business opportunities for new/existing products/services.
- The ability to take risks in order to optimise business profit.
- The ability to perform a market analysis on macro and industry level.
- The ability to formulate strategies.
- The ability to actively evaluate strategies on several criteria.
- The ability to lead discussions, express ideas, make proposals, draft reports.
- The ability to evaluate investment opportunities, to contribute to the assessment of long-term and short-term debt and equity financing and to contribute to managing financial risks (financial management).
- 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.

**Objectives**

In this Study Unit the student learns to identify problems and propose solutions to these problems or challenges in a systematic way. The problems or challenges are related to companies that are in an existing market. In order to suggest solutions to these problems or challenges, knowledge from different fields of study, such as principles of marketing and finance, is necessary. In the course marketing and finance are integrated. The teaching method in this course is problem-based learning by analyzing case studies and a computer case game.

**Professional Product**

Management Reports of decisions and evaluation of these decisions

**Integrated Assessments (more than one course involved)**

<i>Exam Code:</i>	<i>Courses involved:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks</i>
			<i>V</i>	<i>H</i>	<i>other</i>	
MP-MMP1C.R	MMP1, ACF5, ACF6	2.50			4	During class Students have to pay a fee of app. 20 euro for playing the game

# STUDY UNIT Marketing Planning & Budgeting - Course descriptions

## Course: Marketing Management & Planning 1

Course:	Course Code:	Weighting Factor (when applicable):
Marketing Management & Planning 1	MP-MMP1C	2.50

### Description

The method of teaching used in this course is problem based learning. The student is part of a group consisting of approximately 5-6 students. The students in the group come from different nationalities. Meetings take place every week and last for 1 hour.

Presence during these meetings is compulsory. Students are expected to participate actively. In between meetings the student is expected to look for relevant literature and other material in an independent way, study the literature found and work (individually) on hand-in assignments. Further information about the teaching method used in this course can be found in the workbook for this course (called 'block book') and will be provided by the tutor during the first meeting.

### Objectives

After completing this 12 weeks course students will have an in-depth knowledge of the general marketing theory and will be able to apply it in writing a strategic marketing plan.

### Competencies

Level 2

- developing a vision of changes and trends in the external environment and developing relations, networks and chains
- analysing policy issues, translating this into objectives and policy alternatives and preparing decision making
- Designing, controlling and improving business process or organisational processes
- Developing, implementing and evaluating a change process
- Social and communicative competency (interpersonal organisation)
- Self-directed competency (intra-personal, professional worker)

### Topics

- Understanding Marketing Management
- Capturing Marketing Insights
- Connecting with Customers
- Building strong brands
- Shaping the market offerings
- Delivering Value
- Communicating Value
- Creating successful long-term growth

### Professional Product

A marketing plan in which the students shows 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.

### Study material

Hand outs, teaching notes

Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
MP- MMP1C.P	1.25			4	During class Presentation
MP- MMP1C.1	1.25	4	4		Written exam

### Course: Accounting & Finance 5

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Accounting & Finance 5	MP-ACF5A	1.25

### Objectives

To provide an insight into the way companies collect, classify and give information with respect to costs, particularly in the field of company management

### Topics

- Budget Control
- Responsibility Accounting
- Budget and Standards as keys to planning and control
- Cost information for various decision and control

**Assessments** (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
MP-ACF5A.1	1.25	3	3		Dictionary, calculator

### Course: Accounting and Finance 6

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor (when applicable):</i>
Accounting and Finance 6	MP-ACF6A	1.25

### Objectives

To provide an insight into the way companies collect, classify and give information with respect to costs, particularly in the field of company management

**Topics**

- Financial Planning
- Performance Analysis
- Capital budgeting
- Cost Analysis

**Assessments (only this course involved)**

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
MP-ACF6A.1	1.25	4	4		Dictionary, calculator



## STUDY UNIT Research (RE) – general description

### Introductory

Nowadays the former customs office on the A12 from the Netherlands to Germany houses a computer shop that targets the customers in the border region. Suppose that the shop owner would like to know what his customers think of his shop. One way of finding out would be to conduct a survey on customer satisfaction. He may also want to know if there is a difference in the buying behaviour of the Dutch and the Germans. This too can be discovered through market research.

