

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

Old Programme

This prospectus applies to students who started their study in February 2005 or earlier.

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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 module 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 student advisor.

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 modules. This varies from modules 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 modules from the IBMS programme and will follow modules 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 IBMS tutor or the Student Advisor 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 tutor or Student Advisor.

##### *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 Center. If books, reports, articles from magazines are not available in the Media Center, they can be applied for via the IBL (Inter Bibliothecaire Leenverkeer - Inter-Media Center 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 Center: 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/student advisor 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 module**.

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 the event of illness, personal circumstances or circumstances concerning the programme- or exam-organisation the student does not have to pay the € 12. The SSCC/student advisor 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
Student Advisor and Senior Study Career Coach	Ms K. Gierke-Goergens	room E 2.02
Study Career Coaches	to be appointed per group	

### 5.2 Student Support

*Student Advisor* (D-cluster old programme, 3<sup>rd</sup> year, 4<sup>th</sup> year)

Students in higher semesters of ABS are expected to know all about the programme's regulations, opportunities and usually to be able to manage their study progress well.

However, the programme still provides a staff member to help and to advise students with questions and problems in relation to their study programme, requirements, and study progress, especially when personal circumstances are involved and when in severe cases the study plan needs to be adjusted.

The student advisor can refer for assistance to the *Campus Counsellor* if he/she feels that the problems of the student are of non-academic nature and professional help would be necessary, special additional requests concerning 'Studiefinanciering' would be applicable, etc.

### 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 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, Modules 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 modules. A module 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 of modules.

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)

One half of the Main Phase students starts with cluster C in semester I, the other half starts with cluster D; in semester II they change i.e. one half studies the programme in the order C-D, the other half in the order D-C.

This approach has the following advantages:

- in principle, all modules are offered twice a year and students can sit the exams of modules twice within one year.
- study delay should be limited to one semester in most cases.

For February intake students the sequence is A-B C or D (either order), E or F (either order), G, H.

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

The composition of the study programme is:

<b>Semester</b>	Start in September	Start in February	<b>Semester</b>
1	A-cluster		
2	B-cluster	A-cluster	1
3	2 <sup>nd</sup> year C or D-cluster	B-cluster	2
4	2 <sup>nd</sup> year C or D-cluster	2 <sup>nd</sup> year C or D -cluster	3
5	3 <sup>rd</sup> year E (study abroad) or F (placement abroad)	2 <sup>nd</sup> year C or 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 student advisor decides otherwise.

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

Clusters are sub-divided into two periods of six lecture weeks and examination weeks following. A module usually covers one period. Modules are examined subsequently to the lecture weeks in the same period. In general no more than 6 modules per period are offered simultaneously.

The students are placed in international groups in which they follow the modules 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 module 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 Student Advisor or the Department Director and must be confirmed by both) Arnhem Business School has devised a programme of study, the "E- cluster". Modules within this semester are obligatory to 30 ECTS credits.

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

### 6.3 OVERVIEW OF IBMS MODULES AND CREDITS, MAIN PHASE

#### 2<sup>nd</sup> year - D cluster obligatory modules

1 <sup>st</sup> semester = D cluster			
1 <sup>st</sup> period		2 <sup>nd</sup> period	
Code	Credits	Code	Credits
FIN2B	2.32	FIN3B	2.32
ILW1B	2.86	ILW2C	2.86
BUC3D			2.50
ECN2B			2.86
MMP1B			4.28
IO01B			7.15
<b>Total</b>			<b>27.15</b>

#### Language options

1 <sup>st</sup> semester			
1 <sup>st</sup> period		2 <sup>nd</sup> period	
Code	Credits	Code	Credits
DUT6C*			2.50
SPL7D*	1.20	SPL8D*	1.30

\* Students who started their studies in February 2005 should take French and German from the G cluster!!!

1 <sup>st</sup> semester			
1 <sup>st</sup> period		2 <sup>nd</sup> period	
Code	Credits	Code	Credits
GER5B			4.28
FRB7B	2.14	FRB8B	2.14

**3rd year - either order**

<b>E cluster</b>		<b>F cluster</b>	
<i>Code</i>	<i>Credits</i>	<i>Code</i>	<i>Credits</i>
SAB1A	30	PLA1A	30
<b>Total</b>	<b>30</b>	<b>Total</b>	<b>30</b>

**4<sup>th</sup> year - obligatory modules**

<b>1<sup>st</sup> semester = G cluster</b>				<b>2<sup>nd</sup> semester = H cluster</b>			
<b>1<sup>st</sup> period</b>		<b>2<sup>nd</sup> period</b>		<b>3<sup>rd</sup> period</b>		<b>4<sup>th</sup> period</b>	
<i>Code</i>	<i>Credits</i>	<i>Code</i>	<i>Credits</i>	<i>Code</i>	<i>Credits</i>	<i>Code</i>	<i>Credits</i>
IF11C	2.86					BUC5A	1.43
IMA3A	2.86					GRA1A	2.86
ILW3B	2.14					GRA2B	25.71
SMA1C	2.14						
	IBP1B		7.14				
	ICU1E		2.86				
<b>Totals</b>			<b>20.00</b>	<b>Totals</b>			<b>30.00</b>

**G cluster language options (choose 1)**

<b>1<sup>st</sup> semester</b>			
<b>1<sup>st</sup> period</b>		<b>2<sup>nd</sup> period</b>	
<i>Code</i>	<i>Credits</i>	<i>Code</i>	<i>Credits</i>
DUT7A	2.14	DUT8A	2.14
FRB7B	2.14	FRB8B	2.14
	GER5B (12)		4.28
	SPL9C		4.28
<b>Total</b>			<b>4.28</b>

**G cluster specialisation options  
(choose marketing or Finance)**

<b>1<sup>st</sup> semester</b>			
<b>2<sup>nd</sup> period</b>			
<b>Marketing</b>		<b>Finance</b>	
<i>Code</i>	<i>Credits</i>	<i>Code</i>	<i>Credits</i>
LST1A	2.86	IFC1A	1.86
SAL1A	2.86	IFD1B	1.86
		IFT1A	2.00
<b>Total</b>			<b>5.72</b>

#### 4<sup>th</sup> Year – Obligatory modules

2 <sup>nd</sup> semester = G cluster			
3 <sup>rd</sup> period		4 <sup>th</sup> period	
Code	Credits	Code	Credits
IF11C	2.86		
IMA3A	2.86		
ILW3B	2.14		
SMA1C	2.14		
IBP1B			7.14
ICU1E			2.86
<b>Total</b>			<b>20.00</b>

#### G cluster language options (choose 1)\*

2nd semester			
3 <sup>rd</sup> period		4 <sup>th</sup> period	
Code	Credits	Code	Credits
DUT7A	2.14	DUT8A	2.14
SPL9C			4.28
<b>Total</b>			<b>4.28</b>

\* Those students who want to choose the Fre or Ger, will have to take the modules in semester 1, 2nd period.

#### G cluster specialisation options\*

2 <sup>nd</sup> semester			
3 <sup>rd</sup> period		4 <sup>th</sup> period	
Code	Credits	Code	Credits
		LST1A	2.86
		SAL1A	2.86
<b>Total</b>			<b>5.72</b>

\* Those students who want to choose the specialisation "Finance", will have to take the modules in semester 1, 2nd period.

1 <sup>st</sup> semester = H cluster* (2006-2007)			
1 <sup>st</sup> period		2 <sup>nd</sup> period	
Code	Credits	Code	Credits
		BUC5A	1.43
		GRA1A	2.86
		GRA2B	25.71
<b>Total</b>			<b>30.00</b>

\* Only for those students who have completed their G cluster already

## 6.4 EXAMINATION SCHEDULE MAIN PHASE

In this schedule you will find the method(s) of testing for each module and the examination periods. Furthermore, you will see how many credits (in EC) there are to be obtained for each part examination.

V1	Frist exam period	exams V1
H1, V2	First re sit period and second exam period	re sits H1 and exams V2
H2, V3	Second re sit period and third exam period	re sits H2 and exams V3
H3, V4	Third re sit period and fourth exam period	re sits H3 and exams V4
H4	Fourth re sit period	re sits H4

**Code in grey: This module/assessment is no part of the IBMS-D cluster. See table 6.4.1 if you have to take or re-sit one or more of these assessments. See this table also if you have to re-sit one of the D cluster assessments in semester 2.**

### Study Unit: Business

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
ECN2B (12)	2.86	ECN2B.R	2.86	D	2, 4		Yes
FIN2B	2.33	FIN2B.1	2.33	D	1, 3	1, 3	
FIN3B	2.33	FIN3B.1	2.33	D	2, 4	2, 4	
ILW1B	2.86	ILW1B.1	2.86	D	1, 3	1, 3	
ILW2D	2.86	ILW2D.1	2.00	D	2, 4	2, 4	
		ILW2D.A	0.86	D	2, 4		Yes
<b>Total</b>	<b>13.24</b>						

### Study Unit: Communication 2

Choose 1 language

Module	Credits	Part examination	Credits per part	Cluster	Period	Resit	During
					V	H	class
BUC3D (12)	2.50	BUC3D.as	0.62	D	1, 3		Yes
		BUC3D.1	1.25	D	2, 4	2, 4	
		BUC3D.O	0.63	D	1+2, 3+4		Yes
BUC4D (12)	2.50	BUC4D.R	1.25	C			Yes
		BUC4D.O	1.25	C			Yes
DUT5C (12)	2.50	DUT5C.O	0.62	C/D	2, 4		Yes
		DUT5C.P	0.63	C/D	1+2, 3+4		Yes
		DUT5C.R	1.25	C/D	2, 4		Yes
DUT6C (12)	2.50	DUT6C.R	1.25	C/D			Yes
		DUT6C.O	1.25	C/D			Yes
FRB3B	1.20	FRB3B.1	1.20	C/D			
FRB4B	1.30	FRB4B.1	1.30	C/D			
FRB5B	1.20	FRB5B.4	1.00	C/D			
		FRB5B.C	0.20	C/D			Yes
FRB6B	1.30	FRB6B.4	1.05	C/D			
		FRB6B.P	0.25	C/D			Yes
GEC1C	1.20	GEC1C.A	0.00	C/D			Yes
		GEC1C.as	1.20	C/D			Yes

