

**Study programme section of the Students' Charter  
with the 2019-2020 Teaching and Examination Regulations  
of the Bachelor's programme**

**Name of the study programme: International Business**

**Study programme code: 30029**

**Study programme: Full-time**

**Location of the classes: Eindhoven**

The study programme's section of the Students' Charter was adopted by the institute's director on May 23<sup>rd</sup> 2019, after obtaining the IPC's consent on May 23<sup>rd</sup> 2019 and the Programme Committee's consent on May 23<sup>rd</sup> 2019.

The teaching and examination regulations of the study programme expand on the general section of the teaching and examination regulations of Fontys Bachelor's programmes.

This general section for the 2019-2020 academic year was established by the Executive Board on 11 December 2018, following the consent of the students' section of the CPC, which was given on 17 January 2019.

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## A – Teaching and Examination Regulations

### Section 1 General

#### Article 1 Definitions

Academic year	The period from 1 September up to and including 31 August of the following year.
Advice regarding the continuation of studies	Advice given to students at the end of the first year of the foundation phase of a Bachelor's programme regarding the continuation of their studies either with the programme or elsewhere. This advice may entail a binding rejection (binding negative study advice). The advice regarding the continuation of studies for an Associate degree programme is given at the end of the first year of the programme.
Assessment	Generic term for tests aimed at assessing a student's competencies in a professional situation that is as authentic and realistic as possible.
Assessor	An examiner that grades the student's progress in acquiring the required competencies.
CAA	Centre for Administrative Activities. The CAA is the internal partner within Fontys of the representative and participatory bodies and their discussion partners with respect to optimising how these bodies function.
Certificate	The certificate as referred to in Section 7.11 of the Dutch Higher Education and Research Act ( <i>Wet op het Hoger Onderwijs en Wetenschappelijk Onderwijs</i> , WHW).
CPC	Central Participation Council
Cohort	The group of students who are enrolled for the first time in the foundation year of a study programme on the same reference date to which the prevailing Teaching and Examination Regulations (TER) apply. For students who enrol in a higher year, cohort membership is determined on an individual basis.
Competency	A cluster of related knowledge, skills and attitudes that influences a substantial part of a person's job, is related to the performance of the job, can be measured and tested against accepted standards and can be improved through training and development.
Competency examination	A test to assess whether a student has certain competencies.
Component test	If an interim examination consists of several tests, each of those tests is referred to as a component test.
Coordinating institute	The coordinating institute is the Fontys Institute which bears final responsibility for the development, implementation, assessment and improvement of a minor programme.
Credit	One credit equals 28 standard study-load hours. Students are awarded credits on passing the interim examination of a unit of study. The international term for credits is European credits.
Education components CROHO	The courses offered to students to help their learning process. Central Register of Higher Education Study Programmes, which is a register of all study programmes. Students that pass the interim examinations of a study programme registered in CROHO are entitled to an official higher professional education certificate with the associated degree (Associate degree, Bachelor or Master).
Deficiency	Any required prior qualification(s) a student lacks.
Differentiation	A specific definition of the curriculum within a programme, from the start of the programme that contributes to the development of generic or specific competencies aimed at deepening a specific area of knowledge in the professional field, application throughout the programme.
Diploma supplement	Document drawn up in accordance with a European format that is added to the certificate and states the nature, level, context, content and status of the study programme.
Dual-study programme	A dual-study programme is organised in such a way that education is alternated with one or more periods of professional practice related to the study programme. The study programme therefore consists of an educational segment and a practical segment, both of which are integral parts of the study programme.

DUO	Short for <i>Dienst Uitvoering Onderwijs</i> , a government agency charged with implementing education legislation and regulations of which the IB Group forms a part.
Diploma with subject combination	Former senior general secondary education ( <i>HAVO</i> ) or pre-university education ( <i>VWO</i> ) diploma based on subject combinations. These diplomas were issued before the <i>HAVO</i> and <i>VWO</i> profiles were introduced (from 1998).
EBBD	European Business Baccalaureate Diploma
ECTS	European Credit Transfer System. The system that is used to express credits in order to facilitate international comparison. See also: credits.
EVC (RPL)	<i>Erkenning van eerder Verworven Competenties</i> (Recognition of Prior Learning).
Examination	Completion of (the foundation-year phase of) a study programme or of an Associate degree programme. The final examination may also include a supplementary assessment conducted by the Examination Board.
Examination Appeals Board	The Board as referred to in Sections 7.60 up to and including 7.63 of the WHW and Articles 45 and 46 of the Students' Charter. The organisation, duties and powers of the Board are laid down in the Rules of Procedure adopted by the Examination Appeals Board and approved by the Executive Board.
Examination Board	The board of persons referred to in Section 7.12 of the WHW.
Examiner	Member of staff who is designated by the Examination Board to administer examinations and assess the results thereof or an external expert.
Executive Board	The administrative body of Fontys University of Applied Sciences, as described in the articles of association and the WHW.
Executive institute	A Fontys institute responsible for the execution of a minor.
Exemption	Full or partial exemption from meeting enrolment and/or admission conditions and/or sitting interim examinations.
Exit assessment	Part of the competency examination administered at the student's request when he or she wishes to terminate his or her study programme prematurely.
Exit qualifications	Qualifications students must have on completing the study programme.
Fontys LINK!	Fontys student sounding board group
Fontys minor	A minor open to all Fontys students, as long as they meet any admission criteria for the minor, with a focus on overarching and distinctive themes.
Foundation year	First phase in a Bachelor's programme.
Fraud	Any act (including plagiarism ) or omission that either partially or fully impairs the correct assessment of a person's knowledge, understanding, skills, competencies, professional attitude, powers of reflection, etc.
FSS Board	Board charged by the Executive Board to implement the student financial support scheme (FSS), now known as the Profiling Fund Board.
FSS scheme	<u>Scheme</u> for the granting of support to Fontys students in the form of graduate funding, committee member grants or honorary allowances from the profiling fund, now known as the <u>Profiling Fund Scheme</u> .
Full-time study programme	A full-time study programme is a study programme whose structure is such that students are assumed not to participate in any activities other than academic activities.
Hardship clause	A provision in a law or regulation that makes it possible to deviate from regulatory provisions in favour of the student or external student.
He/him	Wherever 'he/him' is used in these rules, this should also be understood to mean 'she/her'.
IELTS	International English Language Teaching System, a tool used to determine a student's command of the English language.
Institute	The operational unit at Fontys that is, in particular, responsible for organising Fontys's core competencies and that executes the primary processes.
Institute Director	The staff member charged with running a Fontys institution.
Institution	The Fontys Universities of Applied Sciences.
Intake assessment	Portfolio assessment conducted at the student's request prior to validate previous learning experiences prior to enrolment in the study program. A fee covering the costs is charged for an intake assessment.
Intake interview	Interview conducted at the student's request prior to the start of the study programme if the student believes that he or she has competencies acquired previously. An intake interview comprises a general assessment from which no rights can be derived by a student.
Interim examination	An examination of the knowledge, understanding, skills and/or competencies of a student required to conclude a unit of study, including an assessment of

	the results of such an examination ( <i>Section 7.10(1) of the WHW</i> ). An interim examination may consist of one or more component tests.
IPC	Institute Participation Council
Main subject	A specific definition of the post-first year programme.
Major	That part of the Bachelor's programme with a study load of 210 credits that contributes to the competencies associated with the programme and that is directly related to the study programme(s)'s registration in the CROHO.
Minor	Programme of optional subjects within a Bachelor's programme with a study load of 30 credits that contributes to generic or specific competencies.
Minor regulations	Regulations that describe the content, the education components, the testing and the completion of a minor. The regulations of all minors offered by Fontys can be found on the Fontys website ( <a href="http://www.fontys.nl/minors">www.fontys.nl/minors</a> ). The regulations of the minors associated with a particular study programme have been included as an appendix of the study programme's TER.
Nt2 diploma	Diploma of the Nt2 official state examination in Dutch as a second language, of which programme II is considered to be the guideline for admittance to higher education.
Occupational requirements	The legal requirements to which the practice of a particular profession is subject ( <i>Section 7.6 of the WHW</i> ).
Part-time study programme	A part-time study programme is a study programme whose structure is such that the student is able to participate in supplementary activities, either work-related or educational, alongside the study programme.
Portfolio	A collection of evidence, digital or otherwise, with which students can demonstrate that they master the competencies of a particular study programme.
Post-foundation year phase	Second phase of a Bachelor's programme.
Principle	All study programmes offered are based on one of the following principles: non-denominational private education (NPE), Roman Catholic (RC), Protestant Christian (PC) or a combination of general special education, Roman Catholic and Protestant Christian (ab, RC, PC).
Profiling Fund Board	Board charged by the Executive Board with implementing the Profiling Fund scheme, formerly known as the FSS Board.
Profiling Fund Scheme	Scheme for the granting of support to students in the form of graduate funding, committee member grants or honorary allowances from the profiling fund, now known as the <u>Profiling Fund Scheme</u>
Programme Committee	Opleidingscommissie (Programme Committee), a committee established for a particular study programme of a school referred to in section 10.3c of the Act (see the Regulations of the Participation Councils and Degree PC's)
Programme Learning Outcome (PLO)	Statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a programme.
Tailored programme	Special programme which differs from the standard programme.
Teaching period	Period in the academic year during which education components are organised. A teaching period is referred to as a study quarter in the Fontys annual calendar.
TER	Teaching and examination regulations. The TER consists of a general section for all study programmes offered by the Fontys Universities of Applied Sciences as well as information specific to individual study programmes. The TER forms a part of the study programme section of the Students' Charter.
Test	Activity used to assess whether a student has certain knowledge, understanding, skills and/or competencies.
Top-level athletes scheme	Scheme for top-level athletes that specifies which students are eligible to benefit from it and the facilities that they may use under it.
Student	A person who is enrolled in the institution, as referred to in Sections 7.32 up to and including 7.34 of the WHW.
Student counsellor	Staff member appointed by the Executive Board who is responsible for looking after the students' interests, providing assistance when problems occur and providing information and advice. The student counsellor is part of the Student Facilities Service ( <i>Dienst Studentenvoorzieningen</i> ).
Study Career Centre	Service provided by the Student Facilities Service ( <i>Dienst Studentenvoorzieningen</i> ) to help students with issues involving admission, transfer to another study programme/institution or the termination of their studies.

