



International Business and Management Studies

Course Outlines

Semester 3



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1. Course Overview

An overview of all the subjects in semester 3, along with the amount of ECTS Credits and information about the type of assessment per subject, can be found in table 1.

Table 1: Course Overview

Block	Subject	Period	ECTS Credits	Type of test	Individual or group assessment	Assessment scale	Minimum grade
1	Project 3a	3a	2	Report and defence	Group and individual	1-10	5.5
2	Intercultural Proficiency	3a	3	Exam	Individual	1-10	5.5
2	Law and Ethics	3a	3	Exam	Individual	1-10	5.5
3	Financial Accounting	3a	3	Exam and coursework	Individual	1-10	5.5
3	Business Process Improvement	3a	4	Exam and coursework	Individual	1-10	5.5
1	International Project Week	3b	2	Report	Group and individual	1-10	5.5
2	Business Developments	3b	3	Coursework	Individual	1-10	5.5
3	International Marketing	3b	4	Coursework	Individual	1-10	5.5
4	Business Research 3	3b	3	Coursework	Individual	1-10	5.5
6	Personal Leadership 5	3b	3	Coursework	Individual	1-10	5.5

In the next section you can find detailed descriptions of each of the subjects in semester 3.

2. Subject Descriptions

In this section detailed descriptions are given about the subjects taught in semester 3, including student workload, learning objectives and literature to be studied.

2.1 Block 1: Project 3a

Number of ECTS credits:	2
Student workload:	56 hours
Prerequisites:	Without the knowledge and skills taught in the various courses in period a of semester 3, you are not expected to be able to pass project 3a. A minimum of 50 ECTS Credits in the foundation year is required.
Expert(s):	J. Aarts MSc, S. van den Berg MBA, Drs. J. de Schouwer, T. Terwee MBA
Learning objective(s):	<ul style="list-style-type: none"> You can plan, organise, execute and evaluate a research project based on a project plan including: result-orientation, milestone planning, designated team roles & rules and a selected B2C market segment that fit the project requirements. You can plan, organise, execute and analyze relevant sources and data on the selected market segment (desk research). You can explain the strategic value of customer journey mapping for a company of the interviewee (see below) in the selected market segment based on the desk research results. You can explain the main customer journey map elements, including: design, scope, personas, touchpoints and (internal) process inventory on the selected market segment based on the desk research results. You can plan, organise, execute and analyse an in-depth (Skype) interview with a marketing manager (or other relevant business professional), with two of his/her customers and with two of his/her potential customers (field research). You can analyse, compare and evaluate the key findings of both desk and field research and build the customer journey map (CJM First Version) using the results on the main customer journey map elements (see above). You can brainstorm and investigate actionable insights and tactical customer journey process improvements for the selected company and market segment based on these key findings and put these in an improved customer journey map (CJM Final Version).
Content per week:	<p>Week 1: Briefing on the project, incl. additional learning materials, team composition and roles, target market selection, project plan and planning.</p> <p>Week 2 and 3: Questionnaire design, inviting respondents and data gathering.</p> <p>Week 4: Inviting respondents, data gathering and analysis.</p> <p>Week 5: Data gathering, analysis and CJM First Version ('current journey').</p> <p>Week 6: Actionable insights and tactical customer journey process improvements.</p> <p>Week 7: CJM Final Version ('improved journey') and recommendations for continuous improvement.</p>
Teaching method(s):	You actively work on this project in a team of a maximum of five students of at least three different nationalities. Each team is guided by an expert in a weekly team meeting. The expert will give you advice on your project, feedback on your progress and grade your deliverables.
Literature:	A project manual with additional literature suggestions is provided on the semester 3 portal.
Assessment and minimum grade:	<p>This project consists of the following five intermediate products for marking:</p> <ul style="list-style-type: none"> Approved Project Plan (based on a fixed format). The project plan accounts for 10% of the final individual grade.