GEC2C	1.30	GEC2C.as	1.30	C/D			Yes
GEC3B	1.20	GEC3B.1	1.20	C/D			
GEC4B	1.30	GEC4B.as	1.30	C/D			Yes
		GEC4B.h	0.00	C/D			Yes
SPL5B	1.20	SPL5B.1	0.60	C/D			
		SPL5B.Ds	0.70	C/D			Yes
SPL6B	1.30	SPL6B.PP	0.60	C/D			Yes
		SPL6B.Ds	0.70	C/D			Yes
SPL7D	1.20	SPL7D.1	0.60	C/D	1, 3	1, 3	
		SPL7D.Ds	0.60	C/D	1, 3	1, 3	Yes
SPL8D	1.30	SPL8D.R	0.60	C/D	2, 4		Yes
		SPL8D.PP	0.70	C/D	2, 4		Yes
<b>Total</b>	<b>10.00</b>						

#### Unit: International Enterprise

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
IO01B (12)	7.15	IO01B.h	3.57	D	1+2, 3+4		Yes
		IO01B.1	3.58	D	2, 4	2, 4	
<b>Total</b>	<b>7.15</b>						

#### Study Unit: International Management

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
BMG1B	1.50	BMG1B.C	1.50	C/D			Yes
INM1B	2.50	INM1B.as	2.50	C			Yes
MAC2A	2.14	MAC2A.1	2.14	C			
MAC3A	2.14	MAC3A.1	2.14	C			
MIN1A	2.86	MIN1A.1	2.86	C			
OBH2A	2.86	OBH2A.1	1.43	C			
		OBH2A.P	1.43	C			Yes
<b>Total</b>	<b>14.00</b>						

#### Study Unit: Marketing Management

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
MMP1B	4.28	MMP1B.1	2.14	D	2, 4	2, 4	
		MMP1B.P	2.14	D	1+2, 3+4		Yes
MRE1B	2.86	MRE1B.1	2.86	C			
RST3A	1.75	RST3A.R	1.75	C			Yes
<b>Total</b>	<b>8.89</b>						

**Study Unit: Marketing Research Project**

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
RES1C (12)	6.75	RES1C.C	0.00	C			Yes
		RES1C.pr	6.75	C			Yes
<b>Total</b>	<b>6.75</b>						

**Study Unit: Study Abroad**

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
SAB1A (12)	30.00	SAB1A.A	30.00	E	1+2, 3+4		Yes
<b>Total</b>	<b>30.00</b>						

**Study Unit: Placement Abroad**

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
PLA1A	30.00	PLA1A.R	30.00	F	1+2, 3+4		Yes
<b>Total</b>	<b>30.00</b>						

**Study Unit: International Business**

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
IF11C	2.86	IF1.1C.1	2.86	G	1, 3	1, 3	
ILW3B	2.14	ILW3B.1	2.14	G	1, 3	1, 3	
SMA1C	2.14	SMA1C.PR	2.14	G	1, 3		Yes
<b>Total</b>	<b>7.14</b>						

**Study Unit: International Business Plan**

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
IBP1B (12)	7.14	IBP1B.4	3.57	G	2, 4		Yes
		IBP1B.R	3.57	G	1+2, 3+4		Yes
<b>Total</b>	<b>7.14</b>						

### Study Unit: International Marketing or Finance and Languages

Choose specialisation Marketing\* or Finance\*\* and one language

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
DUT7A	2.14	DUT7A.h	1.43	G	1, 3		Yes
		DUT7A.O	0.71	G	1, 3		Yes
DUT8A	2.14	DUT8A.R	1.43	G	2, 4		Yes
		DUT8A.P	0.71	G	2, 4		Yes
FRB7B	2.14	FRB7B.1	1.29	G	1	1	
		FRB7B.3	0.86	G	1	1	
FRB8B	2.14	FRB8B.4	1.43	G	2, 4		
		FRB8B.P	0.71	G	2, 4		Yes
GER5B (12)	4.28	GER5B.4	4.28	G	2, 4		
		GER5B.C	0.00	G	1+2		Yes
		GER5B.h	0.00	G	2		Yes
SPL9C (12)	4.28	SPL9C.1	1.43	G	1, 3	1, 3	Yes
		SPL9C.R	2.14	G	2, 4		Yes
		SPL9C.PP	0.71	G	2, 4		Yes
ICU1E	2.86	ICU1E.R	2.86	G	1+2, 3+4		Yes
IMA3A	2.86	IMA3A.1	1.43	G	1, 3	1, 3	
		IMA3A.A	0.86	G	1, 3		Yes
		IMA3A.P	0.57	G	1, 3		Yes
LST1A*	2.86	LST1A.1	2.86	G	2, 4	4	
SAL1A*	2.86	SAL1A.R	1.43	G	2, 4		Yes
		SAL1A.P	1.43	G	2, 4		Yes
IFC1A**	1.86	IFC1A.1	1.86	G	2, 4		
IFD1B**	1.86	IFD1B.A	1.86	G	2		Yes
IFT1A**	2.00	IFT1A.R	2.00	G	2		Yes
<b>Total</b>	<b>15.72</b>						

### Study Unit: Graduation Assignment

Module	Credits	Part examination	Credits per part	Cluster	Period V	Resit H	During class
BUC5A	1.43	BUC5A.R	1.43	H	2, 4		Yes
GRA1A	2.86	GRA1A.R	2.86	H	1, 3		Yes
GRA2B	25.71	GRA2B.R	25.71	H	2, 4		Yes
<b>Total</b>	<b>30.00</b>						

### **Abbreviations of modules:**

BUC:	Business Communication
DUT:	Dutch
ECN:	Economics
FIN:	Finance
FR:	French
GE:	German
GRA:	Graduation Assignment
IBP:	International Business Plan
IFI:	International Finance
ILW:	International Law
IO:	International Enterprise
IMA:	International Marketing
MIN:	Management Information Systems
MMP	Marketing Management Planning
OBH:	Organizational Behaviour
PLA:	Placement Abroad
RES:	Marketing Research Project
SAB:	Study Abroad
SAL:	Sales Management
SMA:	Strategic Management
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	=	written exam
2	=	practical test using PC
3	=	listening comprehension
4	=	oral
6	=	other

### 6.4.1 EXAM PLANNING

In this schedule you will find the method(s) of testing for each module of the complete 2nd year programme and the examination periods

Cl = module is no longer offered in IBMS; Contact Lecturer

DC = assessment During Class

FRO = module is no longer offered in IBMS; assesment is For Re sit Only

V1	First exam period	exams V1
H1 and V2	Second exam period and first re sit period	re sits H1 and exams V2
H2 and V3	Third exam period and second re sit period	re sits H2 and exams V3
H3 and V4	Fourth exam period and third re sit period	re sits H3 and exams V4
H4	Fourth re sit period	re sits H4

2005-2006	Semester 1 2006-2007					Semester 2 2006-2007							
	Exam Code	Code	CL	V1	H1	V2	Code	CL	H2	V3	H3	V4	H4
BMG1B.C							BC-BMG1C.C						
BUC3D.1	BUC3D.1					X	BUC3D.1		X			FRO	FRO
BUC3D.as	BUC3D.as		X,DC			X, DC	BUC3D.as	X					
BUC3D.O	BUC3D.O		X,DC			X, DC	BUC3D.O	X					
BUC4D.O	BUC4D.O	X					BUC4D.O	X					
BUC4D.R	BUC4D.R	X					BUC4D.R	X					
DUT5C.O	DUT5C.O	X					DUT5C.O	X					
DUT5C.P	DUT5C.P	X					DUT5C.P	X					
DUT5C.R	DUT5C.R	X					DUT5C.R	X					
DUT6C.O	DUT6C.O					X, DC	DUT6C.O	X					
DUT6C.R	DUT6C.R					X, DC	DUT6C.R	X					
ECN2B.R	ECN2B.R					X, DC	ECN2B.R	X					
FIN2B.1	FIN2B.1		X	X			FIN2B.1			FRO			FRO
FIN3B.1	FIN3B.1					X	FIN3B.1		X			FRO	FRO
FRB3B.1	FRB3B.1		FRO	FRO			FRB3B.1						FRO
FRB4B.1	FRB4B.1					FRO	FRB4B.1		FRO				FRO
FRB5B.4	FRB5B.4	X					FRB5B.4	X					
FRB5B.C	FRB5B.C	X					FRB5B.C	X					
FRB6B.4	FRB6B.4	X					FRB6B.4	X					
FRB6B.P	FRB6B.P	X					FRB6B.P	X					
GEC1C.A	GEC1C.A	X					GEC1C.A	X					
GEC1C.as	GEC1C.as	X by 1/9/06					GEC1C.as	X by 1/9/06					
GEC2C.as	GEC2C.as	X by 1/9/06					GEC2C.as	X by 1/9/06					
GEC3B.1	GEC3B.1		FRO	FRO			GEC3B.1			FRO			FRO
GEC4B.as	GEC4B.as	X					GEC4B.as	X					
GEC4B.h	GEC4B.h	X					GEC4B.h	X					
ILW1B.1	ILW1B.1		X	X			ILW1B.1			FRO			FRO
ILW2D.1	ILW2D.1					X	ILW2D.1		X				FRO
ILW2D.A	ILW2D.A					X, DC	ILW2D.A	X					
INM1B.as	INM1B.as	X					INM1B.as	X					
IO01B.1	IO01B.1					X	IO01B.1		X			FRO	FRO
IO01B.h	IO01B.h		X, DC			X, DC	IO01B.h	X					
MAC2A.1	MAC2A.1		FRO	FRO			MAC2A.1			FRO			FRO
MAC3A.1	MAC3A.1					FRO	MAC3A.1		FRO			FRO	FRO
MIN1A.1	MIN1A.1		FRO	FRO			MIN1A.1			FRO	FRO		

