

International Business

Semester 3 Module descriptors - CONCEPT

Academic year 2021 - 2022

(Version 0.1)

This is a CONCEPT version and will be subject to (minor) changes.

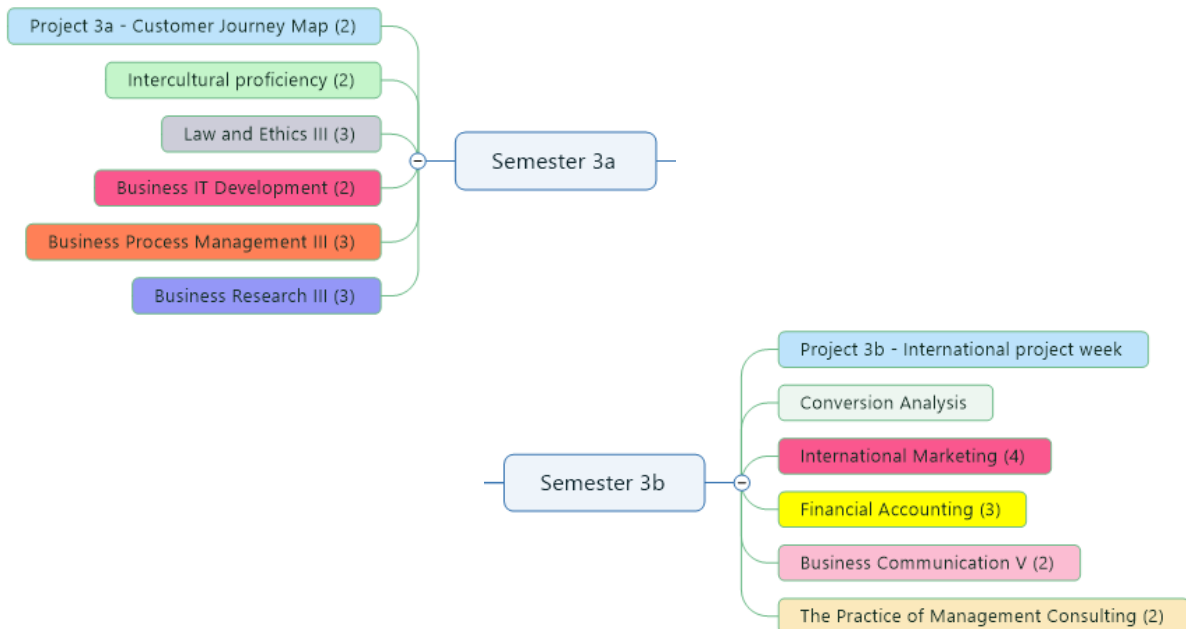




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1. Module Overview

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

Table 1: Module Overview

Subject	Period	ECTS	Type of Assessment
Project 3a	3a	2	Report and defense
Intercultural Proficiency Y2	3a	2	Exam
			Coursework
Law and Ethics 3	3a	3	Exam
Business Process Management 3	3a	3	Exam
Business Research 3	3a	3	Exam
Business IT Developments	3a	2	Coursework
Project 3b	3b	2	Coursework
			Report
Conversion Analysis	3b	2	Coursework
International Marketing	3b	4	Exam
			Coursework
Financial Accounting	3b	3	Exam
			Coursework
Business Communications 5	3b	2	Exam
			Coursework
The Practice of Management Consulting	3b	2	Coursework
			Exam

2. Module Descriptors

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

2.1 Project 3a

Academic year	2020-2021
Educational program	International Business (IB)
Module name	Project 3a - The Strategic Value of Customer Journey Mapping
Module code	t.b.d.
Position in the curriculum	Semester 3, Period A
Starting condition	None
Total number of credits and study hours	2 ECTSs: 56 Contact hour: 16 Self-Study hour: 40
Link to other module(s) in the curriculum	Marketing, Business Research and Business Communication modules in semester 1 and 2.
Module coordinator	B. van de Kerkhof
Lecturer	Various
Program Learning Outcome (PLO)	<p>NP IB Framework Domain:</p> <p>Ways of Thinking – WT1: <i>Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion.</i></p> <p>Ways of Working – WW4: <i>Communicate (business) messages effectively persuasively using advanced English to an (un)informed audience.</i></p> <p>Ways of Working – WW6: <i>Collaborate effectively across different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals.</i></p> <p>Ways of Working – WWX2: <i>Coordinate the activities in a project, focusing on its goals, while maintaining effective and balanced relationships.</i></p> <p>Living in the World – LW9: <i>Respond appropriately to an unfamiliar, or unexpectedly changing, business environment.</i></p> <p>Living in the World – LWX4:</p>