	<ul style="list-style-type: none"> • CJM First Version including results of data gathering (desk and field research) and analysis). This product accounts for 40% of the final individual grade. • CJM Final Version (including actionable insights, tactical customer journey process improvements and recommendations for continuous improvement). This product accounts for 20% of the final individual grade. • Project team presentation final results. This product accounts for 15% of the final individual grade. • Proof of the following 12 skills based on a 360 degree peer-2-peer evaluation in week 3 of the project and week 7 (so, held twice): working in teams, project planning, priority (time) management, data gathering, giving and receiving feedback, question development, interviewing, decision making, problem solving, brainstorming, presentation skills, report writing skills. This product accounts for 15% of your final grade. <p>You pass Project 3A if your combined (the 5 marking elements above) final individual grade is 5.5 or higher.</p>
Deadline(s):	T.B.D.

2.2 Block 2: Intercultural Proficiency

Number of ECTS credits:	3
Student workload:	Attending classes: 20 hours Preparation to classes: 30 hours Studying literature: 30 hours Taking the examination: 2 hours
Prerequisites:	If you failed Macro Business Environment 2, you are not expected to be able to pass Intercultural Proficiency. A minimum of 50 ECTS Credits in the foundation year is required.
Teacher(s):	Dr. N. N. Kwanjai and Mr. T. Rovers
Learning objective(s):	<p>Successful completion of the course helps you to develop the following competencies in the three didactic domains:</p> <p>Cognitive domain:</p> <ul style="list-style-type: none"> • The knowledge and comprehension of fundamental and contemporary theories on intercultural management. • The knowledge of the norms and values of one's native cultures. • The awareness of different styles and meanings of verbal and non-verbal communication. • The ability to analyse what influence culture has on one's behaviour and that of others. <p>Affective domain:</p> <ul style="list-style-type: none"> • The recognition of cultural influences in a learning and professional environment. • The curiosity about, sensitivity to and appreciation of cultural differences and their influences on intercultural interaction. • The ability to effectively function in a learning and working environment with people from different cultural backgrounds. • The ability and willingness to operate in a professional environment in a foreign culture and/or in an interculturally operating professional environment. • The ability and willingness to build commitment, and respectfully and strategically deal with people and institutions from other cultures. • The ability and willingness to effectively operate within an intercultural team irrespective of the role one assumes. • The ability and willingness to reflect on own behaviour and that of others from an intercultural perspective and take strategic action accordingly. • The ability and willingness to make use of the benefits of cultural influences and to mitigate the pitfalls of these influences. <p>Psychomotor domain:</p> <ul style="list-style-type: none"> • The ability to interpret intercultural context and make strategic use of the interpretation. • The ability to interpret and make strategic use of verbal and non-verbal communication from an intercultural perspective.
Content per lesson:	<p>Lesson 1: Culture and cultural groups</p> <p>Lesson 2: Dimensional models of culture</p> <p>Lesson 3: Intercultural context</p> <p>Lesson 4: Intercultural heuristic: the D I E S heuristic</p> <p>Lesson 5: Integrated workshop: Lesson 1 – 5</p> <p>Lesson 6: Intercultural communication</p> <p>Lesson 7: Multicultural team</p> <p>Lesson 8: Intercultural conflict management</p> <p>Lesson 9: Intercultural negotiation</p> <p>Lesson 10: Engineering cultural change; practice exam</p>