MMP1B.1	MMP1B.1				X	MMP1B.1		X			FRO	FRO
MMP1B.P	MMP1B.P		X, DC		X, DC	MMP1B.P	X					
MRE1B.1	MRE1B.1		FRO	FRO		MRE1B.1			FRO			FRO
OBH2A.1	OBH2A.1				FRO	OBH2A.1		FRO			FRO	FRO
OBH2A.P	OBH2A.P	X				OBH2A.P	X					
RES1C.C	RES1C.C	X				RES1C.C	X					
RES1C.pr	RES1C.pr	X				RES1C.pr	X					
RST3A.R	RST3A.R	X				RST3A.R	X					
SPL5B.1	SPL5B.1		FRO	FRO		SPL5B.1			FRO			FRO
SPL5B.Ds	SPL5B.Ds	X				SPL5B.Ds	X					
SPL6B.Ds	SPL6B.Ds	X				SPL6B.Ds	X					
SPL6B.PP	SPL6B.PP	X				SPL6B.PP	X					
SPL7D.1	SPL7D.1		X	X		SPL7D.1			FRO			FRO
SPL7D.Ds	SPL7D.Ds		X, DC			SPL7D.Ds	X					
SPL8D.PP	SPL8D.PP				X,DC	SPL8D.PP	X					
SPL8D.R	SPL8D.R				X,DC	SPL8D.R	X					

CL= Contact lecturer

DC= During class

FRO= For re sit only

## 6.5 CONVERSION TABLE FOR MODULE CODES 2006/2007

Test Code	Test Code	Test Code	Test Code	Test Code
2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
ACC1A.1			for re-sit only	IF-MF-ACF1B.1 for re-sit only
ACC2A.1			for re-sit only	IF-MF-ACF2A.1 for re-sit only
BMG1A.C				BMG1B.C
BUC01.1			BUC1C.1	IF-IC-BUC1D.1
BUC01.P			contact lecturer	
BUC02.h	BUC2A.h	BUC2B.1	BUC2C.1	IF-IC-BUC2D.1
BUC02.O	BUC2A.O	BUC2B.O	BUC2C.O	IF-IC-BUC2D.O
BUC3A.as			BUC3C.as	BUC3D.as
			BUC3C.as	BUC3D.O
BUC3B.W	BUC3B.1		BUC3C.1	BUC3D.1
BUC4A.T		BUC4C.as		BUC4D.O
BUC4B.O		BUC4C.O		BUC4D.O
BUC4B.R		BUC4C.R		BUC4D.R
BUC5A.R				
DUT1A.1	DUT1D.1			IF-IC-DUT1D
DUT1A.L	DUT2D.as			
DUT1B.1	DUT2D.1			IF-IC-DUT2E.1
DUT1B.O	DUT2D.as			IF-IC-DUT2E.as
DUT2A.1	DUT3D.1			IF-IC-DUT3D.1
DUT2A.O	DUT4D.as			IF-IC-DUT4E.as
DUT2B.1	DUT4D.1			IF-IC-DUT4E.1
DUT2B.O	DUT4D.as			
DUT3C.fs	CANCELLED *			
DUT3D.O	DUT5B.O			DUT5C.O
DUT3D.P	DUT5B.P			DUT5C.P
DUT3D.R	DUT5B.R			DUT5C.R
DUT4A.h	CANCELLED *			
DUT4C.O	DUT6B.O			DUT6C.O
DUT4C.R	DUT6B.R			DUT6C.R
DUT5A.h	DUT7A.h			
DUT5A.O	DUT7A.O			
DUT6A.P	DUT8A.P			
DUT6A.R	DUT8A.R			
ECN1A.1				IF-IB-ECN1B.1
ECN2A.O	ECN2A.4	ECN2B.R		
ENG1A.1			ENG1C.1	IF-IB-ENG1D.1
ENG2B.1		ENG2B.1	ENG2D.1	IF-IB-ENG2D.1
ENG2B.O		ENG2B.as	ENG2D.as	IF-IB-ENG2D.as
ENG2B.P	CANCELLED *			
FIN1A.1				IF-MF-ACF1B.1
FIN2A.W	FIN2A.1			FIN2B.1
FIN3A.W	FIN3A.1			FIN3B.1
FRB1A.1				IF-IC-FRB1B.1

FRB1A.4				IF-IC-FRB1B.4
FRB2A.1				IF-IC-FRB2B.1
FRB2A.4				IF-IC-FRB2B.4
FRB3A.1				FRB3B.1
FRB4A.1				FRB4B.1
FRB5A.4				FRB5B.4
FRB5A.C				FRB5B.C
FRB6A.4				FRB6A.4
FRB6A.P				FRB6A.P
FRD3A.1				IF-IC-FRD3A.1
FRD3A.O	CANCELLED *			
FREB5.li	FRB7A.3	FRB7B.3		
FREB5.W	FRB7A.1	FRB7B.1		
FREB6.O	FRB8A.4	FRB8B.4		
FREB6.P	FRB8A.P	FRB8B.P		
FREB6.R	FRB8A.R	Contact lecturer		
GEA1B.1				IF-IC-GEA1B.1
GEA1B.as				IF-IC-GEA1B.as
GEA1B.C				IF-IC-GEA1B.C
GEB1B.1				IF-IC-GEB1C.1
GEB1B.O				IF-IC-GEB1C.0
GEB2B.1				IF-IC-GEB2C.1
GEB2B.O				IF-IC-GEB2C.O
GEC1B.A				GEC1C.A
GEC1B.as				GEC1C.as
GEC2B.as				GEC2C.as
GEC3A.1				GEC3B.1
GEC4A.as				GEC4B.as
GEC4A.h				GEC4A.h
GER5A.C				GER5B.C
GER5A.O	GER5A.4			GER5B.4
GER6A.A				GER5B.h
GER6A.C				GER5B.C
GER6A.O	GER6A.4			GER5B.4
GRA1A.R				
GRA2B.R				
IBP1B.O				IBP1B.4
IBP1B.R				
ICU1B.1	ICU1C.as	contact lecturer		
ICU1B.C	ICU1C.C	ICU1D.C		
ICU1B.R	ICU1C.R	ICU1D.as	ICU1E.R	
		IFC1A.1		
		IFD1B.A		
		IFT1A.R		
IFI1B.1		IFI1C.1		
IFI1B.A		Contact lecturer		
ILW1A.W	ILW1A.1	ILW1B.1		

ILW2A.W	ILW2A.1	ILW2B.1	ILW2C.1	ILW2D.1
			ILW2C.h	ILW2D.A
	ILW3A.1	ILW3B.1		
IMA3A.A				
IMA3A.P				
IMA3A.W	IMA3A.1			
INM1A.h				INM1B.as
IO01A.h	IO01B.h			
	Follow all of IO01B			
IO01A.TS	For re-sit only Follow all of IO01B			
	IO01A.TS 1,3			
IO01A.W	For re-sit only IO01B.1			
LOG03.P	Contact lecturer			
LOG03.W	LOG03.1	LST1A.1		
MAC1A.1				IF-MF-ACF1A.1
MAC2A.W	MAC2A.1			
MAC3A.W	MAC3A.1			
MIF1A.2				IF-OP-MIF1B.1
MIF2A.R				IF-OP-MIF2B.A
MIN1A.1				
MKT1A.1				IF-MF-MKT1B.1
MKT1A.P				IF-MF-MKT1B.P
MKT2A.1				IF-MF-MKT2B.1
MKT2A.P				IF-MF-MKT2B.P
MMP1B.P				
MMP1B.W	MMP1B.1			
MRE1B.1				
OBH02.P		OBH2A.P		
OBH02.W	OBH02.1	OBH2A.1		
OBH1A.1		OBH1B.1		IF-MF-MAN1B.1
OBH1A.R		OBH1B.P		IF-MF-MAN1B.PR
QMB1A.2	PLA1A.R			IF-BP-RST1B
QMB2A.2				IF-BP-RST1B
RES1B.C				RES1D.C
RES1B.pr				RES1D.pr
SAB1A.A				
SAL1A.P				
SAL1A.R				
SMA1A.W	SMA1B.1		SMA1C.R	
SPL1A.1				IF-IC-SPL1B.1

SPL2A.1				IF-IC-SPL2B.1
SPL3A.1				IF-IC-SPL2B.1
	SPL4A.3			IF-IC-SPL4B.3
SPL4A.4				IF-IC-SPL4B.4
SPL9A.1	SPL9B.1		SPL9C.1	
SPL9A.4	SPL10A.R		SPL9C.R	
SPN3A.W	SPL5A.1			SPL5B.1
SPN3B.O	SPL5A.Ds			SPL5B.Ds
SPN4A.W	SPL7A.1	SPL7B.1	SPL7C.1	SPL7D.1
			SPL7C.Ds	SPL7D.Ds
SPN4B.O	SPL8A.R	SPL8B.1	SPL8C.R	SPL8D.R
	SPLA8A.PP	Contact lecturer	SPL8C.PP	SPL8D.PP
SPN6A.C	SPL10A.PP		SPL9C.PP	
SPN6A.O	SPL9B.4		SPL9C.R	
			SPL9C.1	
STA1A.2			for re-sit only	IF-OP-RST2B.2 for re-sit only
STA2A.pc	STA2A.pc		for re-sit only	IF-OP-RST2B.2
STA3A.R				RST3A.R
TPM2B.R			TPM2C.R	TPM2D.R

\* = contact lecturer

## 6.6 Option modules

Within the framework of the HAN regulation option modules it is stated that main phase students can choose option modules 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 modules of 30 EC are taken during the study abroad semester, at a partner university.

## 6.7 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.

### 6.7.1 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 22.5 EC from the C and/or D cluster must have been obtained after V3/H2, AND at least 30 EC after H4
- there are no insufficiencies in the chosen language of study abroad
- the RES module (project) has been passed

Dutch students have to spend their E and F cluster abroad. Students from abroad have to spend at least their E or 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

### 6.7.2 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 22.5 EC from the C and/or D cluster must have been obtained after V3/H2, AND at least 30 EC after H4
- the RES module (project) has been passed
- there are no sufficiencies in the language to be used abroad

#### *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.

## **6.8 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 Student Advisor (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 Student Advisor, 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 Student Advisor 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 Student Advisor 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 Student Advisor 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).