Students' Charter	The <u>charter</u> containing the rights and obligations of students, divided into an institution-specific section and a study programme-specific section.
Student entrepreneur scheme	<u>Scheme</u> which is intended to help Fontys students who are deemed student entrepreneurs to combine entrepreneurship and study.
Study career counsellor	Counsellor who helps students with issues such as planning their studies, taking the right approach to their studies, making the right choices and the progress of their study careers.
Study career support	Support system that focuses on the individual student's development. The student is encouraged to reflect on his or her own development as a future professional and to take responsibility for this development.
Study check advice	Advice provided to a prospective student who has participated in the study check with regard to his or her choice of Bachelor's or Associate Degree programme.
Study check	The activity offered by Fontys whereby the prospective student is given advice with respect to his or her choice of study programme. The study check consists of at least two components: a digital questionnaire and a consultation to discuss the results of the questionnaire.
Study load	The standardised time investment expressed in units of 28 study load hours related to a study programme.
Study programme	A coherent totality of education components aimed at achieving the well-defined objectives in the area of knowledge, understanding and skills which the person completing the study programme should possess. Every study programme is recorded in the CROHO.
Study programme minor	A minor which can only be taken by students from a specific domain or study programme and which highlights one particular theme.
Study programme profile	The entire set of final qualifications for which the study programme provides training or, in other words, the professional competencies expected of a beginning professional.
Unit of study	Part of a study programme that is concluded with an interim examination as referred to in Section 7.3(2) of the WHW or an additional assessment carried out by the Examination Board, as referred to in Section 7.10(2) of the WHW. Units of study may relate to the assessment of one or more competencies, a component of competencies (knowledge, understanding, skills, attitude) or a combination of competencies or of a minor. Students are awarded the relevant credits on passing the interim examination for the unit of study.
WEB	Adult and Vocational Education Act ( <i>Wet Educatie en Beroepsonderwijs</i> , WEB; Bulletin of Acts and Decrees 507, 1995, and later supplements and amendments).
WHW	The Dutch Higher Education and Research Act ( <i>Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek</i> , WHW; Bulletin of Acts and Decrees 593, 1992, and later supplements and amendments).

## Section 2 Admission to an Associate degree and Bachelor's programme

### Article 2 Required prior qualifications

1. Only students with diplomas awarded on completing pre-university education (*VWO*) or senior general secondary education (*HAVO*), with profiles, or senior vocational education (*MBO*) in middle management as well as students that have completed specialist training or a vocational training programme designated by a ministerial regulation may be admitted to an Associate Degree and Bachelor's programme (*Section 7.24 of the WHW*). Additional conditions for admission apply if a shortened programme is offered. Those conditions are set out in Article 7.
2. Students with a certificate awarded on completing a foundation year or passing the final examination of a higher professional education (*HBO*) or academic higher education (*WO*) study programme are also entitled to be admitted to an Associate Degree and Bachelor's programme at a university of applied sciences. Students must, however, also meet any applicable requirements regarding their previous qualifications (paragraph 4) and any other additional requirements imposed (paragraph 5). (*Section 7.28 of the WHW*).
3. All citizens that have access to education offered by research universities or universities of applied sciences in a country that has ratified the Convention on the Recognition of Qualifications concerning Higher Education in the European Region may also be admitted to an Associate degree and Bachelor's programme, without prejudice to the provisions in paragraphs 4 and 5 of this article and the provisions of Article 3. This right to enrolment does not apply if the Executive Board can prove that there is a substantial difference between the general admission requirements in the territory of the country concerned and the general requirements under or pursuant to the WHW. (*Section 7.28 of the WHW*).
4. **HAVO diploma**  
Students with a **HAVO** diploma have direct admittance. Students with a Economics & Sociology profile are eligible to start if they have "economics (EC) " or Management & Organisation (MO) or Mathematics A or B". (This admission criteria will apply as of the 2020-2021 academic year)

#### **VWO diploma**

Students with a **VWO** diploma have direct admittance.

#### **Havo and Vwo old profile:**

Admission requirements Secondary education Fontys HBO Bachelor programmes until 2008 (old profiles) in the Netherlands									
Fontys HBO Bachelor programme	Croho code	Nature and Technology (NT)		Nature and Health (NH)		Economics and Sociology (ES)		Culture and Sociology (CS)	
		Havo	Vwo	Havo	Vwo	Havo	Vwo	Havo	Vwo
Marketing Management									
International Business	34936	ec1 or 2e mvt <sup>1</sup> 12	ec1 or 2e mvt <sup>2</sup> 12	ec1 or 2e mvt <sup>3</sup> 12	ec1 or 2e mvt <sup>4</sup> 12	yes	yes	yes	ec1

#### **HAVO diploma (old profile)**

Students with a **HAVO** diploma have direct admittance, provided they have taken the Economics & Sociology or Culture & Sociology profile. If they have chosen the profile Nature & Health or Nature & Technology, having Economics 1 or a second foreign language as an elective is compulsory.

#### **VWO diploma (old profile)**

Students with a **VWO** diploma have direct admittance, provided they have taken the Economics & Sociology profile. If they have chosen the profile Nature & Health, Nature & Technology or Culture & Sociology, having Economics 1 or a second foreign language as an elective is compulsory.

Students who do not have the required subject cluster or did not take the right subject may be admitted provided an assessment conducted before the commencement of the study programme demonstrates that, in terms of the subject matter, the student concerned meets similar requirements. (Section 7.25(5) of the WHW.). The requirements to be met by the student are as follows:

- The student passes the intake test (with a score of 5.5 or above) for the subject economics and/or business economics.

*There are no further preparatory education requirements for HAVO and/or VWO diplomas.*



b. Students who hold an MBO level 4 diploma have the right to admission if the diploma is in a related sector (Section 7.24(3) of the WHW). Students who do not hold an MBO level 4 diploma in a related sector may be admitted if it can be established by means of an assessment conducted before the study programme commences that they have satisfied requirements that are commensurate in terms of content (Section 7.25(5) of the WHW). Domains that are deemed not to be related are: Technology and the Processing Industry, Care and Well Being. Food Nature and Living Environment. Prospective students will be issued the results of the deficit investigation in the form of a recommendation which will be discussed during the Study Choice Check meeting.

5. There are no additional requirements.
6. Students who are 21 or older at the start of the study programme and do not meet the requirements regarding their previous qualifications and have not been exempted from the requirements may be still be eligible for exemption after taking an entrance examination. (Section 7.29 of the WHW.) (Also see Article 3(5).)

The aim of this examination is to determine the student's suitability to take part in the Associate Degree and Bachelor's programme as well as the student's command of the Dutch language.

Students wishing to take the entrance examination must meet the following requirements:

- DAT (Differential Aptitude Test) - admission test with an average score of 6.0 or higher for the IB relevant topics of the DAT test (language and mathematical skills, abstract thinking and accuracy). See website. <http://fontys.nl/Studeren/Toelating-havovwombo/21-toelatingsonderzoek.htm>

*It is also possible to deviate from the age limit if the student has a foreign diploma with which he could be admitted to higher education in his own country or if it proves impossible in exceptional cases to submit a copy of this foreign diploma.*

Students will be notified of the results of the entrance examination within two weeks. If the prospective student applies for enrolment on the basis of an experience certificate (issued by an acknowledged Recognition of Prior Learning (RPL) centre), this certificate will be used to determine the student's suitability to take part in the Associate Degree and Bachelor's programme as well as their command of the Dutch language.

Given that Fontys no longer has an RPL centre, RPL procedures cannot be used. Each experience certificate will have to be assessed individually to determine if it sufficiently demonstrates whether the prospective student is suitable for the programme and has a sufficient command of the Dutch language.

7. The Executive Board has declared that 'old' HAVO and VWO diplomas with subject combinations chosen by the pupil are at least equivalent to the 'new' diplomas with subject cluster requirements. Consequently, prospective students holding these types of diploma may be admitted. Students must, however, meet any requirements regarding previous qualifications (paragraph 4) and any further additional requirements (paragraph 5). (Section 7.28 of the WHW.)
8. Where a student applies for admission to a study programme based on a diploma other than one of the diplomas referred to above, the institute director will decide whether that diploma is equivalent and if it grants access to the study programme. Students must, however, meet any requirements regarding previous qualifications (paragraph 4) and any further additional requirements (paragraph 5). (Section 7.28 of the WHW.)
9. Admission to the study programme is not subject to an admission quota in accordance with Sections 7.53, 7.54, 7.56a and 7.57a of the WHW.
10. Admission to the study programme is not subject to an admission quota in accordance with section 7.53, 7.54, 7.56a and 7.57a of the WHW.

#### **Article 2a Study choice check and study choice advice**

1. The study choice check consists of at least the completion of a digital questionnaire and a contact moment with the study programme.  
The study choice check for international students as referred to in the Study Choice Advice Rules consists of a digital "experience day" and a contact moment with the study programme.
2. Within 4 weeks following registration, the prospective student will receive a link to the digital questionnaire. Within 4 weeks following completion of the questionnaire, the prospective student will receive an invitation to the contact moment with the study programme.  
International students as referred to in the Study Choice Advice Rules will receive further information on the study choice check within 4 weeks following registration.
3. The digital questionnaire can be completed in the period between 1 February 2020 and 31 August 2020.  
The study choice activities for international students will take place in the period between September 1 2019 and August 2020.

4. The contact moments with the study programmes are planned in the period between 1 February 2020 and 1 September 2020.
5. The contact moment for Dutch prospective students will consist out of a collective session in which two tests are conducted and an individual talk with a lecturer where the outcome of the tests and the questionnaire are discussed.  
The contact moment for international students will consist of a (Skype) phone call or an e-mail interview.
6. The study choice advice will be sent to the prospective student by e-mail within ten working days of the contact moment.
7. The study choice advice offers one of 4 options:
  - A – there is a good match with our study programme;
  - B – there is a match with our study programme which certain provisos;
  - C – it is doubtful whether there is a match with our study programme;
  - D – there is no good match with our study programme.
8. Students will receive a study choice advice 'A' if: both tests are passed with a 7.0 or higher and the motivation is sound  
Students will receive a study choice advice 'B' if: both tests are passed with a 5.5 or higher and the motivation is sound.  
*specify criteria*  
Students will receive a study choice advice 'C' if: either one of the test is scored lower than a 5.5 and/or the motivation is questionable.  
*specify criteria*  
Students will receive a study choice advice 'D' if: both test scores are lower than a 5.5 and/or the motivation is questionable.
9. The study choice advice is non-binding for prospective students who apply by no later than 1 May. Students who apply after 1 May will not be permitted to enrol, except in the case of a situation as referred to in Article 2(2) or of a student as referred to in Article 3(3) of the Study Choice Advice Regulations.
10. The Study Choice Advice Rules determine the categories of students for whom the study choice advice is not obligatory.