When practicing your occupation as an IMBS graduate you will often have to conduct large or small scale international research. Therefore it is important that you know what the processes of research are, how the results should be analyzed, how a market research report is written and how the results are to be communicated in the consultation that follows.

In this study unit you will -as a project group- conduct real life market research for an external client. You will execute the research and present the results to the client yourself. The unit offers the guidance of a project tutor who supervises the project process. Furthermore the unit has three modules in which the students learn the theoretical foundations necessary to do marketing research in a professional way. The lecturers for MRE and RST are at the same time monitoring, supervising and assessing the intermediate and final products of the students' project.

The module "Marketing Research" aims at further deepening and broadening the knowledge, skills and attitudes gained in the first year.

<b>Courses:</b>	<i>Course Code:</i>	<i>Weighting Factor):</i>
Marketing Research	RE-RES1D	7.5
Research Methodology	RE-MRE1C	2.5
Statistics	RE-RST3B	2.5
Organizational Behaviour	RE-OBH2B	2.5
<b>Total Study Unit EC:</b>		<b>15</b>

<b>Lecture week:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Module:</b>														
RES1D	X	X	X	X	X	X	X		X	X	X	X	X	X
MRE1C	X	X	X	No <sup>1</sup>	X	X	No		X	X	X	No	No	No
RST3B	X	X	X	No <sup>1</sup>	X	X	No <sup>2</sup>		X	X	X	No <sup>3</sup>	No <sup>4</sup>	No <sup>5</sup>
OBH2B	X	No	X	X	No	No	No		X	No	X	X	No	X

#### Notes:

- <sup>1</sup>: In period I-week 4 the groups have to present and defend their project plan proposals. There are no RST3 and MRE classes.
- <sup>2</sup>: In period I-week 7 the groups have to present and discuss the details of their research plan to their RST3 and MRE lecturer. This plan includes the specifics about how they plan to collect the necessary data and the questionnaire (when they use one).
- <sup>3</sup>: In period II-week 4 each project group makes an appointment with their RST3 lecturer to discuss their data analysis so far.

<sup>4</sup>: In period II-week 5 there is an extra opportunity to consult the RST3 lecturer about data analysis and SPSS.

<sup>5</sup>: In period II-week 6 the groups have to present and defend the first draft of their final report.

### Prerequisites

All students followed:

- the course MAN1 in the foundation year, in which the 7S-model has been explained already, and BUC 3 in the C-cluster.
- the modules RST1B and RST2B in the foundation year, in which both descriptive and inductive statistics are introduced.

### Requirements in order to award the EC

In order to receive the credits for this study unit, the student will have to get a minimum of 55/100 points for all assessments (RES1D, MRE1C, RST3B, OBH2B,).

### IBMS Competencies (of the study unit)<sup>1</sup>.

	Profession related competencies							
	1	2	3	4	5	6	7	8
IB-RE-MRE1C				x	x	x		
IB-RE-RST3B				x	x	x		
IB-RE-RES1D		x		x	x	x		
IB-RE-OBH2B		x		x	x			

	Generic competencies							
	1	2	3	4	5	6	7	8
IB-RE-MRE1C			x	x		x	x	x
IB-RE-RST3B			x	x		x	x	x
IB-RE-RES1D	x	x	x	x	x	x	x	x
IB-RE-OBH2B	x	x	x		x	x	x	x

### Profession related IBMS competencies

2. intercultural adaptability
4. organizational policy development
5. entrepreneurial management
6. international marketing management

### Generic IBMS competencies:

1. leadership
2. co-operation
3. communication
4. analyzing and information processing
5. creative problem solving
6. planning and organization
7. learning and self development
8. ethical responsibility.