Teaching method(s):	Interactive lessons with a short explanation of concepts, followed by exercises and interactive applications of those concepts.
Literature:	Browaeyns, M.J. and Price, R. (2011). <i>Understanding Cross-Cultural Management</i> (2nd edition). Essex, UK: Pearson – Financial Times/Prentice Hall.
Assessment and minimum score:	<p>Regular assessment: You will be assessed on:</p> <ul style="list-style-type: none"> • Midterm exam: This consists of five randomly distributed in class mini-exams. These mini-exams aim to assess students' understanding of the concepts and contents covered during the lessons up to and including the lesson in which the mini-exams are given. Thus, students are expected to study and review all contents on a regular and consistent basis and be fully knowledgeable of the contents that have been covered. The timing of the mini-exams will not be announced in advance but they will be executed during five of the eight lessons, whenever appropriate to students' learning. Each mini-exam has a maximum score of 20. For each individual student, the four top-scored mini-exams will make up a possible maximum total of 80. You need to accumulate at least 44 points out of this total of 80 for to pass the mid-term exam. If you accumulate less than 44, you will need to do a retake of the mid-term exam. Result of the mid-term exam will be translated and reported as a grade that is based on a scale of 1-10. • Final exam: The final exam will be during the exam weeks and will comprise questions that are based on one single case, or a collection of cases. The total maximum points for the exam will be 100 points and you will need to pass with a total score of 55 points or higher, in order for your final grade to be valid. If you accumulate less than 55, you will need to do a retake of the final exam. Results of the final exam will be translated and reported as a grade that is based on a scale of 1-10. <p>The course grade will be a weighted average of the two measures: with a weight ratio of 40% for mid-term (meaning the accumulation of the mini-exam) and 60% for final exam. To pass the course, the final course grade has to be 5.5 or higher. In case of a fail, the mini-exam grade is no longer valid.</p> <p>Retake assessment: You will be assessed by means of examination. Students must retake by taking only the final exam. This final exam will be during the exam weeks of period A of the subsequent Spring semester. The format, content, and administration of the retake will be the same as that of the regular exam. You pass with a final score of 5.5 or higher.</p> <p>The result for the mid-term and final exam will be translated and reported as a final grade that is based on a scale of 1-10.</p>

2.3 Block 2: Law and Ethics

Number of ECTS credits:	3
Student workload:	<p>Attending classes: 24 hours Preparation to classes: 12 hours Studying literature: 24 hours Preparation for the examination: 22 hours Taking the examination: 2 hours</p>
Prerequisites:	If you failed Macro Business Environment 3 and Macro Business Environment 4, you are not expected to be able to pass Law and Ethics. A minimum of 50 ECTS Credits in the foundation year is required.
Teacher(s):	Dr. B. Wernaart and Mr. T. van Oosterhout
Learning objective(s):	<ul style="list-style-type: none"> You are able to analyse, evaluate and recommend on business law in the context of cross-border trade. You are able to adequately apply comparative legal methods in the context of cross-border trade. You are able to find, read and interpret relevant legal sources in the context of cross-border trade. You are able to recognise, analyse and reflect on ethical dilemmas in an international business context. You are knowledgeable of the main ethical issues and arguments that come with globalisation. You are knowledgeable of methods to implement ethics in a company, and are able to reflect on those.
Content per lesson:	<p>Lesson 1: International Economic Cooperation (forms and organization) Lesson 2: International Economic Cooperation (content) Lesson 3: Comparative Privacy Law Lesson 4: Comparative Labour Law Lesson 5: International Private Law (fora and jurisdiction) Lesson 6: International Litigation Lesson 7: Comparative Business Case Study Lesson 8: Discussion Legal Methods in Coursework Lesson 9: Accountability and Ethics Lesson 10: Internal and External Cost-Accounting and Ethics Lesson 11: Cultural Diversity and Ethics Lesson 12: Globalisation and Ethics</p>
Teaching method(s):	Lessons, case studies and discussion
Literature:	<ul style="list-style-type: none"> Nayler, P. (2006). <i>Business Law in the Global Marketplace</i>. Amsterdam, The Netherlands: Elsevier. Articles on the semester 3 portal.
Assessment and minimum grade:	<p>You will be assessed on a written closed book exam with a combination of open and closed questions and an essay.</p> <p>You pass the course on Law and Ethics if your grade is 5.5 or higher.</p>