## **6.9 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 Student Advisor as soon as these circumstances occur.

## **6.10 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 Student Advisor as soon as these circumstances occur.

## **6.11 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.

### 6.11.1 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*

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 of a certain part examination is allocated, published and linked to EC. The weight of an assessment is the amount of EC assigned.

The examination schedule describes how the 240 EC are divided over the units of study and their part examinations.

For students who are enrolled at a partner institute and are studying at Arnhem Business School for a short period (e.g. double degree students) compensation rules may also be applicable.

As stated in the TER, the final grade of the study unit (= examination) is determined by the grades obtained for part examinations and the corresponding weighting factors. The final grade of the study unit is determined when all part examinations which constitute said study unit is 40 points or higher.

Credits are awarded for each part examination and can be obtained in two ways:

1. If for a part examination 55 is obtained, this part examination is directly awarded the corresponding number of credits;
2. If for a part examination 40 up to 54 points are obtained, this part examination is awarded the corresponding number of credits only if the weighted average of the part examinations within said study unit which have been taken up to that stage is 55 or higher, in the calculation of which part examinations which have produced grades lower than 40 are not taken into account.
3. This is called "compensation regulation", and it is only carried out after the 2<sup>nd</sup> and the 4<sup>th</sup> period, which are the moments when the official semesters are concluded, and progression (or graduation) takes place.  
Compensation takes place only within the study unit. There is no compensation within or between modules or subjects.

Credits, once awarded, cannot be withdrawn.

By the following examples of a virtual study unit, the regulations will be demonstrated.

Results after period 1

Study Unit XYZ			
Part examination	Credits to be obtained	Grades	Credits awarded
X1A	1	68	1
X2A	2		
Y1A	1	42	-
Y2A.1	1		
Y2A.P	1.5		
Z1A	1.5	59	1.5
Z2A	2		
<b>Total</b>	<b>10</b>		<b>2.5</b>

There is no compensation after the first period. Credits are awarded only for those part examinations for which a grade of 55 has been obtained.

## Results after periods 1 and 2

Study unit XYZ				
Part examination	Credits to be obtained	Grades	Credits * Grades	Credits awarded
X1A	1 <sup>*</sup>	68 <sup>*</sup>	68	1
X2A	2	-	-	
Y1A	1 <sup>*</sup>	42 <sup>*</sup>	42	1 <sup>*</sup>
Y2A.1	1	38 <sup>**</sup>		-
Y2A.P	1.5 <sup>*</sup>	50 <sup>*</sup>	75	1.5 <sup>*</sup>
Z1A	1.5 <sup>*</sup>	59 <sup>*</sup>	88.5	1.5
Z2A	2 <sup>*</sup>	57 <sup>*</sup>	114	2
<b>Total</b>	<b>(7) 10</b>		<b>387.5</b>	<b>7</b>

After period 2 compensation takes place.

<sup>\*</sup> For these part examinations the grades are 40. They are taken into account for the calculation of the weighted average.

The weighted average of the results of >40 is  $387.5 : 7 = 55.35$ . This weighted average is 55. Therefore, the credits for Y1A and Y2A.P are also awarded (compensation).

<sup>\*\*</sup> 38 points for this part examination is < 40. Therefore this part is not taken into account for compensation.

## Results after periods 1, 2 and 3

The re-sit for Y1A (was 42) has produced a lower grade: 30. Mind: the last grade stands!

Study Unit XYZ			
Part examination	Credits to be obtained	Grades	Credits awarded
X1A	1	68	1
X2A	2		
Y1A	1	30 <sup>*</sup>	1 <sup>*</sup>
Y2A.1	1	38	-
Y2A.P	1.5	50	1,5
Z1A	1.5	59	1.5
Z2A	2	57	2
<b>Total</b>	<b>10</b>		<b>7</b>

<sup>\*</sup> Once awarded, credits cannot be withdrawn. There is no compensation after the 3<sup>rd</sup> period. New credits can only be awarded for part examinations with grades 55.

## Results after period 1, 2, 3 and 4

X2A has been sat.

Study Unit XYZ			
Part examination	Credits to be obtained	Grades	Credits awarded
X1A	1	68	1
X2A	2	41	-
Y1A	1	30	1
Y2A.1	1	38	-
Y2A.P	1.5	50	1.5
Z1A	1.5	59	1.5
Z2A	2	57	2
<b>Total</b>	<b>10</b>		<b>7</b>

\* Once awarded, credits cannot be withdrawn. There is no compensation after the 4<sup>th</sup> period. New credits can only be awarded for part examinations with grades 55.

#### Results at the end of the academic year (after re-sits in period 4)

Y1A is not available for re-sit, as the exam has been enrolled for twice already.  
Y2A.1 has been re-sat.

Study unit XYZ				
Part examination	Credits to be obtained	Grades	Credits * Grades	Credits awarded
X1A	1*	68*	68	1
X2A	2*	41*	82	--*
Y1A	1	30**	-	1***
Y2A.1	1*	67*	67	1
Y2A.P	1.5*	50*	75	1.5***
Z1A	1.5*	59*	88.5	1.5
Z2A	2*	57*	114	2
<b>Total</b>	<b>(9) 10</b>		<b>494.5</b>	<b>8</b>

After period 2 compensation takes place.

\* For these part examinations the grades are 40. They are taken into account for the calculation of the weighted average.

The weighted average of the results 40 is  $494.5 : 9 = 54.94$ . This weighted average is  $< 55$ . Therefore, the credits for part examinations with a grade  $< 55$  are not awarded.

\*\* 30 points for this part examination is  $< 40$  points. Therefore this part is not taken into account for compensation now.

\*\*\* Once awarded, credits cannot be withdrawn.

#### Conclusion:

After re-sits, at the end of the academic year, this study unit is not concluded.

Even if a student - at a certain moment during his studies - would have had 10 credits through compensation, but at the final moment the unit average is  $< 55$  or there is a grade  $< 40$ , the unit will not be concluded, as the requirements of the programme are not met. Because these requirements are of highest priority, it can be said that the number of credits is a minor point for concluding the study programme.

## 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 student advisor 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 student advisor 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	Student Counsellor 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)	Student Advisor Ms K. Gierke-Goergens	E 2.02
ID-card	"Vraagpunt"	B 0.07
Illness (long term)	Advisor (→ Counsellor)	
Information concerning the programme	TER /Prospectus Advisor	
Lost/found	CSP	A 0.01
Main phase students' coach	Advisor	E 2.02
Missing compulsory parts (class/exams)	Lecturer concerned Advisor	

Module contents	Prospectus Weekly schedules (lecturer)	
Notebook problems	Computer Helpdesk	B 1.03
Overlapping exams	Advisor	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	Advisor	E 2.02
Study progress and planning	Advisor	
Student Advisor	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

SCC = Student Career Coaches

## MODULE DESCRIPTIONS IBMS 2006/2007

### BUSINESS COMMUNICATION

Module code	<b>BUC3D</b>
Module name	Business Communication D
Number EC	2.50
Study unit	Communication 2

#### Prerequisites

ENG1 + ENG2 + BUC1 + BUC2

#### Objectives

*Week 1-6:*

This module will increase students' proficiency in spoken English and provide practice in meeting skills.

*Week 7-12:*

This module will increase students' proficiency in written business English and in negotiating

#### Topics

- *Week 1-6:*
  - Meetings
- *Week 7-12:*
  - Writing exercises (second 6 weeks) and negotiation exercises

#### Teaching methods

##### Week 1-6:

Every week students will prepare and hold a business meeting, once as a chairperson and the other times as a participant. The teacher and fellow students will give each student feedback on his/her performance directly after the meeting.

During the 6 meeting sessions and during the negotiating sessions, students are given a mark on the basis of continuous assessment.

Students are allowed to miss one of these 6 sessions; if they miss more, 10 points will be deducted for each sessions they miss extra.

##### Week 7-12:

Every week students will have one hour of instruction about the writing assignments, and one hour of negotiating exercises.

#### Assessment

Exam code	<b>BUC3D.as</b>	<b>BUC3D.O</b>	<b>BUC3D.1</b>
Periods	1 during class	<b>V</b> 2, 4   <b>H</b> --	<b>V</b> 2,4   <b>H</b> 2, 4
Number of EC	0.62	0.63	1.25
Form	Meetings during class	During class	Writing assignment
Aids	-	-	Dictionaries

## DUTCH LANGUAGE AND CULTURE

Module code	<b>DUT6C</b>
Module name	Dutch language and culture 6C
Number of EC	2.50
Study unit	Communication 2

### Prerequisites

DUT 1, 2, 3, 4, 5

### Objectives

Going on learning to use the Dutch language on a higher level, in spoken and written form. Focus is put on the use of the Dutch language in business context and the use of certain types of language under certain circumstances. We will go on working on an economic vocabulary and we will work on using this vocabulary under different conditions. Important part will be getting to know what the relationship is between form and content in Business Communication in Dutch.

### Topics

- Business correspondence;
- Job application letters;
- Job appliance interviews

### Learning methods

Business Communication in the Netherlands focused on writing Business Correspondence, conducting interviews and building up an economic vocabulary by reading (and commenting on) recent newspaper articles.

### Assessment

Exam code	<b>DUT6C.R</b>	<b>DUT6C.O</b>
Periods	2, 4 during class	2, 4 during class
Number of EC	1.25	1.25
Form	The students will be requested to write a business letter about a specific subject (to be provided by the teacher	Students will have an individual oral exam about the same letter
Aids	---	---

## DUTCH LANGUAGE AND CULTURE

Module code	<b>DUT7A</b>
Module name	Dutch language and culture 7A
Number of EC	2.14
Study unit	International Marketing and Languages

### Prerequisites

DUT 1, 2, 3, 4, 5, 6

### Objectives

Getting acquainted with a systematic way of obtaining information for a research and reporting about this research. In this module we will be planning how to get information for a research and also how to systematically order this information in a written report.