### Article 3 Requirements regarding foreign diplomas/international students

1. Holders of a foreign diploma may not sit tests for which credits are awarded in the foundation year of a Dutch-taught study programme before having demonstrated to the Examination Board to have an adequate command of the Dutch language. (*Section 7.28 of the WHW.*)  
*Command of the Dutch language is not necessary.*
2. The institute director may also decide that a student with a foreign diploma may be admitted after the student has demonstrated that he or she has an adequate command of the Dutch language. (*Section 7.28 of the WHW.*)  
*Command of the Dutch language is not necessary.*
3. Students with a foreign diploma seeking admittance by virtue of an entrance examination as referred to in Article 2, paragraph 6, must be at least 21 years of age.  
It is possible to deviate from the age limit if the student has a foreign diploma with which he could be admitted to higher education in his own country or if it proves impossible in exceptional cases to submit a copy of this foreign diploma.
4. Foreign students from outside the EU who are 18 years of age or older on the date of their first enrolment must have a valid residence permit. (*Section 7.32 of the WHW.*)
5. Foreign students with a residence permit are required to earn at least 50% of the available credits each year. The IND will be informed if the student fails to meet this requirement, unless there are special circumstances due to which the student was unable to meet this requirement. Such a notification may be withheld once during the course of each study programme.
6. According to the Code of Conduct regarding International Students, international students<sup>1</sup> seeking admittance to an English-taught study programme must be able to prove that their command of the English language is at least equal to the following scores:
 

IELTS	6.0
TOEFL Paper	550
TOEFL Computer	213
TOEFL Internet	80
TOEIC	670

 (provided the student has passed 'Speaking and writing' and 'Listening and Reading' components.)

<sup>1</sup>According to the Code of Conduct regarding International Students, 'an international student' is a student with a foreign nationality.

Exemptions from the language requirement can be granted in the following situations:

- Applicants who have passed one of the secondary education exams (including English as part of the curriculum) as mentioned in the diploma list on the website of the code of conduct
- Applicants whose prior education was English-taught and who obtained a diploma in one of the following countries: United Kingdom, United States of America, Australia, New-Zealand, Ireland and Canada (English speaking part only).
- Applicants with an International Baccalaureate Diploma.
- Applicants with a British General Certificate of Secondary Education (GCSE) and General Certificate of Education (GCE).

Students, whose previous education was not English taught and who are seeking admission to the post foundation phase must prove that their command of the English language is at least equal to the following scores:

TEST	Level
IELTS	Score of 6.5 or higher
TOEFL internet	Score of 90 or higher
Cambridge English	Score of 176 or higher

This requirement is not applicable for exchange students.

#### Article 4 Professional activity requirements

1. The study programme only exists as a full-time programme, in which case the professional practice environment is not subject to any requirements.

### Section 3 Intake interview, exemptions, short track and tailored study programmes

#### Article 5 Intake interview

1. Students entering a study programme may be offered an intake interview if they have competencies previously acquired elsewhere. Students may use this evidence to substantiate a request for exemption before the Examination Board.
2. Students who re-enrol after an interruption in a study programme in which they were previously enrolled will be required to take an intake assessment to determine which part of the study programme still has to be completed. No intake assessment is needed if agreements regarding re-enrolment in the study programme were already made with the Executive Board at the time that the student interrupted his study. If a student enters a study programme during the foundation year, agreements will be made on the period of time the student will be granted before he or she receives advice regarding the continuation of studies.
3. A study programme will be drawn up based on the assessment of the competencies previously acquired and will be submitted to the Examination Board for approval.

#### Article 6 Exemptions

1. The institute director can exempt a student from the foundation year examination if the student holds a diploma, Dutch or foreign, which is at least equivalent. (*Section 7.30 of the WHW.*) (In the case of students who hold a foreign diploma, also see Article 3.)
2. Students who believe they are eligible for an exemption must submit an application to that end to the Examination Board. The Examination Board may grant an exemption from one or more interim examinations on the grounds of a review of an assessment or the holding of a diploma, certificate, accreditation of prior learning or similar document, such as proof of results achieved in a study programme taken at a research university or university of applied sciences and/or proof of administrative activities, with which the student can show that he or she has already met the requirements of the test in question. Exemptions are recorded in the study progress system. The period of validity of the exemption is stated in the exemption decision. The exam board will only grant an exemption on the basis of earlier obtained study results at HBO or WO level for study results with a minimum mark of 6.0. Granted exemptions will be administrated in the administration as VR and will not be included when calculating grade averages or potential compensation possibilities (regardless of the result on the basis of which exemption was granted). Exemptions can only be asked for exams which the students have not taken yet. In case a student already took an exam it is not possible to grant exemption.

3. The Examination Board can grant an exemption from a minor based on the certificate of an accredited Bachelor's or Master's programme or on a document proving that the student completed a minor in an accredited Bachelor's or Master's programme, so long as this minor does not overlap substantially with the student's current Bachelor's programme. Exemptions based on study results from an accredited Bachelor's or Master's programme can only be granted if the student has documented proof of obtaining at least 30 credits in this study programme (for a Bachelor's programme, this requirement refers to the second and third year) and if these results do not overlap substantially with the student's current Bachelor's programme.

#### **Article 7 Short-track/tailored study programmes**

1. Students who believe they are able to proceed with and/or complete their study programmes at an accelerated pace may submit an application requesting such to the Examination Board. The study career counsellor's advice must be enclosed with the application. The organisation of the study programme must be able to accommodate the short-track option.
2. Based on the agreement with Summa, IB offers a short track programme which is designed for students transferring from Summa International Business who have an EBBB Certificate. Students with the EBBB certificate can have exemption of the internship of year 3 of the IB degree under the condition that the foundation year of IB is completed.

### **Section 4 Facilities with reference to study career counselling, functional disability, administrative activities, top-level athletes scheme, student entrepreneurship**

#### **Article 8 Study career counselling**

1. Every student is coached by a study career counsellor.
2. In consultation with the study career counsellor, the student decides how best to work on his or her development and how to shape the learning process.
3. The student consults with the study career counsellor on the progress of the learning process.
4. The study career counsellor conducts support and orientation interviews with the student in the foundation year. If necessary reports of these interviews are drawn up.
5. Students may submit a request to the head of department to be assigned a different study career counsellor if they can give arguments for this.

#### **Article 9 Special facilities for students with a functional disability**

1. Students with a functional disability are legally entitled to effective adjustments, unless such adjustments would burden the institute disproportionately. (*Section 7.13 of the WHW.*)
2. These adjusted facilities must be aimed at the removal or restriction of any obstacles and encourage the independence and full participation of the student as much as possible. The adjusted facilities may relate to the study programme (including internships), the timetables, and type of study programme, the tests and educational tools. In case the examination board determines that a student is granted extra time to make exams the extra time will be 25% compared to the planned time for the exam.
3. A student who seeks to have adjusted facilities must submit a written and substantiated application in good time to the Examination Board. If necessary, the Examination Board will seek an expert's advice (such as a student counsellor) before taking a decision. If the Examination Board deems it necessary before taking a decision, it may confidentially inspect the medical certificate that may be available with the student counsellor, unless the student objects. Students with a functional disability need to request for adjusted facilities at least 4 week prior to the first exam they need the facilities for.  
The Examination Board must decide within four work weeks after receipt of the application, unless it requires further inquiry, in which case the student will be informed as to when more clarity can be given with respect to his or her application.
4. In the case of a protracted or chronic disability, such an application will only have to be made once for the entire study programme; in all other cases once per testing period or academic year. In its decision to grant the facilities, the Examination Board may also rule that these will apply for the entire duration of the student's study or that the student is to consult with his study career counsellor annually to discuss whether the facilities are still adequate.
5. At the beginning of the academic year the institute will inform students regarding the possibilities for special facilities. Students will be informed of their right to consult a student counsellor.

## Article 10 Students with board memberships

1. Student can include any board memberships as part of their portfolios. In order to do so, they must describe, in consultation with their study career counsellors, how the board membership can contribute to the acquisition of one or more competencies of their Bachelor's programme. The Student Centre must confirm on the report that the student concerned has been active as a member of the DC, IPC, CPC, or FSR.
2. Board memberships can be listed on the diploma supplement. The student must request the listing at least six weeks prior to the final assessment via the study programme administration. At the request of the student's study programme, the Centre for Administrative Activities (CAA) can confirm that the student has been an active board member of a CPC or Fontys LINK!. In the case of board memberships of a PC or IPC, the study programme can request confirmation from the relevant IPC or PC. Note: Board memberships of the PC, IPC, CPC, study associations, student associations and committees at Fontys can be stated on the diploma supplement.
3. Students who believe that their board memberships demonstrate that they have the knowledge, understanding and/or skills, etc. that are assessed in particular tests for which credits are awarded may apply for an exemption from such tests from the Examination Board.
4. A student may apply to be included under the Profiling Fund Scheme (FSS Scheme) on the basis of his administrative activities and submit a request to his institution for a honorary allowance or for a board membership scholarship from the Profiling Fund Board (FSS Board).  
See also article 14 of the [Participation Regulations on the participation councils and degree programme Committees](#).

## Article 11 Top-level athletes scheme

Students who have been granted a Top-Class Sport or Talent status are entitled to facilities from the Top-Class Sport Scheme. Facilities regarding the adjustment of tests or test timetables, an adjusted arrangement regarding compulsory attendance, working in groups and an adjusted internship must be sought from the examination board.

## Article 11a Student entrepreneurship

Students who are eligible for the [Student Entrepreneurship Scheme](#) (Fontys Studentondernemersbeleid - en regeling) may apply to the Examination Board, among others, for facilities regarding the adjustment of tests or test timetables, an adjusted arrangement regarding compulsory attendance for education components, working in groups and an adjusted internship. These facilities should be sought from the examination board. Advice regarding the continuation of studies may be deferred for students with entrepreneur status (see article 32)

## Section 5 Study programme content

### Article 12 Study programme profile – main subjects/differentiations – occupational requirements

1. The study programme is based on a study programme profile. The exit qualifications of the study programme are described in the study programme profile. The study programme profile can be found in *appendix 1* and on the portal of the Examination Board: <https://fontys.nl/Over-Fontys/Regelingen-statuten-en-reglementen/Onderwijs-en-examenregelingen-OER/Fontys-Hogeschool-Marketing-en-Management.htm>
2. The study programme has no differentiations and/or main subjects.
3. The study programme is based on the following principle: AB (Algemeen Bijzonder).
4. The study programme does not impose the any specific occupational requirements.