2.4 Block 3: Financial Accounting

Number of ECTS credits:	3
Student workload:	<p>Attending lessons: 14 hours Preparation to lessons: 12 hours Studying literature: 28 hours Coursework: 28 hours Taking the examination: 2 hours</p>
Prerequisites:	If you failed Finance 1 and Finance 2, you are not expected to be able to pass Law and Ethics. A minimum of 50 ECTS Credits in the foundation year is required.
Teacher(s):	M. Barendrecht MSc, Drs. E. Jansen and B.D. Salcedo Knicknie MSc
Learning objective(s):	<ul style="list-style-type: none"> You understand the accounting principles underlying annual reports. You are able to perform a ratio analysis based on an annual report. You are able to integrate VAT in the accounting statements. You understand and are able to work with inventory costing systems. You are able to compose consolidated financial statements.
Content per lesson:	<p>Lesson 1: Recap financial statements, general Introduction to financial accounting, accounting principles Lesson 2: Analyzing Annual Reports Lesson 3: International accounting regulation Lesson 4: VAT, taxation Lesson 5: Homework session (all classes) Lesson 6: Inventory costing systems Lesson 7: Consolidation of financial statements Lesson 8: Wrap up and Recap Lecture 9: Feedback on assignments</p>
Teaching method(s):	Discussing and explaining core concepts, working on cases and assignments
Literature:	<ul style="list-style-type: none"> Jansen, E. (2011). <i>Accounting & Finance, a Basic Introduction</i>. Den Haag, The Netherlands: Eleven International Publishing. Annual report of McDonald's. Lecture materials.
Assessment and minimum grade:	<p>You will be assessed on:</p> <ul style="list-style-type: none"> Written closed book exam with open questions. You pass the exam on Financial Accounting if your grade is 5.5 or higher. The written closed book exam with open questions accounts for 70% of your final grade. Coursework. You pass the coursework on Financial Accounting if your grade is 5.5 or higher. The coursework accounts for 30% of your final grade. <p>You pass the course on Financial Accounting if your grade for the exam, coursework and your final grade are all 5.5 or higher.</p>
Deadline(s):	The deadline for handing in the regular coursework is Friday 21 October 2016 at 1.00 p.m. in hardcopy at the Faculty office and in softcopy via Ephorus. The deadline for handing in the retake coursework is Monday 9 January 2017 at 1.00 p.m. in hardcopy in the pigeon hole of your teacher and in softcopy via Ephorus.

2.5 Block 3: Business Process Improvement

Number of ECTS credits:	4
Student workload:	Attending classes: 28 hours Preparation to classes: 40 hours Studying literature: 42 hours Taking the examination: 10 hours
Prerequisites:	If you failed Business Research 1, Business Process Management 1 and/or 2, you are not expected to be able to pass Business Process Improvement. A minimum of 50 ECTS Credits in the foundation year is required.
Teacher(s):	J. Sakwe MBA and O'Seasnáin MSc
Learning objective(s):	<ul style="list-style-type: none"> You are able to identify and improve organizational processes by eliminating all sorts of waste that do not add customer value while optimizing flow. You are able to increase customers' satisfaction by the reduction of process variation. You are able to apply the various tools and methodologies applicable at the Green Belt level for both approaches (six sigma and lean manufacturing). You are able to analyse and evaluate business processes and to define, measure, improve problems and design actions for improvement, implement and control the results. You are able to outline several quality systems and choose the ideal system to solving quality problems using up to date quality methodologies, tools and techniques. You are able to develop an effective mission and vision statement for an organization and translate that into critical success factors (CSFs) and strategic objectives (SOs). You are able to develop a strategy map for the CSFs and SOs of an organization. You are able to develop effective measurements for company success based on the CSFs and SOs. You are able to critically assess the quality of a balanced scorecard (BSC) in terms of applicability, integrity and consistency.
Content per lesson:	<p>Lesson 1: Introduction to BPI</p> <p>Lesson 2: Balance Score Card</p> <p>Lesson 3: CSFs, SOs and KPIs and Performance Measures</p> <p>Lesson 4: Strategic Mapping CSFs and SOs</p> <p>Lesson 5: Principles and Characteristics of Lean</p> <p>Lesson 6: Value and Waste and Strategy</p> <p>Lesson 7: Flow and PULL</p> <p>Lesson 8: Perfection</p> <p>Lesson 9: TOC</p> <p>Lesson 10: Six Sigma Define</p> <p>Lesson 11: Six Sigma Measure</p> <p>Lesson 12: Six Sigma Analyze</p> <p>Lesson 13: Six Sigma Improve</p> <p>Lesson 14: Control and Reinforce</p> <p>Lesson 15: Tutorials</p> <p>Lesson 16: Exam Practice</p>
Teaching method(s):	Each week there are two lessons. During these lessons, theory and concepts are offered as well as the practical application of them. You will work in a group of a maximum of five students on coursework.
Literature:	<ul style="list-style-type: none"> Gitlow, H.S. and Levine, D.M. (2011). <i>Six Sigma for Green Belts and Champions</i> (9th edition). New Jersey, USA: Prentice Hall.