### Topics

- Set up and report of research;
- What is research;
- Business and communication in the Netherlands;
- Setting up research.

### Learning methods

Reading Dutch newspaper, doing games on the one hand and planning to do research and making a report about the findings concerning this research (as a consulting report) on the other hand. All kinds of writing exercises will also be involved in learning to write this exciting language on a high business level.

### Assessment

Exam code	<b>DUT7A.h</b>	<b>DUT7A.O</b>
Periods	1, 3	1, 3
Number of EC	1.43	0.71
Form	The assessment, taking place after six weeks will consist of a plan of approach (or: "Concept inleiding") in which the key elements of the research that will take place in DUT8A will be presented in written form.	A conversation/interview with the teacher on the subject of the plan of approach and the research being done so far.
Aids	---	---

## DUTCH LANGUAGE AND CULTURE

Module code	<b>DUT8A</b>
Module name	Dutch language and culture 8A
Number of EC	2.14
Study unit	International Marketing and Languages

### Prerequisites

DUT 1, 2, 3, 4, 5, 6, 7

### Objectives

Getting acquainted with a systematic way of obtaining information for a research and reporting about this research. In this module we will be planning how to get information for a research and also how to systematically order this information in a written report.

### Topics

- Structuring and writing a report.
- Writing a report about your own research in Dutch;
- Business and communication in the Netherlands;

### Learning methods

Reading Dutch newspaper, doing games on the one hand and planning to do research and making a report about the findings concerning this research (as a consulting report) on the other hand. All kinds of writing exercises will also be involved in learning to write this exciting language on a high business level.

### Assessment

Exam code	<b>DUT8A.R</b>	<b>DUT8A.P</b>
Periods	2, 4	2, 4
Number of EC	1.43	0.71
Form	After 12 weeks the students will hand in a complete report of an individually done research.	This will be a presentation of the results of this research done
Aids	---	---

## ECONOMICS

Module code	<b>ECN2B</b>
Module name	Economics 2
Number of EC	2.86
Study unit	Business

### Prerequisites

ECN1

### Objectives

By means of the AD/AS-model (short-run economic fluctuations in GDP and price levels) 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.

### Topics

#### Review of topics economics 1

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

### Learning methods

Students study the book at home, highlights are discussed in class.

Students prepare handed out problems at home, which will also be discussed in class.

Active participation of the student is essential.

**Note:** This is a 12 weeks module.

### Assessment

Exam code	<b>ECN2B.R</b>	
Periods	<b>V</b> 2, 4	<b>H</b> 2, 4
Number of EC	2.86	
Form	Report testing theoretical knowledge and application of theory to recent economic developments	
Aids	---	

## FINANCE

Module code	<b>FIN2B</b>
Module name	Finance 2B
Number of EC	2.32
Study unit	Business

### Prerequisites

ACF1 (not for IFA04-05), ACF2 (not for IFA04-05)

### Objectives

After completion of this module students have a basic knowledge of the principles of capital budgeting.

### Topics

- Evaluation of future cash flows
- Capital budgeting
- Capital investment decisions
- Project analysis and evaluation
- Relation risk management

### Learning methods

During class the basic theory will be lectured and be applied in exercises. Smaller exercises will be done and discussed during class. More extensive exercises will have to be prepared at home, and will be discussed during the next class session.

### Assessment

Exam code	<b>FIN2B.1</b>		
Periods	<b>V</b>	1, 3	<b>H</b> 1, 3
Number of EC	2.32		
Form	This exam contains exercises comparable to the exercises done during class.		
Aids	---		

## FINANCE

Module code	<b>FIN3B</b>
Module name	Finance 3B
Number of EC	2.32
Study unit	Business

### Prerequisites

Finance 2

### Objectives

After completion of this module students have a basic knowledge of the principles of capital budgeting.

### Topics

- Short-term finance and planning;
- Cash and liquidity management;
- Credit and inventory management;
- Financial leverage and capital structure.

### Learning methods

During class the basic theory will be lectured and be applied in exercises. Smaller exercises will be done and discussed during class. More extensive exercises will have to be prepared at home, and will be discussed during the next class session.

Exam code	<b>FIN3B.1</b>		
Periods	<b>V</b>	2, 4	<b>H</b> 2, 4
Number of EC	2.32		
Form	This exam contains exercises comparable to the exercises done during class.		
Aids	---		

## FRENCH

Module code	<b>FRB7B</b>
Module name	French B 7B
Number of EC	2.14
Study unit	International Marketing and Languages

### Prerequisites

FRB6

### Objectives

The aim of this course is to refine the students' oral proficiency in a general business context and to improve their ability to read and explain French texts as well as to extend their knowledge of the French business environment and aspects related to trade with France.

### Topics

- Proficiency
- Reading
- Writing a summary
- French business culture

### Learning methods

- Oral as well as aural skills will be practiced by using the CD-ROM *Négosphere*.
- Students are expected to read and write French texts about a political, social or economic subject concerning France. They will collect several texts and build up their personal "dossier". They will discuss their progress regularly with the lecturer. (The results from the dossier will be presented to the group in period 2.)
- One lesson per week will be devoted to the comparative analysis of the French business environment and other business environments/cultures.

### Assessments

Exam code	<b>FRB7B.1</b>				<b>FRB7B.3</b>			
Periods	<b>V</b>	1	<b>H</b>	1	<b>V</b>	1	<b>H</b>	1
Number of EC	1.29				0.86			
Form	Written exam				Oral exam			
Aids	---				---			

## FRENCH

Module code	<b>FRB8B</b>
Module name	French B 8B
Number of EC	2.14
Study unit	International Marketing and Languages

### Prerequisites

FRB7

### Objectives

The aim of this course is to refine the students' oral proficiency in a general business context and to improve their ability to read and explain French texts as well as to extend their knowledge of the French business environment and aspects related to trade with France.

### Topics

- Proficiency
- Reading
- Making a summary
- French business culture

### Learning methods

- Oral as well as aural skills and pronunciation will be practiced texts and tapes.

Students are also expected to do a presentation on a political, social or economic subject concerning France. Therefore they will read several texts in French. They will summarize the texts and they will build up their personal file ("dossier"). They will discuss their progress regularly with the lecturer.

- Finally they will practice intensively their oral skills in role-plays.

Oral lessons: 80% attendance compulsory

### Assessments

Exam code	<b>FRB8B.4</b>		<b>FRB8B.P</b>
Periods	<b>V</b>	2	<b>H</b> 4
Number of EC	1.43		0.71
Form	Role play		Dossier and presentation in period 2 and 4
Aids	---		---

## GERMAN

Module code	<b>GER5B</b>
Module name	German 5B
Number of EC	4.28
Study unit	International Marketing or Finance and Languages

### Prerequisites

Upper-intermediate command of business German (610 hours of German), having started PWD

### Objectives

After having completed this module, the student is able to analyse, describe and conduct, as well as reflect upon German business negotiations in correct advanced German, to summarize and discuss specialist literature orally and in writing, to take a dominant role as a specialist in discussions by, agreeing, contradicting and convincing the partners with sound, well-structured chains of arguments, using also adequate meta-communication and to gain insight into producing a larger piece of writing ("Hausarbeit") in German, taking into account stylistic, textual and formal aspects of specialist writings in advanced German.

### Topics

- negotiation training
- specialist text production: orally and in writing

### Learning methods

Negotiation training: During two contact hours in the first period, the students work individually with a computer based multi-media negotiation training, coached by the trainer. After class, pairs of students work out the respective sequence of the negotiation as part of a whole role play, which ideally is based on the partners' placement experience. Thus, the students successively compose a total negotiation role-play. The outline of the role-play is offered in week 6 to the examiner for approval (go / no-go). On the 'go' of the examiner, the students work out the details of their role-play during period 2. The role-play will be held as part of the oral exam during exam weeks.

Attendance of at least 5 out of 6 weeks of negotiation training in period 1 is compulsory.

Specialist text production/discussion: The specialist text is the individual student's report for IMA3A.

Contact hours for coaching the process in German are offered during the first period. In week 4, the student has to hand in a concept. (go/no-go) On a 'go' of the examiner, the student uses the second period for actually writing the whole Hausarbeit and prepares for the oral exam. The "Hausarbeit" is handed in by the appointed date at the end of period 2.

At least 80% attendance of all classes in period 1 is compulsory.

### Assessment

For the planning of the oral exams, the candidate, besides enrolling via the computer, also needs to enrol with the examiner for a specific time.

Exam code	<b>GER5B.C</b>	<b>GER5B.h</b>	<b>GER5B.4</b>	
Periods	1+ 2	2	V 2, 4	H --
Number of EC	0	0	4.28	
Form	Participation of at least 4 out of 5 training sessions and 80% of specialist text sessions	Handing-in of Hausarbeit	Negotiation role play in pairs and oral exam on Hausarbeit	
Aids	---	---	Short key words	

## GRADUATION ASSIGNMENT

Module code	<b>GRA1A</b>	<b>GRA2B</b>	<b>BUC5A</b>
Module name	Graduation Assignment		
Number of EC	2.86	25.71	1.43
Study unit	Graduation Assignment		

### Prerequisites

Students can only start the Graduation Assignment with the following qualifications

Foundation Finals certificate

At least 42 credits from the clusters C, D, and G must have been obtained.

A placement must have been completed

### Objectives

#### 1) *Research*

The student:

- analyses and defines the business problem to be solved.
- determines and defends an appropriate research methodology and indicates its limitations.
- plans and executes a qualitative and/or quantitative research.
- processes and analyses primary data using appropriate analytical methods.
- interprets, evaluates, reports and defends the research results, findings and conclusions.
- translates the conclusions into recommendations and suggestions for further research.

#### 2) *The business and its environment*

The student can:

- analyse the business organisation based on important principles of organisational behaviour.
- analyse the international business environment based on relevant business models.
- develop a plan for the implementation of the recommendations indicating possible limitations and consequences.