### Article 13 Study programme layout

1. Each Bachelor's programme has a foundation year phase with a study load of 60 credits, which is concluded with the foundation year examination. The function of the foundation year is to orientate the student, allowing him or her to make suitable choices.
2. A Bachelor's programme has a study load of 240 credits with a nominal study load of 60 credits per academic year and consists of a major and a minor. The major has a study load of 210 credits. The minor has a study load of 30 credits.

### Article 14 Overview of units of study and credits

1. Every study programme consists of a coherent set of units of study, which are components of a study programme concluded with an interim examination. Units of study cannot exceed 30 credits.

2. Only whole credits are awarded for units of study. Below you will find an overview of the distribution of credits.
3. Study programmes and tests conducted in a foreign language are subject to the Code of Conduct for Study Programmes taught in a Foreign Language, which is stated in the overview of units of study.

**Semester 1 and 2**  
**Cohort 2019 (start study September 2019)**

Unit of study	Period	ECTS	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minimum Grade
Project 1a	1a	2	Report	100%	Group	1.0-10.0	5.5
Macro Business Environment 1	1a	3	Exam	100%	Individual	1.0-10.0	5.5
Micro Business Environment 1	1a	4	Exam	100%	Individual	1.0-10.0	5.5
Intercultural Proficiency 1	1a	2	Exam	75%	Individual	1.0-10.0	5.5
			Coursework	25%	Individual	1.0-10.0	5.5
Business Communication 1*	1a	2	Exam	80%	Individual	1.0-10.0	5.5
			Exam	20%	Individual	1.0-10.0	5.5
Study Skills	1a	2	Assessment	100%	Individual	Pass/Fail	Pass
Project 1b	1b	2	Report	75%	Group	1.0-10.0	5.5
			Presentation	25%	Individual	1.0-10.0	5.5
Macro Business Environment 2	1b	3	Coursework	100%	Individual	1.0-10.0	5.5
Micro Business Environment 2	1b	4	Coursework plus individual element	100%	Group	1.0-10.0	5.5
Business Research 1	1b	2	Exam	100%	Individual	1.0-10.0	5.5
Business Communication 2*	1b	2	Coursework	80%	Individual	1.0-10.0	5.5
			Exam	20%	Individual	1.0-10.0	5.5
IT Skills 1	1b	2	Assessment	100%	Individual	Pass/Fail	Pass
Project 2ab*	2ab	4	Coursework A	15%	Group	1.0-10.0	5.5
			Coursework B	50%	Group	1.0-10.0	5.5
			Defence	35%	Individual	1.0-10.0	5.5
Law and Ethics 1	2a	2	Exam	100%	Individual	1.0-10.0	5.5
Introduction to Finance and Accounting	2a	3	Exam	100%	Individual	1.0-10.0	5.5
Business Process Management 1	2a	3	Exam	100%	Individual	1.0-10.0	5.5
Business Research 2	2a	2	Coursework	100%	Individual	1.0-10.0	5.5
Business Communication 3*	2a	2	Coursework	80%	Group	1.0-10.0	5.5
			Exam	20%	Individual	1.0-10.0	5.5
Career Skills 1	2a	1	Assessment	100%	Individual	Pass/Fail	Pass
Law and Ethics 2	2b	2	Coursework	100%	Individual	1.0-10.0	5.5
Management Accounting	2b	3	Exam	66.7%	Individual	1.0-10.0	5.5
			Coursework	33.3%	Group	1.0-10.0	5.5
Business Process Management 2	2b	3	Exam	100%	Individual	1.0-10.0	5.5
Business Communication 4*	2b	2	Coursework	80%	Group	1.0-10.0	5.5
			Exam	20%	Individual	1.0-10.0	5.5
Actionable Market Intelligence	2b	2	Coursework 1	50%	Group	1.0-10.0	5.5
			Coursework 2	50%	Individual	1.0-10.0	5.5
IT Skills 2	2b	1	Assessment	100%	Individual	Pass/Fail	Pass

All ECTS will be given out in Progress straight away after successfully passing the (component) test unless:

\* The ECTS will not be given out in Progress until all elements have been graded and each element has been graded with a 5.5 or higher.

## Semester 3 and 4

### Cohort 2018 (start study September 2018)

Unit of study	Period	ECTS	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minimum grade
Project 3a	3a	2	Report and defence	100%	Group and individual	1.0-10.0	5.5
Intercultural Proficiency Y2	3a	2	Exam	50%	Individual	1.0-10.0	5.5
			Coursework	50%	Individual	1.0-10.0	5.5
Law and Ethics 3	3a	3	Exam	100%	Individual	1.0-10.0	5.5
Business Research 3	3a	3	Exam	100%	Individual	1.0-10.0	5.5
Business IT Developments	3a	2	Coursework	100%	Group	1.0-10.0	5.5
Business Process Management 3	3a	3	Exam	100%	Individual	1.0-10.0	5.5
Project 3b	3b	2	Coursework	80%	Individual	1.0-10.0	5.5
			Report	20%	Group	1.0-10.0	5.5
FHMM Elective  Choose one of the following: 1. Concept Development 2. Neuromarketing 3. Regional Branding 4. Retail Marketing 5. Smart Marketing	3b	2	1. Exam	100%	Individual	1.0-10.0	5.5
			2. Exam	100%	Individual	1.0-10.0	5.5
			3. Report	100%	Individual	1.0-10.0	5.5
			4. Exam	100%	Individual	1.0-10.0	5.5
			5. Report	100%	Individual	1.0-10.0	5.5
International Marketing	3b	4	Exam	50%	Individual	1.0-10.0	5.5
			Coursework	50%	Group	1.0-10.0	5.5
Financial Accounting	3b	3	Exam	66.7%	Individual	1.0-10.0	5.5
			Coursework	33.3%	Group	1.0-10.0	5.5
Business Communication 5*	3b	2	Coursework	80%	Individual	1.0-10.0	5.5
			Exam	20%	Individual	1.0-10.0	5.5
The Practice of Management Consulting	3b	2	Coursework	50%	Group	1.0-10.0	5.5
			Exam	50%	Individual	1.0-10.0	5.5
Consultancy Project	4a and 4b	6	Report and Defence	100%	Group and individual	1.0-10.0	5.5
Economics	4a	3	Exam	100%	Individual	1.0-10.0	5.5
Business Process Management 4	4a	3	Exam	100%	Individual	1.0-10.0	5.5
Financial Management	4a	3	Exam	100%	Individual	1.0-10.0	5.5
Business Communication 6*	4a	2	Coursework	80%	Individual	1.0-10.0	5.5
			Exam	20%	Individual	1.0-10.0	5.5
Career Skills 2	4a	1	Assessment	100%	Individual	Pass/Fail	Pass
E-Marketing**	4b	4	Coursework	75%	Group	1.0-10.0	5.5
			Exam	25%	Individual	1.0-10.0	5.5
Sales Skills	4b	2	Coursework	100%	Individual	1.0-10.0	5.5
Business Process Management 5	4b	3	Exam	100%	Individual	1.0-10.0	5.5
Business Research 4	4b	3	Coursework	100%	Team	1.0-10.0	5.5

All ECTS will be given out in Progress straight away after successfully passing the (component) test unless:

\* The ECTS will not be given out in Progress until all elements have been graded and each element has been graded with a 5.5 or higher.

\*\* The individual elements of the course can be compensated. The minimum grade for the elements can be a 1.0. The final (weighted) grade for the course needs to be a 5.5. The EC will not be given out in Progress until all elements have been graded and the final grade is a 5.5 or higher.



**Semester 5 & 6****Cohort 2017 (start study September 2017)**

Unit of study	Period	ECTS	Type of test	Weight	Individual or group assessment	Assess. scale	Minimum grade
Internship (Level 2)	Sem 5 or 6	30	Professional skills and behaviour (internship)	90%	Individual	1.0-10.0	5.5
			Report	10%	Individual	1.0-10.0	5.5
Minor*	Sem 5 or 6	30	n/a	100%	Individual	1.0-10.0	5.5

\*see details below of IB 'Department' Minors

**Semester 7****Cohort 2016 (start study September 2016)**

Unit of study	ECTS	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minim Grade
Essential Skills in International Business Practices	5	Exam	100%	Individual	1.0-10.0	5.5
Crafting a Business Project Proposal	5	Project Proposal	100%	Individual	1.0-10.0	5.5
Ethics	5	Exam	66.7%	Individual	1.0-10.0	5.5
		Assignment	33.3 %	Individual	1.0-10.0	5.5

**Elective 1 (1 to choose)****Marketing Elective**

Unit of study	ECTS	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minim Grade
Marketing Analytics	4	Exam	100%	Individual	1.0-10.0	5.5
Sales Management	3	Coursework	70%	Group	1.0-10.0	5.5
		Exam	30%	Individual	1.0-10.0	5.5
Services Marketing	4	Coursework 1	25%	Group	1.0-10.0	5.5
		Coursework 2	25%	Group	1.0-10.0	5.5
		Exam	50%	Individual	1.0-10.0	5.5
Online Campaigning	4	Coursework	100%	Group	1.0-10.0	5.5

**Elective 2 (1 to choose)****Finance elective**

Unit of study	ECTS	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minim Grade
Business & Financial Planning	5	Coursework A	60%	Individual	1.0-10.0	5.5
		Coursework B	40%	Individual	1.0-10.0	5.5
International Financial Markets	4	Exam	100%	Individual	1.0-10.0	5.5
Foreign Exchange Markets	3	Exam	100%	Individual	1.0-10.0	5.5
Forensic Accounting	3	Coursework	100%	Individual	1.0-10.0	5.5

**Elective 3 (1 to choose)****HR/Lean elective**

Unit of study	ECTS	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minim Grade
Process Management	6	Exam	100%	Individual	1.0-10.0	5.5
Organizational Change	4	Exam	100%	Individual	1.0-10.0	5.5
BPM project	5	Coursework	100%	Group and individual	1.0-10.0	5.5

**Semester 8****Cohort 2016 (start study September 2016)**

Unit of study	ECTS	Name of test	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minimum Grade
Graduation	26	Graduation Project	Report and Defense	100%	Individual	1.0-10.0	5.5
	4	Professional Portfolio	Portfolio	100%	Individual	1.0-10.0	5.5

## Article 15 Content of minors and other special programmes

1. Students are not restricted in their choice of a minor, whether the minor is a minor specific to a study programme or one offered across Fontys, or an external minor, provided there is no overlap with the major programme (see also paragraph 2).