	<ul style="list-style-type: none"> • Bicheno, J. (2004). <i>The New Lean Toolbox. Towards a Fast, Flexible Flow.</i> Buckingham, UK: Picsie Books. • Slides and materials as published on the semester 3 portal.
Assessment and minimum score:	<p>You will be assessed on:</p> <ul style="list-style-type: none"> • Written closed book exam with closed questions. The lean six sigma part of the course on Business Process Improvement, on which the exam is based, is comparable to the (theoretical part) of the green belt courses offered by multinational companies like Xerox, Dell and Philips etc. Students with a score of 8 or higher are offered a Lean Six Sigma Green Belt certificate, which is valued by most employers. You pass the exam on Business Process Improvement if your grade is 5.5 or higher. The written closed book exam with closed questions accounts for 60% of the final grade. • Coursework. You pass the coursework on Business Process Improvement if your grade is 5.5 or higher. The coursework accounts for 40 % of the final grade. • Your attendance. <p>You pass the course on Business Process Improvement, if your grade for the exam, coursework and your final grade are all 5.5 or higher and you meet the requirement for attendance.</p>
Deadline(s):	<p>The deadline for handing in the regular coursework is Friday 28 October at 1.00 p.m. in hardcopy at the Faculty office and in softcopy via Ephorus. The deadline for handing in the retake coursework is Friday 9 December at 1.00 p.m. in hardcopy in the pigeon hole of your teacher and in softcopy via Ephorus.</p>

2.6 Block 1: International Project Week

Number of ECTS credits:	2
Student workload:	56 hours
Prerequisites:	Without the knowledge and skills taught in the various courses in period a of semester 3, you are not expected to be able to pass project 3a. A minimum of 50 ECTS Credits in the foundation year is required.
Expert(s):	Drs. J. Arts and external company coaches
Learning objective(s):	<ul style="list-style-type: none"> You are exposed to the perspective of companies. You increase your company focus through offering real life cases from companies. You are able to apply earlier gained knowledge in the fields of research, International Marketing, Human Resources, Business Process Improvement and Finance. You are able to perform and compete under pressure.
Content per day:	Day 1: Introduction to the case Day 2: Self work and feedback by company coach Day 3: Presentations and feedback
Teaching method(s):	The International Project Week (IPW) is composed of eight days. During the first three days the company presents its' practical case and the theoretical background and you work on the case in a team of five or six students under the supervision of the company coaches. During the last five days you work on an individual report. The IPW also contains a competition element of two rounds, whereby your team competes for an evening out with dinner and cinema tickets and the annual IPW cup.
Literature:	Slides and case materials are provided on the semester 3 portal.
Assessment and minimum grade:	You will be assessed on: <ul style="list-style-type: none"> An individual report. The individual report accounts for 60% of the final grade. A group assignment. The group assignment accounts for 40% of the final grade. You pass the IPW if your final grade and your grade for the individual report and the group assignment are all 5.5 or higher and your attendance is 80% or more.
Deadline(s):	T.B.D.

2.7 Block 2: Business Developments

Number of ECTS credits:	3
Student workload:	<p>Attending classes: 16 hours Preparation to classes: 16 hours Studying literature: 30 hours Taking the examination: 22 hours</p>
Prerequisites:	Foundation courses management
Teacher(s):	Drs. J. de Schouwer
Learning objective(s):	<ul style="list-style-type: none"> You are able to design and understand business models. You are able to evaluate and assess business models by performing an environmental scan. You are able to understand the concept of business model innovation. You are able to understand the major international trends effecting business models. You are able to formulate a new or improved value proposition and business model based on trends in the international markets.
Content per lesson:	<p>Lesson 1: Business Model Canvas: insight in how to build a business model using the business model canvas of Osterwalder</p> <p>Lesson 2: The value proposition canvas: insight in how to generate a useful value proposition</p> <p>Lesson 3: The environmental scan: scanning the environment to generate the impact on the business model</p> <p>Lesson 4: Business model innovation: grasping the concept of business model innovation as a strategy for growth</p> <p>Lesson 5: Major business development trends: the impact of digitalization, Big data and the Internet of Things on the business model</p> <p>Lesson 6: Major business development trends: the impact of sustainability and the circular economy on the business model</p> <p>Lesson 7: Major business developments: the impact of the sharing economy on the business model</p> <p>Lesson 8: Wrap up and conclusion</p>
Teaching method(s):	Each week one overall lecture and class assignments
Literature:	<ul style="list-style-type: none"> Osterwalder, A. and Pigneur, Y. (2009). <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i> (1st edition). Self-published. Several articles on the semester 3 portal.
Assessment and minimum score:	<p>You will be assessed on an article/essay on the impact of the major business developments on the prevailing business model in a chosen industry.</p> <p>You pass the course on Business Developments if your grade is 5.5 or higher.</p>
Deadline(s):	T.B.D.