### Objectives (of the study unit)

<sup>1</sup> For more information of the competencies see: course information. For explanation of the competencies see: HAN insite; Fem; IBMS; documents; Framework Competencies International Business and Management Studies.

On completion of this project a student can:

- determine and defend an appropriate research methodology to the assessors
- plan and execute a qualitative and a quantitative marketing research
- correctly input, process and analyze data using SPSS to produce relevant information
- interpret, assess and evaluate research results, report the findings and draw conclusions
- translate the results of research and analysis into relevant recommendations including suggestions for further areas of research
- give a correct representation of the information, results of analysis, conclusion and recommendations resulting from the survey in a survey report and in an oral presentation.
- make a professional use of his oral and writing skills and to communicate in English in a correct and convincing way.

### **Professional Product (of the study unit)**

The final report and presentation of the research project for an external client.

Sub-products:

1. Debriefing
2. Project plan
3. Detailed research methodology,

### **Topics (of the study unit)**

- individual project skills
- working in a task orientated group
- social and communicative skills
- personal skills and attitude
- work attitude and commitment
- develop and controlling a detailed project time plan
- writing a project proposal
- effective use of the internet
- analysis of the research problem area
- designing and applying questionnaires, conducting personal interviews
- statistical analysis of data
- written reporting and presentation of research results, conclusions and recommendations

### **Learning methods**

The work form in this module is competency orientated and project based. Students work in a multi-national group of 8-10 persons to conduct a market research for an (external) client. The students independently manage the process, guided by a series of part-assignments and a project tutor who supervises the project process.

The group meets at least once per week and attendance is compulsory.

Knowledge gained from the modules Marketing Research (MRE1), Statistics (RST3) and Organizational Behaviour (OBH2) is integrated into this project and relevant skills are developed.

The module is supported by modules from other study units of the D cluster, in particular the modules Business Communications, Marketing Management and Planning, Accounting and Finance, and one Foreign Language. The project form and procedures are described in the Syllabus Marketing Research.

## STUDY UNIT Research – course descriptions

### Course: Marketing Research

Course:	Course Code:	Weighting Factor:
Marketing Research	RE-RES1D	7.5

#### Description

The project group will execute a marketing research for an external client and present the results to the client.

#### Objectives

After completion of this module students should know about and understand the role of marketing research in the management of business. In addition to that they will have experienced marketing research techniques and can translate the results of research and analysis into relevant recommendations including suggestions for further areas of research.

They also are able to reflect at their project skills and have improved their project skills.

#### Topics

- Marketing research
- Project skills

#### Competencies

Profession-related IBMS competencies:

- intercultural adaptability
- organizational policy development
- entrepreneurial management
- international marketing management.

Generic IBMS competencies:

- leadership
- co-operation
- communication
- analyzing and information processing
- creative problem solving
- planning and organization
- learning and self development
- ethical responsibility.

Marketing research competencies.

The student is able to:

- design and execute a marketing research project<sup>2</sup>
  - manage the project including planning, control, budget
  - conduct formal meetings
  - deal with research problems
  - act carefully and punctually and produce output that is literate, numerate and coherent
- reflect on his strengths and weaknesses and indicate how and when any weaknesses can be improved
- give a critical evaluation of his own actions, stand up for them and integrate any criticism into his actions
- have an ambitious, achievement orientated, co-operative, creative, motivated, and committed attitude
- express himself fluently and correctly in English both in speech and writing.

<sup>2</sup> See also: MRE and RST competencies

## Professional Product

The final report and presentation of the research project for an external client.

