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International Business and Management Studies

**Arnhem Business School
Faculty of Business and Management**

International Business and Management Studies

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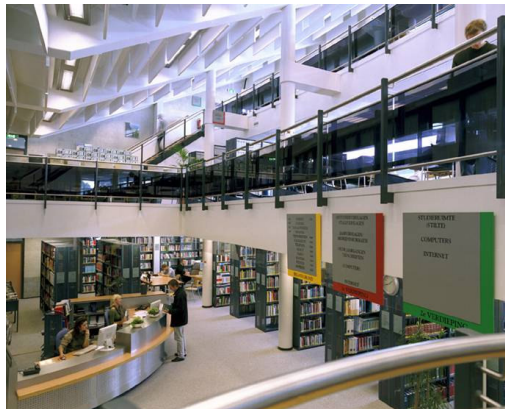
Contents

Arnhem Business School.....	- 4 -
Profile of the study programme.....	- 5 -
Main phase - 2nd Year	- 6 -
Main phase - 3rd Year	- 8 -
Main phase - 4th Year	- 9 -
Appendix / course descriptions.....	- 10 -

Arnhem Business School

Arnhem Business School (ABS) is the international department of the Faculty of Economics and Management of HAN University of Applied Sciences. The campus is spread over the cities of Arnhem and Nijmegen, with ABS situated in Arnhem. The school offers bachelors and masters degree programmes taught in English, in business, logistics and management to about 700 students from more than 20 different countries.

ABS international focus is reflected in the international themes of the study programmes, and in the importance given to students spending part of their study abroad. The presence of foreign lecturers and the relationships with a large number of foreign companies and institutes of higher education are also of great importance to the international positioning of the programmes. ABS has agreements with about 80 partner institutes all over the world. Cooperation agreements include student and staff exchange programmes, joint research and the development of common projects and degree programmes.



Profile of the study programme

In today's world, where international brands are flooding the market and global competition is fierce, a qualified manager is essential. 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.

The International Business and Management Studies programme (IBMS) trains students to become specialists in the field of business, marketing and corporate communication.

Lectures in the IBMS programme are held in small groups, and are taught by professionals from the field of Management and Business. The study is well linked to the actual business environment, and students get familiar with the newest trends in the global market.

After successfully completed the IBMS programme, you will obtain a certified bachelor degree in Business.

Foundation year

All English bachelor programmes begin with the International Foundation Year (IFA), which starts at the end of August and at the end of January each year. In the first year, you are introduced to the fundamentals of the business world, and receive a good basic knowledge of business and management. You will write a business plan based on the theories taught in Marketing, Business Communication, Finance, Macro-economics, Organizational Behaviour, Logistics, Human Resources, Statistics and Accounting.

Main phase

After successful completion of the foundation year, you will enter the main phase of the study programme, which lasts for 3 years.

The IBMS programme is practically oriented; applying skills and knowledge in projects and assignments is an essential part of the study. By working in groups, students simulate a real working environment. You will form your own company with fellow students, conduct research for a real company, and have the opportunity to compete with other students for the best strategic integrated plans in the Management Game. Additional skills, like business English and second foreign language are taught, which are useful for a future career.

The international orientation of the study is revealed in the content of the lectures and the projects. Furthermore, in order to expand the international experience, you will spend part of your study abroad, studying at one of the partner universities and doing a work placement in a country of your choice.

Through the work placement, the study abroad and the graduation assignment, you will have the possibility to gain more knowledge in a specific desired area. At the following pages you can find a detailed description of each year in the main phase.

Main phase - 2nd Year

In the second year, you specialize in and receive a more detailed and broader picture of the Business and Management field. Seven main study units are offered, which introduce the essentials of the field, and provide knowledge and skills through lectures and group projects.

1. International Enterprise (15)

The Study Unit involves all aspects of doing business in an international environment, the students gain knowledge of and insight in all related issues of the subject.