The study programme offers the following minors provided there are a sufficient number of applicants (the final decision to offer the minor will be taken when the registration of the minor closes):

Minor Digital Business Practices;  
Minor Experience Cultural in International Business.

Every March and October the choice of the minors offered in the next semester will be communicated.

The minor descriptions of the IB study programme and of the minors offered by the other study programmes within FHMM can be found in appendix 2.

2. Students who want to take a minor abroad or an external minor must seek the Examination Board's permission regarding their personal choices with respect to the minor prior to its start. Participation in a minor requires students to have passed the foundation year examination, unless the Examination Board grants them permission to take the minor without fulfilling this requirement. The minor must be taken in the third year of study. In case the student cannot get the 30 EC's he/she himself is responsible for finding an alternative solution. This alternative needs to be proposed to the Examination board for approval.
3. Enrolment in a minor must be done before the start date as stated on the [Fontys minor portal](#) or in the Minor Regulations.
4. Students can take a minor on top of the regular study programme of 240 credits. This is subject to the following conditions:  
the student has a weighted grade point average of at least 7.0 for all tests made thus far (including the foundation year) and the student does not have any backlog in study progress.  
A extra minor that has been passed will be mentioned on the diploma certificate and supplement.
5.
  - IB, CE and ORM offer a mutual 3 year Honours Programme in the main phase equivalent to 15 EC's. This is on top of the regular 240 EC's of the bachelor program. The admission- and assessment requirements, general information on the program, extra study activities and the programs Study Guide can be found on Talent Academy at the student portal of FHMM. See [link](#) for more information.
  - Double degree programme between **Oulu University of Applied Sciences**, Oulu, Finland (referred to as Oulu UAS) and IB Eindhoven. For details see the Double Degree agreement (March 2018) which can be found in appendix 3.

The Double Degree Programme is a 4-year programme of 240 EC's credits in which students spend one year at the partner institution. If a student has obtained 180 EC's at the home institute and 60 EC's at the partner institute the student is eligible for receiving Bachelor Degree from Fontys UAS and Oulu UAS.

Students from Oulu UAS will study the first, second and third academic year at Oulu UAS followed by one academic year (two semesters) at Fontys UAS. The study period in Fontys UAS is their fourth (4<sup>th</sup>) academic year, the graduation phase.

Students from Fontys UAS will study the first and second academic year at Fontys UAS followed by one academic year (two semesters) at Oulu UAS. The study period in Oulu UAS is in their third (3<sup>rd</sup>) academic year.

Fontys IB Students are eligible for studying at OULU on the following conditions: Completion of the foundation year (60 EC's) and at least 45 EC's obtained in year 2 (in total at least 105). Eligibility and admission of students from OULU UAS are subject to the regulations and requirements set by Oulu UAS and as laid down in the agreement.

## Article 16 Education components

1. There is an overview of the education components (set out in article 14) that are part of the study programme. For the old curriculum overview, please refer to the portal of the Examination Board: <https://connect.fontys.nl/instituten/fhmm/EB/Pages/default.aspx>.
2. The education components of the minors are described in the minor regulations. The regulations governing the minors offered across Fontys can be found at [www.fontys.nl/minors](http://www.fontys.nl/minors). The regulations governing the minors specific to study programmes are included in appendix 2.
3. Any entry requirements a student must meet before participating in an education component are:  
A student has to meet specific entry requirements at the start of a semester (September 1st/February 1st) before participating in a course or educational activity as mentioned in the overview as referred to in paragraph 1.

### Semester 3:

In order to be admitted to semester 3 students have to have passed at least 50 EC's in the Foundation Year.

### Semester 4

No specific entry requirements.

### Semester 5 and 6 (Minor and Internship):

No specific entry requirements.

#### Note:

Students who have not completed the foundation year are not allowed to start a minor (Fontys or external). For these students only the IB minors Digital practices in Business and Experience Culture in International Business are available.

### Semester 7:

For being eligible to start semester 7 a student  
Has completed the Foundation Year;  
At least 45 EC's should be obtained in semester 3 and 4;  
Students have completed the internship or the minor.

### Semester 8:

For being eligible to starting the thesis of semester 8, a student  
Students have completed the Foundation Year and semester 3, 4, 5 and 6.  
Students have passed "Crafting a business proposal" and 10 additional EC's in semester 7

4. Participation in education components in the post-foundation year phase is allowed after complying with the entry requirements set in article 16.3. The Examination Board may grant permission to a student who has not met the entry requirements to participate in education components in the post-foundation year phase. (Section 7.30 of the WHW)
5. Enrolment in the education components proceeds as follows:
  - Procedure to start the Business placement of Year 3 (semester 5 or 6):  
The student has to contact the Internship coordinator to ask permission to start as an intern. The Business Placement must be approved by the Internship coordinator.
  - Procedure to start the graduation thesis (semester 8)  
The student has to contact the Graduation coordinator. He has to ask permission to start his final thesis. This will be permitted as soon as the student complies to the semester 8 eligibility criteria mentioned in article 16.3. The thesis proposal must be approved by the Graduation coordinator.
6. The timetable is announced on the portal no later than 3 weeks prior to the start of classes.
7. Students who have registered for an education component must ensure that they meet the entry requirements of that component. The overview in Article 16, paragraph 1, indicates the education components to which requirements apply for participation as well as the nature of these requirements. If the requirements concern compulsory attendance, students who are eligible for the top-level athletes scheme or the [student entrepreneur scheme](#) can apply to meet this requirement in a parallel group or for exemption from this obligation (see also Article 11 and 11a).

## **Article 16a - Evaluation of teaching**

The teaching provided during the study programme is evaluated in the following way. Every period students can fill out an evaluation. There are also quality meetings in which class representatives give feedback to a member of the academic staff about the study programme. Also, a lecturer can decide to give out an evaluation to their own classes.

## **Section 6 Tests, assessment and study progress**

### **Article 17 Types of tests**

1. The study programme has tests with credits only. The student immediately earns credits on passing the test. A competency examination is also regarded as a test with credits. When an interim examination of a unit of study consists of several component tests, the credits will be awarded as soon as the interim examination of the unit of study is passed. A competency examination is a special form of a test with credits.
2. A test comprises an examination conducted by the examiner of a student's knowledge, understanding, skills or competencies as well as an assessment of the examination results.
3. Tests are conducted in writing or orally or in a fashion that combines both writing and oral delivery (e.g. product and presentation/interview).
4. An oral examination, including an assessment, is conducted by at least two examiners, with one of them acting as the first examiner designated by the (chairman of the) Examination Board. A report must always be drawn up of an oral test to enable an assessment of the quality afterwards. A test may be conducted by a single examiner only following the approval of the Examination Board and provided the student does not object.  
An oral test is held in public. Interested parties who wish to attend an oral test must submit a request to that effect to the examiner(s) at least two weeks before the test is held. The examiner must inform the student who is taking the test. If the student objects, the request to attend the oral test will in any event be rejected. Any rejection by the examiner will be substantiated.  
When the Examination Board offers students the possibility to sit an additional oral test by way of replacement of a regular test, it will always be conducted and assessed by two examiners. As an alternative the oral exam can also be recorded (sound recording or video recording).

### **Article 18 Overview of tests**

The following tests are part of the study programme:  
*See overview in Article 14*

### **Article 19 Tests and assessments**

1. The Examination Board will designate one or more examiners for each test. An examiner can also be an external expert.
2. The assessment of minors is described in the minor regulations. The examiner of the minor determines whether a student has passed the tests. The Examination Board of the coordinating institute that offers the minor must determine whether the student has passed the minor and ensure that the student receives a certificate. The result achieved for the minor is forwarded to the programme administration of the study programme in which the student concerned is enrolled.

### **Article 20 Content of tests, duration of the test, test aids and test timetables**

1. The content of the test, including the learning objectives, is described in the module descriptions and is made available to students via the semester portal at least eight weeks before the test.
2. The examiner determines the period of time allowed to students to take the test as well as any aids that students may use during the test, subject to the guidelines and instructions provided by the Examination Board. This information must be stated on the examination paper.
3. The test timetable will be published through the portal no later than 3 weeks before the start of the test period in question.

### **Article 21 Sitting competency examinations**

There are no competency examinations.

### **Article 22 Registration for tests**

1. Students must register for every test in accordance with the procedure set out below:

A student does not need to register for a regular exam.

Students must register for every re-take exam in accordance with the procedure set out below. A person that is registered as a student must register for retakes of exams before a due date via Progress. The minimum opening for enrolment is one week. The Annual Calendar states which weeks of the education period.

2. Students who have failed to act in accordance with the registration procedure cannot sit the test.

### **Article 23 Proof of identity during tests**

Students must prove their identity at every test by showing a valid form of ID that is legally accepted in the Netherlands (other than a student ID card).

### **Article 24 Test marking system**

1. The assignments, questions, assessment norms and criteria are determined by the examiners with due regard for the guidelines and instructions provided by the Examination Board. The examiner conducts the test and determines the result on the basis of the determined assessment standards and assessment criteria.
2. If one and the same test is conducted and assessed by more than one examiner, the Examination Board will ensure that these examiners adhere to the same standards and criteria.

### **Article 25 Test results**

1. The test results must be announced in writing to the student within ten work days of the date of the test apart from the exceptions laid down in the Teaching and Examination Regulations. For coursework the results must be announced in writing to the student within fifteen work days of the deadline of submission. The study programme administration is responsible for announcing the test results. The privacy of students will be respected when test results are announced.
2. Students are entitled to inspect all assessed tests and the accompanying assessment criteria and to be given feedback on the results.
3. Inspection is subject to the procedure described below:  
Every student has the right to inspect their item of evidence within four educational weeks after the period of time for grading (10 vs 15 work days) has passed. Via the portal and/or time table it will be made known how and where the inspection takes place.
4. Feedback is given according to the following procedure: Every student has the right for feedback on their item of evidence within four educational weeks after the period of time for grading (10 vs 15 work days) has passed. Via the portal and/or time table it will be made known how and where the feedback takes place.
5. On their request, students will receive written notification of their results, from which notification students may derive rights.