Sub-products:

0. Debriefing
1. Project plan
2. Applied research methodology
3. Code book and primary analysis

## Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
RE-RES.1D.C	3.75			3 + 4	During the project, group assignments
RE-RES1D.PR	3.75			3 + 4	During the project, individual assignments

## Course: Research Methodology

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor:</i>
Research Methodology	RE-MRE1C	2.5

## Description

The aim of this module is to provide a comprehensive and straightforward overview of the practice of market(-ing) research, the techniques and the day-to-day tasks of the researcher.

## Objectives

After completion of this module students should know about, and understand the role of marketing research in the management of business. In addition to that they will have experienced marketing research techniques.

## Competencies

Profession related IBMS competencies:

- organizational policy development
- entrepreneurial management
- international marketing management.

Generic IBMS competencies:

- communication
- analyzing and information processing
- planning and organization
- learning and self development
- ethical responsibility.

Research methodology competencies.

The student is able to:

- apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective way
- conduct a internal and external analysis, a personal/in depth interviewing, desk research, field research

- write a project plan, including purpose, main question, sub-questions, problem definition, research methodology
- conduct a marketing research including methodology and questionnaire design, SPSS analysis of field research
- write a report and present findings
- deal with research problems
- act carefully and punctually and to produce output that is literate, numerate and coherent.
- express himself fluently and correctly in English both in speech and writing.

### Topics

- defining the research problem and determining research objectives
- research design
- using secondary data and online information databases
- qualitative research methods
- survey data collection methods
- designing a questionnaire
- determining how to select a sample

### Professional Product

The final report and presentation of the research project.

Sub-products:

1. Debriefing
2. Project plan
3. Applied research methodology
4. Code book and primary analysis

### Study material

- (Graphical) Calculator
- SPSS for Windows (in 2006-2007 version 14.0.2)

### Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
RE-MRE1C.1	2.5	4	4		Calculator

### Course: Statistics

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor:</i>
Statistics 3	RE-RST3B	2.5

### Description

In this module we study the process of collecting, editing and analyzing survey data and reporting the results within the context of a marketing research project. We use the statistical software package SPSS for Windows.

## Objectives

- Mastering the fundamentals of gathering, editing, analyzing and presenting the data that are collected while conducting market research surveys. You are able to apply the survey and statistical techniques from the foundation year modules RST1 and RST2 in the real-live context of your own marketing research project.
- Mastering the software package SPSS for Windows to such an extent that you can apply it in your own marketing research project.
- Developing a critical attitude towards the actions of gathering, editing, analyzing and presenting data and towards the results that are obtained, both by you and by others.

## Competencies

Profession related IBMS competencies:

- organizational policy development
- entrepreneurial management
- international marketing management.

Generic IBMS competencies:

- communication
- analyzing and information processing
- planning and organization
- learning and self development
- ethical responsibility.

Statistical competencies.

The student is able to:

- apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective way
- conduct a internal and external analysis, a personal/in depth interviewing, desk research, field research
- write a project plan, including purpose, main question, sub-questions, problem definition, research methodology
- conduct a marketing research including methodology and questionnaire design, SPSS analysis of field research
- write a report and present findings
- deal with research problems
- act carefully and punctually and to produce output that is literate, numerate and coherent.
- express himself fluently and correctly in English both in speech and writing.

## Topics

- measurement in market(ing) research
- determining the size of a sample
- non-sampling error in market(ing) research
- basic data analysis: descriptive statistics
- testing of hypotheses
- t-test and anova
- association and chi2-test.

## Professional Product

The final report and presentation of the research project.