Study Unit Courses:

- International Enterprise 1
- Accounting & Finance 3 - Cost allocation in depth
- International Law 2
- Management Information Systems
- Marketing 3 – Strategic Marketing
- Marketing 4 – Consumer Behaviour

2. International Environment (7.5)

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

Study Unit Courses:

- International Economics
- Accounting and Finance 4 - Select and evaluate investments
- International Law

3. International Communication & Culture – Business Communication ((3.75)

You will be able to express yourself fluently and correctly in English, both in speech and writing. Understand about the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions

Study Unit Courses:

- Business Management Game
- Business Communication

4. Language - International Communication & Culture (3.75)

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

Study Unit Courses:

- Business Communication
- Dutch / French / German / Spanish (choose one)

5. Marketing Planning and Budgeting (7.5)

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

Study Unit Courses:

- Marketing 5 - Marketing Management and Planning 1
- Management Game 2
- Accounting and Finance 5 - Analyze and improve budgets
- Accounting and Finance 6- Finance growth of a company and value companies

6. Research (15)

In this study unit you will -as a project group- conduct real life market research for an external client. You will execute the research and present the results to the client yourself.

Study Unit Courses:

- Marketing Research
- Research Methodology
- Statistics
- Organisational Behaviour

7. Business and Communication – Business Communications (3.75)

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

Study Unit Courses:

- Business Communication 4

8. Language – Business Communication (3.75)

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

Study Unit Courses:

- Business Communication
- Dutch / French / German / Spanish

Main phase - 3rd Year

In the third year, you expand your knowledge and international orientation by studying and doing a work placement abroad.

1. Study Abroad (30)

The IBMS program offers a unique opportunity to study at a partner institute abroad. Many students use the study abroad semester to specialize in a particular business discipline at a partner university, to learn more about the culture of the country, and to improve their language skills. The study abroad is a 'minor' program to stimulate students to deepen or broaden their knowledge. The program is flexible and you select the courses independently.

You can choose from a wide selection of partner universities across the globe, which offer interesting courses for IBMS students. Some institutions that participate in this programme are located, for example, in the USA, Australia, New Zealand, Asia, USA, UK, and Mexico.

When thinking back, I feel extremely happy and lucky I was able to spend my semester of study abroad. I learned so much about the life and about myself.

IBMS student

2. Work Placement (30)

A placement abroad gives the study and the CV an added value. You will get first-hand experience of business life. You will learn not only about business practices, but also about your own performance in a professional situation. By doing the placement abroad, you are confronted with different language, culture and habits, and benefit from having an international work experience.

As an IBMS student, you can do your work placement, for example, in a commercial company, governmental institution or a non-profit organisation.

Main phase - 4th Year

In the fourth year you will gain more knowledge and skills, by completing three study units in the first semester. These units include culture, demand chain management and strategy. The second semester will be dedicated to your graduation assignment.

1. Culture (7.5)

The SU involves management and leadership in different cultures and situations. It relates the issues of company structure and culture to international management issues especially focusing on communication.

Study Unit Courses:

- Personal Leadership
- Intercultural Management

2. Demand Chain Management (7.5)

The SU involves courses covering the total demand and supply chain of an organization in an international environment. It is providing essential knowledge to make the link from operational issues to strategic management.

Study Unit Courses:

- Procurement & Logistics
- Sales

3. Strategy (15)

You learn how to compose an International Business Plan on a strategic and operational level including all relevant topics such as management, marketing, legal issues, finance & accounting, HRM and logistics.

Study Unit Courses:

- International Business Plan
- Accounting & Finance
- International Law
- Marketing 6A - International Marketing & Management

Examples of Graduation Assignment results:

- Strategic marketing communication plan
- Branding plan
- PR plan
- Communication plan
- Strategic web plan

4. Graduation Assignment (30)

In the second semester of the final year you will undertake a graduation assignment for a company. You will give an advice on a policy level to a company, using the knowledge, insight and skills you have gained during the education. This can take place, for example, in a commercial company, governmental institution or a non-profit organization. The graduation assignment can also be executed abroad.

Appendix / course descriptions

Main phase - 2nd Year

International Enterprise

Entry level: Foundation Year
Credits: 15

Description: The Study Unit involves all aspects of doing business in an international environment, the students gain knowledge of and insight in all related issues of the subject.

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

Competencies:

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

Professional products: Management Briefings

Modules:

International Enterprise 1

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

Accounting & Finance 3 - Cost allocation in depth

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

International Law 2

- 3 IPL-Questions: conventions
- Vienna sales convention
- Incoterms/ ways of exporting

- Agent or distributor/ways of payment
- International transport: sea and road
- Sales contract
- Concepts in international trade law
- Legal framework export-import. International contracts
- Transportation
- Payment methods
- Dispute resolution
- Litigation
- Agency / distributorship

Management Information Systems 1

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

Marketing 3 – Strategic Marketing

- Strategic (Marketing) Planning model
- SWOT analysis
- Developing strategies based on analysis
- Setting objectives

Marketing 4 – Consumer Behaviour

- Introduction, the essence of Consumer Behaviour
- Perception, personality and self-concept
- Learning and attitude
- Peer groups en reference groups
- Social class and culture
- E-consumers

Environment

Entry level: Foundation Year
Credits: 7.5

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

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

Competencies: The ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions on international business. The student can assess the impact of these trends on his own activities as well on the business policy.
The ability to apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective manner.
The ability to act carefully and punctually and to produce output that is literate, numerate and coherent.