#### 3) *General professional skills*

The student:

- expresses him/herself clearly and convincingly in written form, and verbally at the final presentation and defence of the report. He/she is capable of communicating in direct and proper English. Attempts to copy the work of others, as the student's own, without suitable acknowledgement amounts to plagiarism. Plagiarism is intellectual dishonesty which may lead to an insufficient grade or dismissal from the study programme.
- correctly, succinctly and coherently presents written and verbal reports of information gathered, research results, conclusions and recommendations, in a professional manner.
- makes use of project planning software, where appropriate to manage the research project.

#### 4) *Project skills*

The student:

- has an ambitious, achievement orientated, creative, motivated, and committed attitude.
- demonstrates vision, analytical insight and problem solving capabilities.
- analyses his/her own strengths and weaknesses and can indicate how and when these weaknesses can be overcome.
- based on an own assessment of his/her knowledge and skill in completing an assignment, can develop a detailed activity and time plan based on the available resources and execute this in a disciplined way.
- deals with uncertainty and subjectivity. He/she can indicate the implications of actions and how eventual restrictions or limitations can be overcome.
- critically evaluates and is willing and able to take responsibility for his/her own actions and act on criticism.

- Cooperates with all those involved in the research and negotiates results on an equal basis.
- leads discussions in a constructive way, taking account of the views of others.
- recognises conflict, distinguishes between the different arguments and seeks a compromise to resolve the conflict.

### Topics

- Individual project skills
- Working in a task orientated group
- Social and communicative skills
- Personal skills and attitude
- Work attitude and commitment
- Strategic and Organisational analysis
- Business Environment analysis
- Literature study
- Project Management
- Research Methodology
- Organising and chairing meetings
- Writing a Consulting Project Proposal
- Analysis of the research problem area
- Interviewing, applying questionnaires, asking questions
- Statistical analysis of data
- Written and verbal reporting and presentation of research results, conclusions, recommendations and implementation plan.

### Learning methods

In the final semester of the IBMS programme a student undertakes a Graduation Assignment (GA) for an (international) company or business support organisation involving secondary and primary research to develop a solution to a strategic business problem.

Knowledge and skills gained from all modules studied are applied as appropriate and fully integrated within the GA.

The work form in this module is project based. The student works independently making use of the guidance of academic supervisor(s) and a company coach.

The student conducts exploratory secondary research and interviews in the first month of the assignment in order to develop a detailed GA proposal and activity/time plan (GRA1B) which should be presented and approved at a "kick-off" meeting of an academic supervisor/examiner and the company coach/expert. The student independently manages the process, and is responsible for making all appointments with the supervisor and/or coach - at least once per month.

**Note:**The GA procedures are described in the IBMS Graduation Assignment Handbook.

### Assessment

Exam code	GRA1A.R	GRA2B.R	BUC5A.R
Periods	3 (1)	4 (2)	4 (2)
Number of EC	2.86	25.71	1.43
Form	A detailed GA proposal and activity/time plan	The final assessment of the GA is based on the following ratios: Process 20%, thesis/report 40% and presentation/defence 40%.	For this module the use of English in the report of the GA will be assessed
Aids	---	---	---

It is possible to compensate between GRA1A and GRA2B and BUC5A (use of English) but the final weighted average grade must be at least 55%. The GA examiners will be the academic supervisor, a 2<sup>nd</sup> academic reader/examiner and (in principle) the company coach/expert.

## BUSINESS PLAN

Module code	<b>IBP1B</b>
Module name	Business Plan
Number of EC	7.14
Study unit	International Business plan

### Prerequisites

Completion of study and placement abroad.

### Objectives

Be able to formulate the international entrepreneurial policy and detail it in a business plan.

And to train the following competencies:

Ability to draft and defend a business plan;

Analytical skills;

Problem-solving abilities;

Can select the relevant information and give a succinct and clear summary;

Ability to make an effective use of Internet and to obtain also information from other sources and to

Process this information within his own network in such a way that the information is immediately retrievable.

### Topics

- Complete international business plan.

### Learning methods

In the development and the preparation of the business plan the students are assisted by three lecturers, who also acts as assessors.

### Assessment

Exam code	<b>IBP1B.4</b>		<b>IBP1B.R</b>
Periods	<b>V</b>	2, 4	<b>H</b> n.a.
Number of EC	3.57		3.57
Form	Oral defence of the report		Report International Business Plan

## INTERCULTURAL MANAGEMENT

Module code	ICU1E
Module name	Intercultural Management 1E
Number of EC	2
Study unit	International Marketing and Languages

### Prerequisites

Three years of IBMS should be completed, including especially the placement abroad, courses on Organizational Behaviour (OBH1 and OBH2), TPM and INM

### Objectives

After having completed this module, the student is able to describe, discuss and apply various cross- and inter-cultural research models (amongst others: Hofstede, Trompenaars, Gannon and Bolten), relate the issues of company structure and culture to international management issues especially focusing on communication, describe perceived behaviour of self and others and reflect upon it, using the terminology of the models mentioned.

### Learning methods

No regular classes, but: private study, e-learning, group and individual assignments, 2-day-workshop.

After a general introduction during the introduction days before the start of the semester, the students study the theoretical models in private study, using the prescribed literature:

Schneider, S.C., Barsoux, J-L., *Managing Across Cultures*, Prentice Hall Europe, 2<sup>nd</sup> edition, 2003, 0-273-64663-X (booklist)

Gannon, M.J. and associates, *Understanding Global Cultures, Metaphorical Journey Through 17 Countries*, Sage Publication INC, 1994, 0-8039-5375-5, (available at media centre)

Hofstede, G., *Cultures and Organizations, software of the mind*, McGraw-Hill Europe, 1991, 0-07-707474-2 (available at media centre)

Trompenaars, F., Hampden-Turner, Ch., *Riding the waves of culture*, Nicolas Brealy Publishing Ltd. 1997, 1-85788-176-1 (available at media centre)

The copies available at the media centre are to be shared by all participants, therefore time management, self-organization and negotiation skills are vital factors to be applied at this stage.

During the semester, starting in the first lecture week, the student takes part (compulsory!) in all assignments and discussions in an e-learning environment (Blackboard), where he/she applies his/her knowledge of the models in sharing his/her views and experience and react upon one another's contributions.

Detailed information on the training sessions and their preparations are also to be found on Blackboard. In the first semester, there will be various training sessions at the end of the semester. Each student participates in one of the two-day training sessions. Depending on the number of students taking G-cluster in the second semester, usually one session is offered.

For each of the training sessions, the participants prepare a couple of weeks in advance with specific assignments: group assignments and individual ones. For each training session, a specific deadline will be set (see Blackboard). The papers on these assignments are to be submitted to both trainers by e-mail within the allocated time (not beyond the deadline set).

This is a compulsory requirement to be met for being admitted to the Intercultural Negotiation Training itself.

Students either not participating in all e-learning activities and/or not lodging their preparation assignments in time (meaning: assignments are not received by the trainers), will be excluded from the training in that semester and join ICU another semester.

These parts plus the individual student's attendance of and contribution in the 2-day workshop that could take until 8 pm are the prerequisites for obtaining the final grade for ICU.

The Intercultural Negotiation Training session focuses on communication aspects of cultures (including inter-cultures) and will provide the basis for the student's reflection on special forms throughout the training, on which the individual student proves his/her understanding of the categories used for description. There will be several forms to be filled in throughout the training, which - together with the preparation assignments handed in by the set deadline - will be the basis for the final grade, ICU1E.R.

Exam code	<b>ICU1E.R</b>
Periods	1+2 / maybe shift weeks (grades after period 3)
Number of EC	2
Form	Preparation assignments (individual + group assignment to be submitted by the deadline set by the trainers) and the reflection assignments throughout the training session during the 2-day workshop
Aids	---

For obtaining the final grade and credits for ICU, the student needs to meet the following prerequisites:

1. Contribute sufficiently to discussions and assignments on Blackboard (at the discretion of the trainers)
2. Lodging the preparation assignments by e-mail to both trainers within the set time limit (not exceeding the deadline)
3. Participate actively in the training and contribute sufficiently to the discussions in the plenary meetings during the 2-day workshop (at the discretion of the trainers)

## INTERNATIONAL FINANCE

Module code	<b>IFC1A</b>
Module name	International Finance Consolidation
Number of EC	1.86
Study unit	International Marketing or Finance and Languages

### Prerequisites

1<sup>st</sup> and 2<sup>nd</sup> year modules of the IFA/IBMS-programme (MAC, ACC & FIN).

### 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.

### Topics

- Financial needs;
- Currency exposure.

### Learning methods

Lectures, seminars.

### Assessment

Exam code	<b>IFC1A.1</b>		
Periods	<b>V</b>	2	<b>H</b> 4
Number of EC	1.86		
Form	Written exam		
Aids	---		

## INTERNATIONAL FINANCE

Module code	<b>IFD1B</b>
Module name	International Finance
Number of EC	1.86
Study unit	International Marketing or Finance and Languages

### Prerequisites

1<sup>st</sup> and 2<sup>nd</sup> year modules of the IFA/IBMS-programme (MAC, ACC & FIN).

### 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.

### Topics

- Stock options and futures;
- Trading strategies;
- Black & scholes option pricing formula;

### Learning method

Lectures, seminars, workshops and guest lectures.

A visit to one of the following institutions: bank/stock exchange/central bank.

### Assessment

Exam code	<b>IFD1B.A</b>
Periods	2 during classes
Number of EC	1.86
Form	Assignments
Aids	---

## INTERNATIONAL FINANCE

Module code	<b>IF1C</b>
Module name	International Finance 1B
Number of EC	2.86
Study unit	International Business

### Prerequisites

1<sup>st</sup> and 2<sup>nd</sup> year modules of the IFA/IBMS-programme (MAC, ACC & FIN).

### 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.

### Topics

- Stock options and futures;
- Trading strategies;
- Black & scholes option pricing formula;
- Criteria to assess an international investment project;
- Translation exposure and accounting principles (GAAP);
- Draw up a financial chapter (4 year forecast) using MS-Excel.

Financial chapter business plan:

Balance sheet years 1, 2, 3 & 4;

Income statement years 1, 2, 3 & 4;

Financial ratios & Bench marking;

Targets for years 1, 2, 3 & 4;

Financial needs;

Currency exposure.