### **Article 26 Inability to sit tests**

1. Students who have acted in accordance with the registration procedure described in Article 22 but who are unable to sit the test for reasons beyond their control, the legitimacy of which reasons is subject to assessment by the Examination Board, may apply to the Examination Board to sit the test within a period of time to be set by the Board.
2. The application referred to in the previous paragraph must be submitted in writing to the chairman of the Examination Board and include the necessary evidence. The Examination Board will then take a decision and inform the student concerned. If the request is granted, the Examination Board will set a date, time and place for the test. Any rejection of the request will be substantiated and the student will be informed of his or her right to appeal. In assessing the request, the Examination Board's primary criteria are the obstruction of the study progress and the student's personal circumstances.
3. If such a request relates to a test of a minor offered across Fontys, the student must direct the request to the coordinating institute responsible for the minor, as described in regulations governing the minor

## **Article 27 Request for a review**

1. Students who do not agree with an assessment can submit a request for a review of the assessment to the Examination Board within 4 working weeks after the date of the assessment (see Article 44 of the Students' Charter). The Examination Board must take a decision within 4 work weeks at a maximum.
2. Students may also appeal directly to the Examination Appeals Board (see Article 45 and Article 46 of the Students' Charter) within 6 calendar weeks after the date of the assessment [via www.fontys.nl/studentenloket](http://www.fontys.nl/studentenloket).

## **Article 28 Resits**

1. Tests are conducted at least twice an academic year.  
Students can resit components marked with a pass no more than once, and at least once, in which case the highest mark will count. In case of an assignment, the student is allowed to rewrite the assignment once. After that (e.g. in case of another fail, during the next academic year), the student will have to start a new assignment. No registration or participation means that one chance has passed for that year. The student can register for the next official test moment that is offered. In case of a second chance, the next possibility for an official test moment will be in the next year. In case an internship- or graduation project is still insufficient after two attempts the student needs to start a new internship- or graduation.
2. At least two opportunities to take tests that assess the material they have learned will be offered. A regular test and a retake. Following these two test opportunities, the material to be studied for the test may be adapted to the material offered in the teaching block prior to the test. An up-to-date description of the material to be tested can be found via the semester page on the portal.
3. The student needs to register for retakes via Progress.  
The institute can decide not to allow a student to take the test after the registration deadline in case the institute has decided to cancel the test or when it is a computer test (for example when there are no registrations when the deadline has passed). Students who enrol after the deadline have no right for special facilities (such as extra time) regarding that test.
4. The Examination Board may decide to grant an extra retake. Requests for an extra retake of a written or oral exam will be dealt with by the Examination Board only if the reason for the request is clearly explained and motivated. In case an extra retake is granted, the student has to do the test as soon as it is scheduled. To register for the extra retake the procedure for registering for retakes, which is explained in article 22, is applicable. Extra chances granted by the examination board will only be granted in case a student faces study delay of more than 3 months and the student has used all his/her regular opportunities to take the exam (excluding special circumstances) and there are no other items of evidence open.

## **Article 29 Period of validity of results**

- 1 The period of validity of successfully completed component tests is 10 years.  
Results achieved for interim examinations can only lapse if the understanding/knowledge/skills to which these interim examinations relate can be shown to be obsolete. Understanding, knowledge and skills that were assessed more than 10 years ago can evidently be shown to be obsolete.  
The period of validity of successfully completed interim examinations is 10 years.
2. In the event of special circumstances as referred to in the Profiling Fund Scheme, the period of validity of interim examinations will as a minimum be extended by the duration of the support granted on the basis of that scheme.

## **Article 30 Final paper - Knowledge bank**

Students who write a final paper as part of the study programme must submit the paper digitally, as one document, to enable its filing in one or more digital knowledge bank(s). On submission of the final paper, students must also attach the signed 'Permission form for the filing and making available of a final paper in a digital knowledge bank'. With this form, students give their permission for the final paper to be entered in the knowledge bank and for it to be made available to potential users at the University Applied Sciences and elsewhere. On submission of the digital final paper, the student and/or client and/or organisation offering the internship may indicate their objection to the final paper being entered in the databank.

### **Article 31 Study progress**

The study programme is responsible for recording the test results in the programme administration. If the student is of the opinion that not all results have been properly registered in Progress, he / she must report this in writing within 3 months of the moment of testing.

### **Article 32 Advice regarding the continuation of studies**

1. Provisional recommendation:

During the first year of enrolment in the foundation year of a study programme and, if possible, prior to the start of the second semester, the student is given a recommendation in relation to his or her study progress. If the study progress is unsatisfactory, the student will receive a written warning and be told that if the study progress continues to be unsatisfactory, he or she will receive a binding negative advice regarding the continuation of his studies. A reasonable period within which the student must have improved his or her grade and/ or credits point average and the opportunities a study programme offers in that regard are stated in the warning. (*Section 7.8b of the Act.*)

A student who has not received a warning at that stage may yet receive one at a later point in the first year if he or she is behind schedule, and will be given a period within which to improve his or her grade and/or credit point average.

Note: It is also possible to give a student who was not behind schedule before the start of the second semester a warning at a later stage, if he or she subsequently has a backlog and still has time to improve his or her grade point average.

The student will be given a warning in case he/she has less than 24 EC's.

2. The study programme must give students advice regarding the continuation of studies in writing before the end of their first year of enrolment (12 months) in the foundation phase. Advice may be related not only to the continuation of the study programme, but also to the main subject the student may take. Advice regarding the continuation of studies can be negative (binding negative study advice), meaning that the student's enrolment in that particular study programme will be terminated and that he or she will not be allowed to re-enrol in the same study programme.

3. Advice regarding the continuation of studies is based on the student's results in the foundation year. The Examination Board advises the institute director on advice regarding the continuation of studies to be given. This advice must take into account the student's personal circumstances. Students must report any personal circumstances to their study career counsellors or student counsellors the moment they occur.

If the student misses the deadline for reporting special circumstances, the Examination Board will examine whether it was excusable for the student to miss the deadline for reporting those circumstances. Engaging in top-level sports activities by students who have been granted a Top Class Sport or Talent status are entitled as a special circumstance, on the basis of which the delivery of advice regarding the continuation of studies is deferred. The practice of running a business of his or her own by student entrepreneurs who have been awarded student entrepreneur status, as defined in the Fontys student entrepreneur scheme, is also regarded as a special circumstance, on the basis of which the delivery of advice regarding the continuation of studies is deferred. However, a minimum number of credits which must be achieved to qualify for that deferral may be specified for student entrepreneurs (see also paragraph 4 of this article).



4. The student will be given a positive binding study advice regarding the continuation of studies in case the student has obtained 50 or more EC's from the foundation year programme at the end of the foundation year enrolment.

The student will be given a negative binding study advice regarding the continuation of studies in case the student has obtained less than 50 EC's from the foundation year programme at the end of the foundation year enrolment. (unless special circumstances create a situation where a negative binding situation cannot be issued. In this case the examination board can postpone the study advice.

The minimum number of 45 EC's must be obtained to be eligible for a postponement of the study advice after one year of study for student entrepreneurs.

5. Where there are special circumstances as defined in paragraph 3 of this article which may have had an influence on the credits the student obtained, the delivery of advice regarding the continuation of studies may be deferred until the end of the second year of enrolment or until the end of a shorter period. At the end of the second year or the shorter period, there will be a further review of whether the student has met the criteria as defined in paragraph 4.
6. Students who seek the termination of their enrolment during the first year of enrolment will be given a warning from the director stating his expectation that they may not be suitable for the study programme. The director must seek the advice from the Examination Board before doing so. The number of months of enrolment students have left before being given advice regarding the continuation of studies must also be determined in the event the student should decide to enrol in the same study programme at a later date (see also Article 35).

### **Article 33 Additional provisions concerning binding negative advice regarding the continuation of studies**

1. An institute wishing to issue binding negative advice regarding the continuation of studies must make provisions that allow for, among other things, a student's personal circumstances and which are aimed at guaranteeing a student's good progress.
2. Binding negative advice regarding the continuation of studies is valid for a period of two years.
3. At the student's request, the institute director gives permission for a student to re-enrol in spite of the binding negative advice as referred to in Section 7.8b (3) of the WHW.
4. A binding negative advice regarding the continuation of studies refers to the full-time, part-time and dual forms of the study programme, unless otherwise stated.
5. Each binding negative advice regarding the continuation of studies must expressly state that the binding negative advice only refers to the study programme mentioned. Each binding negative advice regarding the continuation of studies comes with a referral to either another study programme or to a student counsellor or Student Career Centre.

## **Section 7 Graduation**

### **Article 34 Examinations - certificates - diploma supplement**

1. Students have passed the examination of the foundation year or the study programme if they have passed all units of study which form part of the foundation year or the study programme, as referred to in section 13. (*Section 7.10 of the Act.*)
2. Certificates are given at the following occasions:
  - on passing the foundation year examination;
  - on passing the study programme's final examination.
3. The certificate will only be given after it has been established that the student is enrolled and has paid his or her tuition fees for all the enrolment years. (*Section 7.11 of the WHW.*)
4. After successful completion of the examination, the Examination Board awards the certificate. The certificate is dated on the date of the student's final academic activity. The certificate of a study programme comes with a diploma supplement.  
The Examination Board will determine that the student has passed within a maximum of eight calendar weeks after the last academic activity.  
If the student wishes for the certificate to be dated later, the student must postpone the completion of his or her final academic activity.

The certificate is signed on behalf of the Examination Board by the (deputy) chairman, the (deputy) secretary, the candidate and, if applicable, an external expert.  
(*Section 7.11 of the WHW*). On behalf of the institute, the Examination Board also confers on the

student the degree if the student has taken the Associate degree programme or the study programme examination.

5. For the study programme's examination the Bachelor of Business Administration degree is awarded.
6. The award ceremony takes place at a time decided by the institute.  
Students who passed the study programme examination and have requested the postponement of the award of the certificate may be issued a statement that the study programme degree has been conferred on them. (*Section 7.11 of the WHW.*)
7. The certificates of students whose performance has been extraordinary will state the distinctions referred to below.  
The student must request the statement of distinction from the Faculty Office at least six weeks before the scheduled graduation date. The distinction 'cum laude' is the highest degree possible.