Professional products: An economic, legal and financial analysis of the international environment

Modules:

International Economics (CEV-ECN3A)

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

Accounting and Finance 4 - Select and evaluate investments (CEV-AFC4A)

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

International Law (CEV-ILW1C)

- 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.

**International Communication and Culture –
Business Communication (3.75)
Business Communication 3**

Entry level: Foundation Year
Credits: 3.75

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

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

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

Professional products:

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

**International Communication and Culture –
Business Communication (3.75)
Business Management Game**

Description

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

Objectives

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

Competencies

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

Topics

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

International Communication and Culture – Language (3.75)

Depends on chosen language

Entry level: Foundation Year
Credits: 3.75

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

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

Competencies:

- The ability to explain the differences between national, organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. human resources management, marketing and intercultural communication.
- Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.
- The ability to express oneself fluently and correctly in English, both in speech and writing.
- The ability to express oneself at an intermediate level in a second foreign language (in addition to English and one's native language).
- The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.
- The student can identify the relevant dimensions of cultures and has developed self-awareness of his own cultural background. He is able to adapt his behaviour to the standards in other cultures and can maintain an international network essential to his tasks.
- The ability to know one's strengths and weaknesses and to indicate how and when to improve these weaknesses; the student knows the limits of his competencies and can critically evaluate and account for his own actions; he can take criticism and put it to good use. Takes initiative and works independently.

Professional products:

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

**Marketing Planning & Budgeting
(DMP) (7.5)**

Entry level: Foundation Year
Credits: 7.5

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

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

Competencies:

- The ability to research and analyse relevant international business problems, to propose goals and objectives.
- The ability to pro-actively seek and evaluate financially, business opportunities for new/existing products/services.
- The ability to take risks in order to optimise business profit.
- The ability to perform a market analysis on macro and industry level.
- The ability to formulate strategies.
- The ability to actively evaluate strategies on several criteria.
- The ability to lead discussions, express ideas, make proposals, draft reports.

- The ability to evaluate investment opportunities, to contribute to the assessment of long-term and short-term debt and equity financing and to contribute to managing financial risks (financial management).
- The ability to apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective manner.
- The ability to act carefully and punctually and to produce output that is literate, numerate and coherent.

Professional products:

Management Reports of decisions and evaluation of these decisions

Modules:

Marketing 5 - Marketing Management and Planning 1 (DMP-MKT5A)

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

Management Game 2 (DMP-BMG2A)

- Decisions and budgets concerning procurement, production, marketing, personnel, finance;
- Analyzing the decisions and budgets.

Accounting and Finance 5 - Analyse and improve budgets (DMP-ACF5A)

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

Accounting and Finance 6- Finance growth of a company and value companies (DMP-ACF6)

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

Research (15)

Entry level: All students followed:

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

Credits: 15

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

In this study unit you will -as a project group- conduct real life market research for an external client. You will execute the research and present the results to the client yourself. The unit offers the guidance of a project tutor who supervises the project process. Furthermore the unit has three modules in which the students learn the theoretical foundations necessary to do mar-

keting research in a professional way. The lecturers for MRE and RST are at the same time monitoring, supervising and assessing the intermediate and final products of the students' project.

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

In the module of Organisational Behaviour you will learn about internal research within a company to analyse problems related to employee and manager behaviour. On the basis of this analysis you will learn how to improve employee's functioning and well being.