2.8 Block 3: International Marketing

Number of ECTS credits:	4
Student workload:	Attending lessons: 32 hours Preparation to lessons: 32 hours Studying literature: 32 hours Taking the examination: 16 hours
Prerequisites:	Micro Business Environment 1
Teacher(s):	J. Aarts MSc
Learning objective(s):	<ul style="list-style-type: none"> You understand the role of marketing in an international firm. You are able to identify and analyse different ways of internationalising the company. You understand the different motives for internationalisation. You understand and are able to use the frame work for an international marketing plan. You are able to assess the present position in foreign markets and the competitive strength of the company. You are able able to conduct a market attractiveness analysis. You are able to draft and evaluate the international marketing strategy in terms of targeting and to set the value proposition. You are able to evaluate different modes of entry. You are able to draft and evaluate a marketing action plan. You are able to set up budgets and evaluate the financial implications of the marketing plan.
Content per lesson:	<p>Lesson 1: The decision whether to internationalise</p> <p>Lesson 2: Assessment of the Present Position and Assessing the Competitive Strength of the Company</p> <p>Lesson 3: Market Attractiveness Analysis: Macro</p> <p>Lesson 4: Market Attractiveness Analysis: Industry</p> <p>Lesson 5: Marketing Strategy: Segmentation-Targeting-Value Propositions</p> <p>Lesson 6: Entry Modes</p> <p>Lesson 7: Marketing Action Plans</p> <p>Lesson 8: Marketing Budget and Financial Implications</p> <p>And eight workshops</p>
Teaching method(s):	Each week one lecture and a workshop to discuss different cases are planned
Literature:	Hollensen, S. (2013). <i>Global Marketing</i> (6 th edition). Essex, UK: Pearson Education Limited.
Assessment and minimum grade:	<p>You will be assessed on:</p> <ul style="list-style-type: none"> Two individual mini exams. Each mini exam accounts for 20% of your final grade. Two individual assignments. Each individual assignment accounts for 30% of your final grade. <p>You pass the course on International Marketing if your final grade is 5.5 or higher.</p>
Deadline(s):	Regular assessment: T.B.D.