Students of the foundation year will be awarded the distinction 'cum laude' if the weighted average of all foundation year exams have a score of at least a 8,0.

At the end of their Bachelor study students will receive the qualification 'cum laude' if they have a weighted average grade of 8.0 or higher for the post-propaedeutic parts of the degree. The pass/fail grades, exemptions and minor results are not included in the weighted average.

At the end of their Bachelor study students will receive the qualification 'with honours' if they have a weighted average grade of 7.0 or higher for the post-propaedeutic parts of the degree. The pass/fail grades, exemptions and minor results are not included in the weighted average.

In individual cases the examination board can determine not to allow the statement of distinction 'with honours' or 'cum laude' for students who have committed proven fraud during their studies.

8. The Executive Board reports to DUO the students that have passed the final examination of the study programme.

#### **Article 35 Statement on departure**

1. Every student who seeks to terminate his or her enrolment without having passed the study programme's final examination will be invited for an interview.
2. At the student's request, the student may be issued a statement listing any results achieved.
3. The statement must specify that the interim examination test results will in principle be valid for ten years. The statement can include a reservation in the event of a substantial overhaul of the study programme. See article 29.

#### **Article 36 Transfer**

1. Not applicable.

### **Section 8 Irregularities and fraud**

#### **Article 37 Irregularities and fraud**

1. If irregularities are discovered in connection with a test, as a result of which the Examination Board cannot guarantee the test's quality and any of its results, the Examination Board may forgo having the test checked, or declare a test result void. In such cases, the Examination Board must ensure that an opportunity to resit the test in the near future is offered to the affected students.
2. If a student is guilty of an irregularity committed with respect to (a component of) an examination or fraud, the Examination Board may exclude the student from sitting one or more tests of the study programme for a period to be determined by the Examination Board but which will not exceed one year. If the test has already been assessed, the result will be declared void.
3. In the case of serious fraud, the Examination Board can propose to the Executive Board that the enrolment of the student involved be prematurely terminated (*Section 7.12b of the WHW.*)
4. If the irregularity or fraud is only discovered after the examination, the Examination Board may withhold or claim back the certificate of the study programme or decide that the certificate will not be issued unless the student sits a new test or examination in the components to be determined by the Examination Board and in a fashion to be determined by the Examination Board.
5. Before taking a decision, the Examination Board will hear the student and any other interested parties. A report will be drawn up of this hearing, of which a copy is forwarded to the student. The Examination Board must notify the student of its decision without delay, which notification can be

given orally if required but must in any event also be issued in writing. Furthermore, the student is informed of his right of appeal.

6. The Examination Board makes up a report of its decision and the facts it is based on.

## Section 9 Examination Board, appeal

### Article 38 Examination Board

1. The institute director establishes an Examination Board for each study programme or group of study programmes.
2. The Examination Board's duties and responsibilities are laid down in the WHW. (*Sections 7.12, 7.12b and 7.12c of the WHW*). These include the following duties and responsibilities:
  - responsibility for guaranteeing the quality of testing;
  - responsibility for guaranteeing the quality of the organisation of and the procedures surrounding tests and examinations;
  - responsibility for (the course of affairs surrounding) the conduct of tests of a study programme;
  - to determine objectively and professionally whether a student has passed an examination;
  - to award certificates and the diploma supplement;
  - to determine alternative tracks;
  - to assess applications for exemptions and reviews and to award applications for special facilities;
  - to determine whether an examination has been conducted in a way other than that prescribed in the TER
  - approval of the details of a foreign minor or external minor;
  - to give advice to the institute director on advice regarding the continuation of studies to be issued.

The composition of the Examination Board can be found in the Appendix 4 'Composition of the Examination Board'

3. An application to the Examination Board can be submitted to <https://connect.fontys.nl/instituten/fhmm/examination-board/Pages/default.aspx> (see also Article 27). An appeal/complaint about an exam or assignment needs to be filed within 5 working days after the exam or assignment took place.

### Article 39 Appeals

Students who do not agree with a decision of the Examination Board can lodge an appeal against this decision within six calendar weeks after the date of the decision with the Examination Appeals Board (see Articles 45 and 46 of the [Students' Charter](#)). (*Section 7.61 of the WHW*.)

Notices of appeal should preferably be submitted in digital format via the portal of the Examination Appeals Board. See the website for more information. Students can contact the Student Counselling Office (iStudent@fontys.nl) for help on lodging an appeal.

## Section 10 Retention and hardship clause

### Article 40 Retention of documentation

1. The Examination Board is responsible for retaining the minutes of its meetings and its decisions for a period of seven years.
2. The Examination Board is responsible for retaining its issued statements, among others, the statement on departure of a student who terminates his or her enrolment without having passed the study programme's final examination, for a period of ten years.
3. The Examination Board will ensure that the following information on each student will remain in the institute's archives for 50 years:
  - information on whether each student has obtained a foundation year certificate and/or a certificate of higher professional education including the list of marks.
4. The institute director is responsible for retaining test papers/assignments, assessment criteria, marking standardisation, pass marks, test matrices and test analyses for a period of seven years.
5. The institute director is responsible for retaining the lists drawn up and signed by the examiners containing the results achieved for a period of ten years.

6. The institute director is responsible for ensuring that all final papers and other kinds of tests in which students demonstrate their command of all aspects of the final attainment level, including assessments, will be kept for a period of seven years.
7. For the purpose of the external assessment of the programme in connection with accreditation, the institute director will ensure retention of a representative set of tests, including assessments, for a period of two years after the assessment.
8. The institute director is responsible for ensuring that the work completed by the student (written and non-written, including digital work) including assessments, with the exception of the work forming part of the representative set of final papers, is either destroyed or returned to the student after the expiry of a term of at least six months following the publication of the result. This term may be extended if necessary in connection with an appeal procedure.

#### **Article 41 Hardship clause**

1. The Examination Board can make provisions for serious injustices that occur as a result of the application of these rules; it can also make decisions in cases not provided for by these rules. In order to decide whether the hardship clause must be applied, the Examination Board must weigh the interests of the student concerned and those of the study programme. Cases requiring immediate action may be heard by the chairperson of the Examination Board or his or her deputy after which the other members must be notified as soon as possible.
2. Students must apply in writing, stating reasons, to the Examination Board for the application of the hardship clause in accordance with Article 44 of the Students' Charter. The Examination Board decides on the student's application and communicates this decision in writing, stating reasons, to the student concerned, who is also informed of his or her right of appeal.

### **Section 11 Final provisions and implementation**

#### **Article 42 Entry into force, amendments, publication and official title**

1. The TER applies to all students enrolled in the study programme in question during the 2019–2020 academic year.
2. The general section of these regulations and any amendments thereto will be established by the Executive Board, after having obtained the consent of the students' section of the Central Participation Council. Programme Committees will be given an opportunity to issue advice to the CPC. That general section of the TER constitutes the basis on which the study programme-specific TER for each study programme will be drawn up before being submitted to the Examination Board and the (joint) study programme committee and IPC for their advice/consent. The (joint) study programme committee advises the institute director and sends its advice to the IPC for informational purposes. The IPC advises the institute director and sends its advice to the (joint) study PC. The establishment of and amendments to the study programme-specific TER are effected following a proposal from the institute and require the consent of the students' section of the competent IPC and the (joint) study PC. (*see Sections 10.3c, 10.20 and 7.13 of the WHW.*)
3. The text of the TER can be amended if warranted by changes to the organisation or organisational components with due observance of the provisions of paragraph 4. In the event of an interim change, the procedure as described in paragraph 2 applies.
4. If the interests of an individual student are prejudiced as a result of interim amendments of the regulations, the student may submit a written application to the Examination Board to protest against the amendment of the rules. The Examination Board examines the student's application and bases its decision on a weighing-up of the interest of the individual student on the one hand and the interest of the quality of the study programme on the other.
5. The institute director adopts the study programme-specific TER before 1 June of the academic year preceding the academic year that starts on 1 September. He ensures the publication of the study programme-specific component of these regulations and any amendments thereto by making them available for inspection with the secretariat of the study programme and placing them on the website.
6. The text of the TER may be adapted if required following changes in the organisation or parts of it, without prejudice to the provisions of paragraph 3.
7. The official title of the TER of the Bachelor's programme is IB teaching and examination rules 2019-2020.

### **Article 43 Transitional provisions**

When a study programme is subject to a substantial overhaul, the following transitional provisions will apply. After the last regular activities of the 'old' programme and the related test or examination have been completed, this test or examination will be held two more times by way of resits. After that, it will be decided which test or examination that is part of the 'new' programme the student must sit to replace the 'old' one or transitional provisions of the individual study programme.

### **Article 44 Unforeseen cases**

The Examination Board decides in all cases not provided for by the study programme-specific part of the TER, unless the issue is covered by the institute director's competency.

## **B - Set-up of the study programme and support facilities**

### **1. Set-up, organisation and execution of the study programmes**

Information on the set-up, organisation and execution of the study programmes can be found in:

- *the study programme's digital prospectus*
- the Teaching and Examination Regulations (see under A).

### **2. Facilities for students**

Information on facilities for students can be found at:

- the institution-specific section of the Fontys Students' Charter ([www.fontys.nl/regelingen](http://www.fontys.nl/regelingen))
- the website of the Students Facilities Department (<http://www.fontys.nl/studentenvoorzieningen>)
- the website of Fontys Study Abroad (<https://fontys.edu/studyabroad>)
- the study programme's digital prospectus

### **3. Study support**

Information on study support can be found in:

- the Teaching and Examination Regulations (see under A)
- *the study programme's digital prospectus*

## **C - Internal complaints procedure**

Students whose interests are directly affected by acts carried out by a staff member or a student against them, or who have a grievance regarding organisational matters, may lodge a complaint with the Executive Board, as described in Article 47 of the Students' Charter.