Objectives: On completion of this project a student can:

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

Competencies:

- leadership
- co-operation
- communication
- analysing and information processing
- creative problem solving
- planning and organisation
- learning and self development
- ethical responsibility.
- intercultural adaptability
- organizational policy development
- entrepreneurial management
- international marketing management

Professional products:

1. Debriefing
2. Project plan
3. Detailed research methodology,
4. Report on organisational behaviour: analysis, advice and further research

Modules:

Marketing Research (DRE-RES1D)

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

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

Research Methodology (DRE-MRE1C)

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

Statistics (DRE-RST5A)

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

Organisational Behaviour (DRE-OBH2C)

1. Introduction on module, explanation of organisational behaviour model and introduction into six topics
2. Perspective on individual behaviour
3. Motivation at work
4. Groups and teams
5. Management and leadership
6. Organisational power, politics and conflict
7. Cultural component, organisational culture and national culture

**Business Communication –
Business Communication (3.75)**

Entry level: Foundation Year
Credits: 3.75

Description: In the first period (three lessons per week) the subject to be dealt with is business meetings; every week the student will hold a meeting with fellow students on a business topic. Students will also give each other feedback on their performance. Attendance during these classes is obligatory.
In the second period one hour per week is spent on the art of creative writing. One hour per week is spent on negotiation training (in half groups). Since the grade for these negotiations is based on continuous assessment, attendance is obligatory.

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

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

Professional products:

Business meetings
Business negotiations
Letters of complaint
Reviews
Summaries

Modules:

Business Communication 4 (DCB-BUC4F)

- Meetings
- Negotiations
- Writing exercises

Business Communication – Language (3.75)

Entry level: Foundation Year
Credits: 3.75

Description: In this study units (students take BUC and BMG and make a choice of 1 of the 4 languages) the various languages will be more streamlined. Even more attention will be paid to the languages being used in a business environment. At the end of the study units, students will not only be able to study or do their placement in an English speaking country, but also in a language area of their second language.

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

Competencies:

- The ability to express oneself fluently and correctly in English, both in speech and writing.
- The ability to express oneself at an intermediate level in a second foreign language (in addition to English and one's native language).
- The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.
- The student can identify the relevant dimensions of cultures and has developed self-awareness of his own cultural background. He is able to adapt his behaviour to the standards in other cultures and can maintain an international network essential to his tasks.
- The ability to know one's strengths and weaknesses and to indicate how and when to improve these weaknesses; the student knows the limits of his competencies and can critically evaluate and account for his own actions; he can take criticism and put it to good use. Takes initiative and works independently.
- The ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and the budgeting process (management accounting).
- The ability to contribute to and evaluate key accounting summaries (profit and loss account, balance sheet and cash-flow statement) and to outline the differences between various external reporting standards (financial accounting).
- The ability to actively contribute to a group product or result.
- The ability to apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective manner.
- The ability to define and analyse complex situations, to develop alternative solutions to problems that are neither straightforward nor subject to standard procedures and to assess the effects.
- The ability to act carefully and punctually and to produce output that is literate, numerate and coherent.

Professional products: Meetings
Negotiations
Management Decisions concerning procurement, marketing, sales, production and finance

Main phase – 3rd Year

Study Abroad (30)

- Entry level:** Students can only start their placement with the following qualifications:
A minimum of 30 WF of the work load of all parts of C and D cluster that are based on group work/compulsory attendance must have been concluded.
Students who started their Main Phase in September must meet this requirement by H4 of the first year of their Main Phase enrolment, students who started their Main Phase in February, must meet this requirement by V2 in the second year of their Main Phase enrolment.
- Credits:** 30
- Description:** 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.

Placement (30)

- Entry level:** A minimum of 30 WF of the work load of all parts of C and D cluster that are based on group work/compulsory attendance must have been concluded.
Students who started their Main Phase in September must meet this requirement by H4 of the first year of their Main Phase enrolment, students who started their Main Phase in February, must meet this requirement by V2 in the second year of their Main Phase enrolment.
- Credits:** 30
- Description:** The aim of the placement is to familiarise students with professional practice related to the study programme. 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.
- Objectives:**
- 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.

Main phase – 4th Year

Culture (7.5)

- Entry level:** 1) A minimum of 40 WF of the work load of all parts of C and D cluster AND
2) the placement must be completed.
3) If the work load that is to be caught up from C and/or D cluster exceeds 20 WF (also taking into account the number of re-sits taken to pass certain parts), the student cannot start G-cluster
- Credits:** 7.5
- Description:** The SU involves management and leadership in different cultures and situations. It relates the issues of company structure and culture to international management issues especially focusing on communication.
- Objectives:** The Study Unit aims at developing awareness and skills on working in a professional environment. This includes:
- understanding one's own style and re-activeness in interaction with people and processes in a working environment
 - knowing and differentiating different roles in the professional field
 - ongoing reflection on one's own performance, qualities and learning
 - the ability to diagnose organizational problems and to define potential interventions
 - the ability to communicate one's interests constructively and come to effective agreements
- 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.
- Competencies:**
- Leadership
 - Co-operation
 - Communication (oral and written).
 - Analysing and information processing.
 - Creative problem solving.
 - Planning and organising.
 - Learning and self- development
 - Ethical responsibility.
- Professional products:** The professional Product is a portfolio with a clear set of reflections on future professional directions as well as results of feedback and personal conclusions on the feedback.
- Modules:**
Personal Leadership (GCU-PEL1B)
Intercultural Management (GCU-ICU1F)