Sub-products:

1. Debriefing
2. Project plan
3. Applied research methodology
4. Code book and primary analysis.

**Study material**

- SPSS for Windows (in 2006-2007 version 14.0.2)
- Web site RSTNET, accessible through the school's web site INSITE ARNHEM BUSINESS SCHOOL.
- Handout with additional examples and assignments for class discussion (to be handed out in class)

**Assessments (only this course involved)**

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
RE-RST3B.R	2.5			4	<p>During class. In order to pass RST3 students form groups of two or three and together on a case study in which they have to show that they have mastered both the statistics and the SPSS techniques that have been discussed.</p> <p>The (common) grade is based on the solutions they hand in.</p>

**Course: Organizational Behaviour**

<i>Course:</i>	<i>Course Code:</i>	<i>Weighting Factor:</i>
Organizational Behaviour	RE-OHB2B	2.5

**Description**

In OBH2B there are 6 classes during a period of 13 weeks and each class has 3 lecture-hours. A specific OBH-theme will be programmed in each class, in connection with the experiences of the students in their research project. Sometimes to support their activities (e.g. the internal analysis of a company) and other times as a reflection (e.g. organizational culture) or a strong example of the theory.

In each lesson students will have an active role, in order to make their (organizational) behaviour as current as possible. So we will also discuss the actual behaviour of the students in class.

Before attending class students have to read some chapters from the advised literature.

During the weekly classes the lecturer and the students will discuss the main topics that were dealt with in the obligatory reading.

We will use a set of different teaching and learning theories. The strategy of the lectures will be imparted principles, concepts and methodological guidelines.

**Objectives**

- organizational behaviour
- the first level of analysis in the organizational behaviour model
- factors that influence the personality of a person in relation to productivity, absenteeism, turnover, organizational citizenship and job satisfaction
- motivation theories and the relationship between these theories and their application in the workplace.



## Competencies

Profession related IBMS competencies

- intercultural adaptability
- organizational policy development
- entrepreneurial management

Generic IBMS competencies

- leadership
- co-operation
- communication
- creative problem solving
- planning and organization
- learning and self development
- ethical responsibility

Organizational behaviour competencies.

The student is able to:

- describe what organizational behaviour is
- describe the first level of analysis in the organizational behaviour model
- describe the way a company is organized on the basis of knowledge of the most important principles of organization
- determine the factors that influence the personality of a person in relation to productivity, absenteeism, turnover, organizational citizenship and job satisfaction
- describe several motivation theories and explain the relationship between these theories and their application in the workplace
- express himself in English both in speech and writing
- reflect on personal behaviour in connection with theoretical matters of organizational behaviour.

## Topics

- analysis of an organization
- communication
- perception and decision-making
- motivation concepts and their application
- group behaviour
- approaches of leadership
- conflict and negotiations
- organizational culture

## Assessments (only this course involved)

<i>Exam Code:</i>	<i>Weighting Factor:</i>	<i>Period</i>			<i>Aids/Remarks:</i>
		<i>V</i>	<i>H</i>	<i>other</i>	
RE-OBH2B.1	1.25	4	4		written exam
RE-OBH.2B.P	1.25			4	During class, presentation

## APPENDIX

### RSI

Working with desktops as well as notebooks has increased dramatically lately. Though there are many advantages to this, it certainly comes with some disadvantages too. A notebook cannot be seen as a replacement for a desktop: it is, and will remain, a compromise.

The intensity of VDU work is still increasing in the Netherlands, due to further automation and the integration of secondary activities in computer systems, such as e-mail, internet, train timetables, etc.) Research shows that 50% of people doing VDU work have RSI-related symptoms in stage 1 (see section 2), all the more reason why it is important to be on the alert for this.

#### 1. What is RSI and what is it caused by?

RSI is the abbreviation for Repetitive Strain Injury. It is an umbrella term for various pain symptoms in the neck, shoulders, arms, wrists and hands, nowadays also known as CANS (complaints of the arm, neck and shoulder). These complaints are caused by a chronic strain on the muscles, tendons and nerves. This strain is a consequence of working in a static posture for a long time (mostly causing neck and shoulder aches) and/or combined with strain caused by repetitive movements (mostly causing pain in the wrists, hands and arms).