## Appendix 1

## Study Programme Profile

[illegible]

[illegible]

[illegible]





			WAYS OF THINKING				WAYS OF WORKING					LIVING IN THE WORLD								TOOLS OF WORKING AND MANAGEMENT															
Le v	EC	Subject	W T 1	W T 2	W T 3	W T X1	W W 4	W W 6	W W X2	W W 7	W W X3	L W 8	L W 9	L W X4	L W 10	L W X5	L W 11	L W 12	L W 13	L W 14	TW M 15	TW M 16	TW M 17	TW M 18	TW M X6	TW M 19	TW M 20	TW M 21	TW M X7	TW M 22	TW M 23	TW M X8	TW M 24		
Minor Cultural Intelligence: Contemporary Theory and Practice																																			
5/6	4	CQ in Corporate Life	X										X				X	X																	
5/6	4	Intercultural Communication	X				X	X					X					X	X																
5/6	4	The cultural dimension of critical thinking	X									X	X	X				X																	
5/6	4	International HRM	X										X					X		X											X				
5/6	4	Culture and Organizational change	X	X									X					X		X											X				
5/6	10	Capstone Project	X						X				X					X																X	

			WAYS OF THINKING				WAYS OF WORKING					LIVING IN THE WORLD								TOOLS OF WORKING AND MANAGEMENT															
Le v	EC	Subject	W T 1	W T 2	W T 3	W T X1	W W 4	W W 6	W W X2	W W 7	W W X3	L W 8	L W 9	L W X4	L W 10	L W X5	L W 11	L W 12	L W 13	L W 14	TW M 15	TW M 16	TW M 17	TW M 18	TW M X6	TW M 19	TW M 20	TW M 21	TW M X7	TW M 22	TW M 23	TW M X8	TW M 24		
Minor Digital Business Practices																																			
5/ 6	6	Digital Enterprise & Society						X		X	X																								

[illegible][illegible]

[illegible]

**An explanation of the Programme Learning Outcomes can be found on the next page.**

### ***Ways of Thinking (WT)***

<b>Critical Thinking</b>	WT1	Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion.	L3
<b>Innovation &amp; Creativity</b>	WT2	Create innovative ideas in a changing business environment in a systematic fashion.	L3
<b>International Business Awareness</b>	WT3	Analyse patterns in global macro-economic factors and policies that drive international trade and business development.	L3
	WTX1	The ability to make legal statements supported by legal arguments and to be familiar with the different aspects regarding European and International Law.	L2

### ***Ways of Working (WW)***

<b>International Business Communication</b>	WW4	Communicate (business) messages effectively persuasively using advanced English to an (un)informed audience.	L3
<b>Collaboration</b>	WW6	Collaborate effectively across different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals.	L3
	WWX2	Coordinate the activities in a project, focusing on its goals, while maintaining effective and balanced relationships.	L3
<b>Management of Information as digital citizen</b>	WW7	Produce management information from various data sources in an international business environment.	L3
	WWX3	Distinguish business IT and High Tech trends to enhance business success.	L2

### ***Living in the World (LW)***

<b>Personal &amp; Professional Development</b>	LW8	Express reflections on his personal development with the aim of personal growth.	L3
	LW9	Respond appropriately to an unfamiliar, or unexpectedly changing, business environment.	L3
	LWX4	Manage his tasks, even in stressful situations and modify his behaviour or professional product by valuing feedback while maintaining focus on goals	L3
<b>Ethical &amp; Social Responsibility</b>	LW10	Formulate his own position concerning ethical and social responsibility in a professional environment.	L3
	LWX5	Assess the effect of changes in society's ecological and social needs on the sustainability of the organisation's business model.	L3
<b>Intercultural Readiness</b>	LW11	Mitigate the pitfalls of differences in business and social contexts.	L3
	LW12	Display willingness to work with people from other cultures and to work in countries with different cultural backgrounds..	L3
	LW13	Use appropriate verbal and non-verbal communication in an intercultural setting.	L3
	LW14	Assess the effect of cultural differences upon organisational behaviour and strategic choices.	L3

### ***Tools for Working and Management***

<b>Marketing &amp; Sales</b>	TWM15	Develop a well-founded marketing plan to support the creation of value for international customers, while examining the impact a strategy and tactics can have on other business areas.	L2-3
	TWM16	Use appropriate sales techniques in support of durable customer relationships.	L2-3
	TWM17	Incorporate developments of the digital landscape in a marketing strategy.	L2-3
<b>Finance &amp; Accounting</b>	TWM18	Evaluate financial performance of the organisation from different stakeholders' perspectives.	L2-3
	TWMX6	Develop forecasts to support strategic and operational financial decision making.	L2-3
	TWM19	Recommend financing possibilities in a dynamic international environment.	L2-3
<b>Operations &amp; supply chain management</b>	TWM20	Evaluate the operations processes within and between organisations and formulate improvements in the organisation's operations.	L2-3
	TWM21	Manage operations process within and between organisations.	L2-3
	TWMX7	Analyse value chains and assess and develop innovative value chain approaches	L2-3
<b>Organisation &amp; People</b>	TWM22	Draft the strategic cycle of part(s) of the organisation (process and content).	L2-3
	TWM23	Assess the impact of change on the organisation.	L2-3
	TWMX8	Evaluate relevant HR policies and practices for the further development of organisations.	L2-3
<b>Business Research</b>	TWM24	Analyse a complex business problem in an international business setting with use of an adequate research design, resulting in an evidence based feasible solution.	L3

## Appendix 2

### Minor regulations 2019-2020

#### Minor Experience culture in International Business

##### 1. Name minor: Experience culture in International Business

##### 2. Content minor

This minor offers students an experiential platform to develop, exercise, and fine-tune their cultural intelligence in diverse and specialized contexts. For students of IB in particular, and those whose choice of profession will call for the ability to exercise cultural intelligence in general, this minor will equip them not only with the knowledge and understanding, but also the skills and attitudes that will enable them to optimize this unique subset of social intelligence in everyday business and social environments. The minor consists of courses and projects that altogether constitute a body of knowledge and skills needed to operate effectively in intercultural and multicultural environment.

##### 3. Overview educational activities minor (see article 14 TER)

The Minor is structured across a semester and involves the teaching of four courses for a total of 30 credits.

##### 4. Registration educational activities minor

n/a

##### 5. Examination and registration examination elements (article 18 and 22 general part TER)

Unit of Study	Period	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minimum Grade
CQ in Corporate Life	ab	Coursework	50%	Group	1-10	5.5
		Assignment	50%	Individual	1-10	5.5
Intercultural Communication	ab	Coursework	50%	Individual	1-10	5.5
		Coursework	50%	Individual	1-10	5.5
The cultural dimension of critical thinking	ab	Coursework	50%	Group	1-10	5.5
		Assignment	50%	Individual	1-10	5.5
International HRM	ab	Assignment	100%	Individual	1-10	5.5
Culture and Organizational Change	ab	Assignment	40%	Individual	1-10	5.5
		Exam	60%	Individual	1-10	5.5
Capstone Project	ab	Project A	50%	Individual and team	1-10	5.5
		Project B	50%	Individual and team	1-10	5.5

##### 7. Minor closure (see article 19. 3 general part TER)

n/a

##### 8. Examination Board (article 38 TER)

FHMM Exam Board (see TER attachment)

##### 9. Validity

This information is applicable for the academic year 2019-2020.

##### 10. Prerequisites minor

This Minor is accessible to all students in FHMM who are in their third or fourth year of study.

##### 11. Not available to:

n/a

*Students will not be asked for any extra prerequisites than mentioned here.*

# Minor Digital Business Practices

## 1. Name minor: Digital Business Practices

## 2. Content minor

The minor teaches students how companies use and organize their digital business processes related to their strategy, business intelligence and commercial operations (sales and marketing). Students learn how to recognize evolving digital trends which are transformative and disruptive to many types of industries. The goal is to understand how digital processes work “end-to-end” in modern companies. Second, students learn new analytical skills using a variety of datasets and tools to create digital stories. Further, students are taught how to use, configure, and message output data from commonly used marketing and sales automation tools. The minor is completed with a self-chosen research project which is motivated based on a field trip to a relevant trade show or a tier 1 vendor in digital business practice solutions.

## 3. Overview educational activities minor (see article 14 TER)

This Minor is structured across one semester. It involves teaching four courses for a total of 23 credits, one field trip for 2 credits. There is a final Capstone research project for 5 credits.

## 4. Registration educational activities minor

n/a

## 5. Examination and registration examination elements (article 18 and 22 general part TER)

Unit of study	Period	Type of test	Weight of Item	Individual or group assessment	Assess. scale	Minimum Grade
Digital Enterprise & Society	ab	Coursework	100%	Individual	1-10	5.5
Digital Analytics	ab	Midterm Exam	20%	individual	1-10	5.5**
		Final Exam (retake is one combined exam)	80%	Individual	1-10	5.5**
Online Marketing & Sales Automation	ab	Coursework	40%	Individual	1-10	5.5**
		Exam (Retake is one combined exam)	60%	Individual	1-10	5.5**
Field Trip & Capstone Project Proposal	ab	Coursework	100%	Individual or Group (2 students)	Sufficient/insufficient	Sufficient
Capstone Project – Digital Business Practices	ab	Coursework	70%	Individual or Group (2 students)	1-10	5.5
		Presentation/ demonstration	30%	Individual or Group (2 students)	1-10	5.5
Elective: Digital Collaboration & the Cloud	ab	Coursework	50%	group	1-10	5.5
		Exam	50%	Individual	1-10	5.5
Elective: Online Marketing Campaigns	ab	Coursework	100%	Group	1-10	5.5

## 7. Minor closure (see article 19. 3 general part TER)

n/a

## 8. Examination Board (artikel 38 algemeen deel OER)

FHMM Examination Board (see OER attachment)

**9. Validity**

This information is applicable for the academic year 2019-20.

**10. Prerequisites minor**

This Minor is accessible to all students in FHMM who are in their third or fourth year of study who have completed their Foundation Year with 60 credits.

**11. Not available to:**

*n/a*

*Students will not be asked for any extra prerequisites than mentioned here.*



## Appendix 3

[Oulu agreement](#)

## Appendix 4

### Composition of the Examination Board

De Examination Board is made up out of:

the chairman:	Mw. Mr. T.A.M. van Oosterhout
the secretary :	Dhr. drs. M.H.W. Hummelink [plaatsvervangend voorzitter]
the administrative secretary:	Mw. C.J.P. van den Boomen-Krijnen
members:	Dhr. drs. J. Aarts
	Mw. drs. C.C.M. de Visser-Dielissen
	Mw. M.A.M. Huijsmans [extern lid, voorzitter examencommissie AMIB/AMBM/AOMI AVANS]
	Dhr. mr. F.A.C.Sleegers [extern lid, voorzitter examencommissie FHFM]

De testing committee is made up out of:

the chairman:	Dhr. drs. G. Szanto
members:	Dhr. dr. B. Raessens
	Mw. A. Salmi
	Mw. J. Sweers-Zoetmulder