### Learning methods

Lectures, seminars, workshops and guest lectures.

A visit to one of the following institutions: bank/stock exchange/central bank.

### Assessment

Exam code	<b>IF1C.1</b>		
Periods	<b>V</b>	1, 3	<b>H</b> 1, 3
Number of EC	2.86		
Form	Written exam		
Aids	---		

## INTERNATIONAL TAXATION

Module code	<b>IFT1A</b>
Module name	International Taxation 1A
Number of EC	2.0
Study unit	International Marketing or Finance and Languages

### Prerequisites

Basic knowledge of law

### Objectives

Enhance students' knowledge and understanding of the core principles of international taxation through an examination of statutory and treaty provisions according to the OECD model tax convention on income and on capital.

Develop a framework for the analysis of international tax problems and thereby to develop skills in legal reasoning and problem solving.

Enhance students' knowledge of emerging trends in international taxation and of crucial theoretical issues relating to the subject.

Encourage depth and independent learning and the development of skills by means of a presentation during classes.

### Topics

- The structure of the OECD model tax treaty
- Principles of interpretation in international Tax-articles
- Business profits under the OECD model
- Personal Income
- Tax havens and their use

### Learning methods

The OECD model tax convention on income and on capital will be handed out in the first lecture. During the weekly classes the lecturer will discuss current tax issues. Attendance at lectures is compulsory. If students do not attend all lectures, they are not permitted to take part in the assignment.

### Assessments

Exam code	<b>IFT1A.R</b>
Periods	2 during class
Number of EC	2.0
Form	Each student must submit an assignment concerning an international tax affair. This paper has to be provided at the end of the period.
Aids	---

## INTERNATIONAL & DUTCH LAW

Module code	<b>ILW1B</b>
Module name	International & Dutch Law
Number of EC	2.86
Study unit	Business

### Prerequisites

No basic knowledge of law required. Precedes IB-ILW

### 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.

### 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.

### Learning methods

Lectures, seminars and presentations

Before attending class students have to read some chapters from the compulsory reading Study guide (will be handed out in the first lecture). During weekly classes the students will solve cases, and the lecturer will discuss the main topics that were dealt with in the compulsory reading.

The students also prepare a presentation in which they compare the organisations of countries and/or they make a comparison of a topic of private law with the Vienna Convention or Dutch law. These presentations will take place in class during week 3 to 6. The students will all make 2 questions from which the lecturer can make a selection for the written examination.

The presentation will be rewarded with a maximum of 20 points; the written examination will be rewarded with a maximum 80 points.

It is not possible to re-sit a presentation. These points will be available for one academic year only.

### Assessment

Exam code	<b>ILW1B.1</b>		<b>ILW1B.P</b>			
Periods	<b>V</b>	1, 3	<b>H</b>	1, 3	<b>V</b>	1, 3 during class
Number of EC	2.30			0.56		
Form	Written examination & presentation					
Aids	---					

## INTERNATIONAL LAW

Module code	<b>ILW2D</b>
Module name	International Law 2D
Number of EC	2.86
Study unit	Business

### Prerequisites

Completion of ILW1

### 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.

### Topics

- Concepts in international trade law
- Legal framework export-import
- International contracts
- Transportation
- Payment methods
- Dispute resolution
- Litigation
- Agency / distributorship

### Learning methods

Instruction lectures will be given after which the students will participate in a seminar. In the seminar the students are supposed to work on an assignment based upon one or more legal cases. The assignments will be graded and will form part of the total grade.

### Assessment

The module will be assessed with a portfolio exam based upon one written exam combined with assignments.

Exam code	<b>ILW2D.1</b>		<b>ILW2D.A</b>
Periods	<b>V</b> 2, 4	<b>H</b> 2, 4	2, 4
Number of EC	2.00		0.86
Form	Written examination		Assignment
Aids	---		---

## INTERNATIONAL LAW

Module code	<b>ILW3B</b>
Module name	International Law
Number of EC	2.14
Study unit	International Business

### Prerequisites

Completion of ILW2C

### Objectives

This course provides the students with an in depth understanding of European Law, an understanding of the working of the European Union, the European Community and its institutions and its decisions

### Topics

- European Law
- European Community
- European Union
- Institutional structure and decision-making
- Characteristics and background of economical integration
- Common market
- The legislative and judicial process
- Enforcement

### Learning methods

Instruction lectures will be given after which the students will participate in a seminar. In the seminar the students are supposed to work on an assignment based upon one or more legal cases. The assignments will be graded and will form part of the total grade.

### Assessment

The module will be assessed with a portfolio exam based upon one written exam combined with assignments.

Exam code	<b>ILW3B.1</b>		<b>ILW3B.as</b>
Periods	<b>V</b> 1, 3	<b>H</b> 1, 3	1, 3 during class
Number of EC	2.14		
Form	Written examination.		
Aids	---		

## INTERNATIONAL MARKETING

Module code	<b>IMA3A</b>
Module name	International Marketing
Number of EC	2.86
Study unit	International Marketing and Languages

### Prerequisites

MKT1, MKT2, MRE1, RES1, IO01, MMP1

### Objectives

On completion of this course, students should understand the complexity of the international marketing environment and the interactions between the firm and its environment as well as the linkages between international marketing, corporate strategy and other business functions.

In addition, the student should be capable of analysing international marketing problems; evaluating and selecting relevant analytical frameworks; developing appropriate international marketing strategies; and planning the implementation of the selected course of action.

### Topics

- International marketing environments;
- Global marketing and foreign market entry strategies;
- International marketing product, distribution, price and promotion decisions;
- Developing and implementing international marketing programmes.

### Learning methods

Students are required to study required readings and case studies before the seminars and be expected to actively participate in discussions.

Case study groups will be as multinational as possible in order to simulate international work environments. Opposing teams will provide constructive criticism of student presentations.

Students will be required to give an individual presentation based on a Research Paper relating a theoretical topic to 1 or more practical examples.

### Assessment

Exam code	<b>IMA3A.1</b>		<b>IMA3A.A</b>		<b>IMA3A.P</b>
Periods	<b>V</b> 1, 3	<b>H</b> 1, 3	1, 3 during class		1, 3 during class
Number of EC	1.43		0.86		0.57
Form	Written exam: MC + essay + case questions		Individual Research Paper + Presentation		Group Case Analysis Report + Presentation
Aids	---		---		---

## INTERNATIONAL BUSINESS

Module code	IO01B
Module name	International Business
Number of EC	7.15
Study unit	International Enterprise

### Prerequisites

None

### Objectives

In this course 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 'Internationaal Ondernemen' (or: 'International Business') knowledge from different fields of study are integrated: marketing, economics, finance and international law. The method of education used in this course is problem-based learning.

### Topics first period

- Strategic (marketing) planning model;
- Business definition and mission statement;
- External analyses:
  - Macro environmental analysis;
  - Line-of-industry analysis;
  - Competitor analysis;
  - Buyer analysis;

### Topics second period

- Positioning;
- International entry strategies;
- Financial aspects of international business;
- Legal aspects of international business.
- Cultural aspects of international business

### Learning methods

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. The language of instruction in the meetings is English.

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.

### Assessment

The assessment for this course is based on 4 different aspects:

compulsory presence at all group sessions

a pass on social and communicative skills

When these conditions are met the final grade for this course is determined by the following (individual) tests:

## Assessments

Exam code	IO01B.h	IO01B.1	
Periods	1+2, 3+4 during class	<b>V</b> 2, 4	<b>H</b> 2, 4
Number of EC	3.57	3.58	
Form	Several hand-ins in which theory discussed during sessions is to be applied	In this written exam topics from the first and second period will be covered in multiple choice questions and mini-cases.	
Aids	---	---	

## LOGISTICS

Module code	<b>LST1A</b>
Module name	Logistics
Number of EC	2.86
Study unit	International Marketing and Languages

### Prerequisites

Completion of IB Placement and IB Study Abroad

### Objectives

To acquaint the student with the fundamental theoretical concepts and techniques of logistics and with the issues and problems with logistics in a changing environment. The student will become aware of the importance of logistics in increasing the firm's profitability.

### Topics

- Logistics systems;
- Supply-chain concepts;
- Customer service;
- Inventory management;
- Warehousing;
- Economic trade-offs;
- Re-engineering logistics systems.

### Learning methods

Lectures and cases

### Assessment

Exam code	<b>LST1A.1</b>		
Periods	<b>V</b>	2, 4	<b>H</b> 2, 4
Number of EC	2.86		
Form	Written exam		
Aids	Dictionary		

## MARKETING MANAGEMENT AND PLANNING

Module code	<b>MMP1B</b>
Module name	Marketing Management and Planning 1B
Number of EC	4.28
Study unit	Marketing Management

### Prerequisites

Completion of MKT1 and MKT2

### 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.

### Topics

- Marketing terms;
- Marketing environment;
- Consumer behaviour;
- Target markets;
- Service marketing;
- Introduction to marketing research;
- Marketing communication;
- Distribution

### Teaching methods

Before attending class students must have studied some parts of marketing theory, which will be described in the weekly schedule. During class students will be asked to show their knowledge of this theory and to link it to current situations in the market. They are expected to show an understanding of marketing practices.

During the first session presentation groups will be formed. These groups will be presenting three marketing cases during the twelve-week period. These cases will deal with strategic marketing choices. The reports on these cases will take the form of a concise marketing plan.

Furthermore the presentation groups will present and hand in an extensive strategic marketing plan in the last two weeks about a company of their own choice.

### Assessment

Exam code	<b>MMP1B.1</b>		<b>MMP1B.P</b>
Periods	<b>V</b> 2, 4	<b>H</b> 2, 4	1+2, 3+4 during class
Number of EC	2.14		2.14
Form	Written exam		Presentation
Aids	---		---

## PLACEMENT

Module code	<b>PLA1A</b>
Module name	Placement 1A
Number of EC	30
Study unit	Placement Abroad

### Prerequisites

Students can only start their placement with the following qualifications

- foundation finals certificate;
- at least 30 EC from the C and D cluster modules after H4
- the RES module has been passed;

### General aim

The aim of the placement is to familiarise students with professional practice related to the study programme.