#### 2. How to recognise RSI?

RSI can be divided in three stages, with the accompanying symptoms:

- Stage 1  
The part of the body that aches is easily recognised. Symptoms are tiredness, cramp, a numb feeling. The pain occurs especially during or directly after stressful work. There is a clear connection between the pain and what it is caused by. After some rest, the symptoms become less severe.
- Stage 2  
The pain spreads to other parts of the body. Symptoms are severe tiredness, irritation, a tingling feeling, loss of strength. The pain also occurs in the evening and can wake you up at night. The pain does not disappear that easily anymore and also occurs when doing other kinds of work. Recovery lasts longer than in stage 1.
- Stage 3  
The pain is chronic. Physical signs are sometimes visible, such as swellings or a change in skin colour, and the body temperature can change. The pain is extremely tiring, and tingling.

#### 3. How to avoid RSI?

Posture and workplace:

- At home, connect your notebook to a monitor, if possible, so that you sit/stand in front of the monitor in a good working posture.
- Use a good chair, adjusted to the right height.
- Make sure the height adjustable arm rests support your arms, or use your desk to rest your arms on. See to it that your shoulders are relaxed, not raised, and that you sit with a straight back.
- Avoid working in a cold, damp working room. Cold has a negative effect on your muscles and can therefore be conducive to causing RSI.
- Prevent strain caused by a static sitting posture and strain caused by repetitive movements: variation in and/or interrupting VDU work is essential for preventing RSI-related symptoms.

Method:

- If you work on your notebook, use a separate mouse as much as possible. Your mouse should at least be flat, the cord should be long enough.
- Regularly alternate using the mouse right-handedly and left-handedly.
- If you work on your notebook at home often and long, make sure you have a separate keyboard and a stand to place your monitor on.
- Make sure you have good lighting at home, enabling you to see well and preventing reflections on your screen (reflections can force you to assume a wrong posture and it can cause your eyes to become tired).

#### Working time:

- Notebooks do not meet the requirements set for a VDU workplace (Working Conditions Decree VDU work). As mentioned above, using a notebook is only a compromise. Preferably, do not use the notebook longer than two hours a day and use the facilities offered by the Faculty of Economics and Management Studies as much as possible (classrooms with computers, hiring notebook stands and separate keyboards).
- Restrict the number of hours of VDU work (this includes using internet!) to a maximum of 6 hours a day.
- If it is necessary to work more than two hours (writing your term paper, completing tasks), connect your notebook as advised under Posture and Workplace.
- After two hours of VDU work, take a 10-15-minute break or change to other activities.
- At home students can use WorkPace. This computer screen tachograph helps to remind you of taking a break and the need for exercise. To receive the codes necessary for downloading this programme from Ergodirect.nl please contact the ICT Helpdesk.

#### Summary

- Do not do VDU work for more than 6 hours.
- Preferably, do not use your notebook more than two hours a day. If this is impossible, connect it to a computer with a separate keyboard and mouse. If you are at the faculty, use the computers available in the classrooms or studies.
- Make sure you adopt a good posture when you work.
- Regularly change from VDU work to other kinds of activities.
- Vary between a sitting posture and a standing posture (bar tables).
- Exercise regularly; 30 minutes of exercise a day works miracles.

#### **4. What should you do if you have questions or RSI-related pain?**

- Contact the working conditions co-ordinator at the Faculty of Economics and Management Studies, Ms T.D. Hristova (tel.: 026-3691153 or send an e-mail: Tzveta.Hristova@han.nl).
- If there are technical problems, contact the Notebook Service Centre (tel.: 026-3691115 or 3691127). Technical problems can also cause RSI-related symptoms (irritation, incorrect posture).
- If you have physical complaints, contact your GP, call Seneca (tel.: 024-3245791) or go to the advisor of Arbo Unie (working conditions union) at HAN University of Professional Education, Ms D. Swart (tel. 024-3722712).
- For more information, visit: [www.RSI-vereniging.demon.nl](http://www.RSI-vereniging.demon.nl), [www.tifag.com](http://www.tifag.com), [www.fnv.nl/Marcel](http://www.fnv.nl/Marcel).