2.9 Block 4: Business Research 3

Number of ECTS credits:	3
Student workload:	<p>Attending classes: 32 hours</p> <p>Preparation to classes: 20 hours</p> <p>Studying literature: 20 hours</p> <p>Taking the examination: 10 hours</p>
Prerequisites:	Business Research 2
Teacher(s):	J. Aarts MSc, Dr. N.N. Kwanjai and B.D. Salcedo Knicknie MSc
Learning objective(s):	<ul style="list-style-type: none"> You are able to distinguish the two main research approaches – namely, quantitative research vs. qualitative research, with respect to their nature, goal, orientation, and methods. You are able to translate a business or management problem into an appropriate research problem. You are able to perform and report a non-complex literature review and formulate a conceptual model that links directly to the review. You are able to operationalise a conceptual model and formulate a series of research questions and hypotheses based on the model. You are able to design and execute the four major groups of research methods: 1) sampling, 2) data collection, 3) analysis and 4) validation methods for both qualitative and quantitative approaches.
Content per lesson:	<p>Lesson 1: Introduction: the research process</p> <p>Lesson 2: Formulation of problem definition and research questions</p> <p>Lesson 3: Literature review and conceptual model 1</p> <p>Lesson 4: Literature review and conceptual model 2</p> <p>Lesson 5: Operationalisation and formulation of hypotheses</p> <p>Lesson 6: Basic research designs and Introduction to research methods</p> <p>Lesson 7: Qualitative sampling</p> <p>Lesson 8: Quantitative sampling 1</p> <p>Lesson 9: Quantitative sampling 2</p> <p>Lesson 10: Qualitative data collection</p> <p>Lesson 11: Quantitative data collection 1</p> <p>Lesson 12: Quantitative data collection 2</p> <p>Lesson 13: Quantitative analysis 1</p> <p>Lesson 14: Quantitative analysis 2</p> <p>Lesson 15: Qualitative analysis and validation</p> <p>Lesson 16: Quantitative validation</p>
Teaching method(s):	The course consists of sixteen lessons (two lessons per week). Each lesson is of two lesson hours and combines interactive lectures on pertinent concepts and theories with practices on how the concepts and theories can be applied and executed in reality, using in-class and take-home exercises, assignments, and coursework. The lessons are compulsory and students are expected to come to class fully prepared and participate actively in all discussions, in-class exams, assignments and exercises.
Literature:	<ul style="list-style-type: none"> Zikmund, W., B. Babin, J. Carr, and Griffin, M. (2013). <i>Business Research Methods</i> (9th ed.). South Western: Cengage Learning. Keller, G. (2011). <i>Managerial Statistics</i> (9th International Student ed.). South Western: Cengage Learning.
Assessment and minimum score:	<p>You will be assessed on a series of coursework (in-class and take-home) assignments that are conducted throughout the course:</p> <ul style="list-style-type: none"> Problem definition and research questions. Literature review and conceptual model. Operationalisation and formulation of hypotheses.



	<ul style="list-style-type: none">• Quantitative research methods.• Qualitative research methods. <p>Each coursework assignment accounts for 20% of your final grade.</p> <p>You pass the course Business Research 3 if your final grade is 5.5 or higher.</p>
Deadline(s):	T.B.D.

2.10 Block 6: Personal Leadership 5

Number of ECTS credits:	3
Student workload:	<p>Attending an introduction lecture: 3 hours Attending workshops of 3 hours each: 18 hours Studying literature: 25 hours Taking the examination:</p> <ul style="list-style-type: none"> • Essay: 13 hours • Internship paper: 13 hours • Elevator pitch: 4 hours
Prerequisites:	Students followed the PL1 programme in which personal strengths and weaknesses have been discussed and transferred into a personal development path.
Teacher(s):	G. Sijben MSc, R. Boon MSc., S. van den Bergh MBA
Learning objective(s):	<ul style="list-style-type: none"> • You are able to draft and execute a plan to acquire a suitable internship position at an international company. • You are able to present them self in a job interview. • You are able to make strengths and weakness analyses based on the CVS's competences. • You are able to analyse a case, to argue conclusions and recommendations in an essay with making use of the CVF.
Content per lesson:	<p>PL: Lesson 1: Introduction of the module and Quinn's CVF Workshop 1: Leading Groups & Teams and Conflict Management Workshop 2: Planning & Coordinating Projects and Measuring and Monitoring Performance and Quality Workshop 3: Motivating Self & Others and Developing and Communicating a Vision Workshop 4: Negotiating agreement & Commitment and Implementing & Sustaining Change Workshop 5: Strengths and Weakness Analyses and PDP Workshop 6: Presentation of Elevator Pitch Critical Thinking: Eight workshops</p>
Teaching method(s):	Interactive workshops combined with practical exercises and assignments
Literature:	Quinn, R. (2011). <i>Becoming a Master Manager: a Competing Value Approach</i> (5 th edition). USA: Wiley.
Assessment and minimum score:	<ul style="list-style-type: none"> • Internship paper and elevator pitch defended during the exam. The internship paper and elevator pitch account for 50% of your final grade. • Coursework. The coursework accounts for 50% of your final grade. <p>You pass the course Personal Leadership 5 if your final grade is 5.5 or higher.</p>
Deadline(s):	The internship paper and essay have to be submitted in hard copy at the start of the exam.