Main objectives of the placement

- learning to put theoretical knowledge into practice; developing social skills;
- understanding the structure and performance of a professional organisation;
- career orientation and familiarisation with future responsibilities;
- observing the activities and performance of employees in the organisation at various levels.

### Topics

The topics dealt with very much depend on the nature of the company.

### Learning methods

The placement is an educational activity in which the student works in a professional situation for five consecutive months. The first month is devoted to obtaining a general idea of the organisation and its activities. The remainder is spent on project-related work. The level and contents of the work must be attuned to the IBMS study programme.

**Note:** For detailed information about recruitment, selection of trainees and placements, and about placement procedures, see the "Placement Abroad" Handbook.

## Assessment

Exam code	<b>PLA1A.R</b>
Periods	1&2, 3&4
Number of EC	30
Form	Report: Criteria for assessment include: - description of corporate structure and activities; - definition and solving of problems; - drawing conclusions based on data; - attitude and approach; - work speed and accuracy; - observation of in-company rules; independence and teamwork; creativity and resourcefulness.
Aids	---

The information provided by the company coach, the supervisor, and the trainee him/herself are all used for assessment. The supervisor and coach give an initial assessment after the supervisor has visited the company. The final assessment takes place following a wrap-up talk at Arnhem.

## RESEARCH AND STATISTICS

Module code	<b>RST3A</b>
Module name	Research and Statistics 3
Number of EC	1.50
Study unit	Marketing Management

### Prerequisites

Modules RST1 and RST2 from the foundation year.

### Objectives

In this module you learn how to apply the statistical software package SPSS to process and analyze raw data material that you have obtained during a market research survey. We emphasize the elements of statistical thinking and use SPSS for both data analysis and the presentation of the results.

### Topics

- Introduction to SPSS for Windows;
- Entering and editing data in SPSS;
- Descriptive data analysis; presenting your data;
- Chi square test.

### Learning Methods

Several seminars/workshops in the first respectively third quarter.

During these classes we will discuss the topics mentioned above.

Practicing with SPSS is mainly through self study.

There is additional support for this through the SPSS tutorials that come with the program, through our web site and there is an SPSS helpdesk manned by one of the lecturers. Appointments for this helpdesk can be made by e-mail.

We will use the book "Introduction to Statistics with SPSS" by Baarda and others. Details will depend on the exact version of SPSS that will be used.

### Assessments

Exam code	<b>RST3A.R</b>	
Period	1, 3 during class	There is no resit scheduled
Number of EC	1.50	
Form	Report writing	To pass the module you need to write a report on a case where you are asked to analyze a given dataset and interpret the results you get. You write this report together with one or two fellow students;
Aids	---	Not applicable

## STUDY ABROAD

Module code	<b>SAB1A</b>
Module name	Study Abroad 1A
Number of EC	30
Study unit	Study Abroad

### Prerequisites

- foundation finals must be passed
- at least 22.5 EC from the C and/or D cluster must have been obtained after V3/H2, AND at least 30 EC after H4
- there are no insufficiencies in the chosen language of study abroad
- the RES module (project) has been passed

**For full details see page 29**

## SALES MANAGEMENT

Module code	<b>SAL1A</b>
Module name	Sales Management
Number of EC	2.86
Study unit	International Marketing and Languages

### Prerequisites

Marketing  
Precedes International Business Plan

### Marketing

Precedes International Business Plan

### Objectives

Expose students to techniques that will improve value in their first selling position  
Provide students with an opportunity to apply the selling skills they have learned to a situation resembling as closely as possible a realistic sales interview  
Provide a guidance to set up a sales plan

### Topics

- Personal selling
- Understanding communication with customers
- Self-management skills in sales
- The wheel of professional selling
- Sales Management

### Learning methods

Group work

Students work together on preparing case studies and hand them in according to the instructions. Cases need to be answered and handed in groups of max. four students (including surnames and student ID numbers).

Cases should be hand in one week later in M. van den Bosch's pigeonhole 009. No emails with attachments are accepted for safety reasons.

Lectures

Please note the weekly schedule for the lectures, which are compulsory. During these lectures role-plays and training are carried out.

Individual paper

The purpose of this paper is to allow you to demonstrate that you are able to apply the knowledge and experience that you have gained during the course about a topic related to developments in sales. Preferably the topic chosen is based on experience at your placement.

### Assessment

Exam code	<b>SAL1A.R</b>	<b>SAL1A.P</b>
Periods	2, 4 during class	2, 4 during class
Number of EC	1.43	1.43
Form	Individual paper	Assessment Group work on case studies
Aids	Literature	---

## STRATEGIC MANAGMENT

Module code	<b>SMA1C</b>
Module name	Strategic Management
Number of EC	2.14
Study unit	International Business

### Prerequisites

Completion of study abroad and placement abroad

### Objectives

To provide students to understand the benefits of long-term strategic thinking and its interaction with short and medium-term time-frames; enabling to conduct an analysis in a multitude of business areas using appropriately selected and critiqued analytical frameworks; identifying competently and exploiting linkages between disparate functional areas.

### Competencies:

ability to draft and defend a business plan;  
analytical skills;  
problem-solving abilities;  
can select the relevant information and give a succinct and clear summary;  
ability to make an effective use of internet and to obtain also information from other sources  
and to process this information within his owns network in such a way that the information  
is immediately retrievable.

### Topics:

- strategic process;
- analytical tools.

### Learning methods

Group work

### Assessment:

Exam code	<b>SMA1C.PR</b>
Periods	1 during classes
Number of EC	2.14
Form	Report and presentation
Aids	---

## SPANISH

Module code	<b>SPL7D</b>
Module name	Spanish 7D Written Business Communication
Number of EC	1.20
Study unit	Communication 2

### 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 at an intermediate level. They know how to structure these texts and to use a convenient style and tone.

### Topics

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

Special attention will be paid to specific vocabulary related to business communication.

### Learning methods

The course focuses on different kinds of texts used in business communication. The students will practice and develop their writing skills writing a series of business texts. Linguistics resources like grammar and vocabulary will be dealt with according to their necessity for the concerning acts of communication and will be part of a written exam. ICT-tools: the Internet; Blackboard

### Assessment

Exam codes	<b>SPL7D.1</b>		<b>SPL7D.Ds</b>	
Periods	<b>V</b>	3	<b>H</b> 3	3 during class
Number of EC	0.60		0.60	
Form	Written exam		Dossier	
Aids	A monolingual English dictionary, a bilingual dictionary – with the exception of a Spanish bilingual dictionary – are allowed as aid at the written exam		---	

## SPANISH

Module code	<b>SPL8D</b>
Module name	Aspects of Spain 8D
Number of EC	1.30
Study unit	Communication 2

### Prerequisites

Intermediate level of Spanish, comparable to the level reached at the end of module Spanish 7.

### Objectives

At the end of the module, the student has gained an insight into the geography, history, culture and economy of four important Spanish regions: the Basque Country, Catalonia, Madrid and its surroundings and Andalusia. To this end, the student will have consulted Spanish language sources. Using the knowledge and insight that will have been gained, the student will also be able to select a product from the regions mentioned above which could be interesting for the Dutch market.

By doing the fluency exercises the student will develop his speaking skills and grammar.

### Topics

- The Spanish economy
- Spanish history
- Spanish culture

### Course proceedings

The central aim of this module is to gain knowledge of and insight into Spanish economy, history and culture. In class, we will discuss these subjects. Apart from this, the students will develop their fluency by doing speaking and grammar exercises in small groups. The students will also use ICT applications such as Internet and Blackboard.

### Assessment

Exam code	<b>SPL8D.R</b>	<b>SPL8D.PP</b>
Periods	4	4
Number of EC	0.60	0.70
Form	Report	Participation and Presentation
Aids	---	---

## SPANISH

Module code	<b>SPL9C</b>
Module name	Spanish 9C Doing Business in Spanish America
Number of EC	4.28
Study unit	International marketing and languages

### Prerequisites

Advanced intermediate level of Spanish comparable to the level reached by the end of the module Spanish 8.

### Objectives

At the end of this module students will be able to use Spanish at an advanced intermediate level and for specific communication purposes related to international marketing. They will have gained insight into macro-economic structures of Spanish American countries. They also will be able to read and discuss newspaper articles about trends and developments of Spanish American societies and economies.

### Topics

- Macro-economic structure of Spanish American markets; DESTEP-analysis; cultural aspects in business and negotiations with a Spanish American business partner; grammar topics relevant for report writing and business presentations; specific vocabulary related to marketing, economy and business.

### Learning methods

Students will work out a case in which they need to make a macro-analysis of a Spanish American market for a Dutch client, according to the DESTEP-model. They will do desk-research and write a report in Spanish about the relevant DESTEP-factors. They will give a presentation in Spanish in which they give expert advice to their client on the threats and opportunities of the investigated market(s). Students will do their desk-research and report writing in pairs. The presentations will take place at the end of the module in small groups. Students consult the lecturer during the weekly feedback class and discuss the progress and products of their desk-research and report writing. In addition, students will study and work in and after class on general economical and cultural aspects of Spanish American countries and become familiar with specific characteristics and vocabulary. Students will also study and work in and after class on grammar topics that are relevant for report writing and presentations. Furthermore, students read and select articles from Spanish American newspapers about trends and developments of the respective countries and discuss these matters in class.

### Assessment

Exam code	<b>SPL9C.R</b>	<b>SPL9C.1</b>		<b>SPL9C.PP</b>
Periods	1+2, 3+4	<b>V</b> 1, 4	<b>H</b> A 1, 4	1+2, 3+4
Number of EC	2.14	1.43		0.71
Form	Report and presentation on DESTEP factors	Written exam about grammar and vocabulary		Participation and presentation
Aids	---	Either a monolingual English dictionary or a bilingual dictionary, with the exception of a Spanish bilingual dictionary		Participation and 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.tifaq.com](http://www.tifaq.com), [www.fnv.nl/Marcel](http://www.fnv.nl/Marcel).