Demand Chain Management (7.5)

Entry level: 1) A minimum of 40 WF of the work load of all parts of C and D cluster AND
2) the placement must be completed.
3) If the work load that is to be caught up from C and/or D cluster exceeds 20 WF (also taking into account the number of re-sits taken to pass certain parts), the student cannot start G-cluster

Credits: 7.5

Description: The SU involves courses covering the total demand and supply chain of an organization in an international environment. It is providing essential knowledge to make the link from operational issues to strategic management.

Objectives: Provide the student with knowledge and insight (and the application of that) of various parts of demand chain management, on a strategic level but with a clear link to operations.

Competencies:

- The ability to research and analyse relevant international business problems, to propose policy goals and objectives and to prepare alternative solutions in order to optimise business and human resources processes in order to strengthen the synergy between strategic, structural and cultural aspects of the organisation.
- The ability to apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective manner.

Professional products:

Analysis and application of operations and strategy in the total supply chain.

Modules:

Procurement & Logistics (GCH-PLO1A)

- The purchasing process
- Kraljic Portfolio Matrix
- E-Procurement
- Purchasing Ethics
- Supply Chain Management
- Logistics Management
- Strategic fit with the competitive strategy

Sales (GCH-SAL1B)

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

Strategy (15)

Entry level: 1) A minimum of 40 WF of the work load of all parts of C and D cluster AND
2) the placement must be completed.
3) If the work load that is to be caught up from C and/or D cluster exceeds 20 WF (also taking into account the number of re-sits taken to pass certain parts), the student cannot start G-cluster

Credits: 15

Description: The SU involves the project International Business Plan and provides supporting courses with the topics necessary to complete the project.

Objectives: To learn the students how to compose an International Business Plan on a strategic and operational level including all relevant topics such as management, marketing, legal issues, finance & accounting, HRM and logistics.

Competencies:

- The ability to research and analyse relevant international business problems, to propose policy goals and objectives and to prepare alternative solutions in order to optimise business and human resources processes in order to strengthen the synergy between strategic, structural and cultural aspects of the organisation.
- The ability to apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective manner.
- The ability to use his conceptual and visionary skills to contribute to the development and evaluation of the internationalisation strategy of a company.
- The ability to pro-actively seek and commercially evaluate business opportunities for both new and existing products/services. The ability to take risks in order to optimise business profit. To ability to write and defend a business plan for a (start-up) company.
- The ability to perform a country-analysis on macro, industry and micro level, to conduct an international market survey in order to assess foreign market opportunities and competition. The ability to formulate market-entry strategies, to draft an international marketing plan and to implement, co-ordinate and control the international marketing (and sales) programme.
- The ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and the budgeting process (management accounting). The ability to contribute to and evaluate key accounting summaries (profit and loss account, balance sheet and cash-flow statement) and to outline the differences between various external reporting standards (financial accounting). The ability to evaluate investment opportunities, to contribute to the assessment of long-term and short-term debt and equity financing and to contribute to managing financial risks (financial management).

Professional products: International Business Plan, report and presentation.

Modules:

International Business Plan

Accounting & Finance

- Financial needs
- Currency exposure.

International Law

- 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

Marketing 6A - International Marketing & Management

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

Graduation Assignment (30)

Entry level:

- 1) All parts of C, D and G that are based on group work / compulsory attendance AND
- 2) a minimum of 50 WF of C and D cluster must have been completed AND
- 3) the placement must have been completed.
- 4) If the work load that is to be caught up from C and/or D cluster exceeds 10 WF (also taking into account the number of re-sits taken to pass certain parts), the student cannot start H-cluster;
- 5) All study units from C-D-E-F-G cluster must be completed before making appointments for the defence of the GA.

Credits: 30

Description: 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 (GRA1A) 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 (see ABS Insite)

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.

Modules:

- Graduation assignment 1
- Graduation assignment 2
- Business Communication

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.