	<p><i>Manage his tasks, even in stressful situations and modify his behaviour or professional product by valuing feedback while maintaining focus on goal.</i></p> <p>Living in the World – LW11: <i>Respond appropriately to an unfamiliar, or unexpectedly changing, business environment.</i></p> <p>Living in the World – LW12: <i>Manage his tasks, even in stressful situations and modify his behaviour or professional product by valuing feedback while maintaining focus on goals.</i></p> <p>Tools for Working and Management – TWM24: <i>Analyse a complex business problem in an international business setting with use of an adequate research design, resulting in an evidence based feasible solution.</i></p>
<p>Module learning outcome</p>	<p>The module is designed as a project to help you achieve the following objectives:</p> <ol style="list-style-type: none"> 1) Establish a holistic understanding of a customer’s experience across touchpoints in a specific business context; 2) Understand the “why” behind customer behavioural analytics; 3) Use a template for mapping a customer journey, identifying the key “make or break it” moments in the overall journey and content requirements for a company; 4) Identify and prioritize opportunities to improve the customer experience; 5) Visualize a “future-state” customer experience to spur improvement and innovation; 6) Explain how journey mapping can improve strategic modelling, targeting and planning; 7) Develop skills to effectively communicate with key stakeholders and present relevant conclusions and recommendations in both written and spoken forms.
<p>Lesson plan</p>	<p>Week 1: Introductory course kick-off and forming groups; Week 2: Draw up your project plan before the first meeting; choose your product/service, start your Desk research, (draft) interview questions, finding 10 respondents and data gathering; Weeks 3: Continue deliverables started in week 2: Desk research, (draft) interview questions, finding 10 respondents and data gathering; Week 4: Inviting 10 respondents, data gathering and analysis; Week 5: Continue deliverables started in week 4: Inviting 10 respondents, data gathering and analysis; Week 6: Data gathering, analysis and CJM First from both customers’ and manager’s perspective; Week 7: Customer journey map final version: Customer journey process improvements and calls to action;</p>



	Week 8: - Final Team Report incl.: CJM Final Version (including recommendations for improvement and calls to action), Final Interactive Team Presentation	
Teaching method	Plenary kick-off session, weekly project team coach meetings	
Literature	Digital content, including: PPT slide pack, (online) tools, various PDF articles and research papers posted to class web pages.	
Assessment and passing criteria	This project is assessed by 3 assessment items:	
	Intermediate Deliverable	% of final individual mark
	1. Approved Project Plan by project coach	10%
	2. Complete and consistent Final Team Report, including CJM Final Version and recommendations for improvement	70%
	3. Final Interactive Team Presentation (reflection on was learned from teamwork experience)	20%
Total	100%	
All assessment items add up to a final individual mark of 100%. You retake only the assessment item(s) that you fail.		

2.2 Intercultural Proficiency Y2

Academic year	2020-2021
Educational program	International Business (IB)
Course name	Intercultural Proficiency Y2
Course code	
Position in the curriculum	Semester 3
Number of ECTS credits:	2
Course coordinator	S. Dieteren
Teachers	S. Dieteren and J. Bonus
Student workload:	Attending classes: 10 x 100 minutes in 7 or 8 weeks (16 hours) Class preparation: 20 hours Studying literature: 20 hours The exam: 2 hours
Program Learning Outcomes (PLO)	LW 15, LW16, LW 17, LW 18 Mitigate the pitfalls of differences in business and social contexts. Display willingness to work with people from other cultures and to work in countries with different cultural backgrounds. Use appropriate verbal and non-verbal communication in an intercultural setting Assess the effect of cultural differences upon organisational behaviour and strategic choices. Link to other PLOs: WT1, WT5, WW6, LW10, LW11, LW12,
Course Learning Outcomes	In year 1 we focused on the fundamentals (cognitive and affective domain) in the two didactic domains. In year 2 we are going into more depth regarding the two domains plus a new domain will be added: psychomotor domain. Successful completion of the course helps you to develop the following competencies. Cognitive domain Gaining insight into: <ul style="list-style-type: none"> the knowledge and comprehension of contemporary theories on intercultural management. Continuation of semester 2 content. 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. Affective domain Creating: <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.

	<ul style="list-style-type: none"> 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"> Learn how to interpret intercultural context and make strategic use of the interpretation. Learn how to interpret and make strategic use of verbal and non-verbal communication from an intercultural perspective.
Content per lesson	<p>8 sessions that consist of classes and PBL discussions</p> <p>Details will follow</p> <p>Lesson 1: Chapter 6 (Nunez)</p> <p>Lesson 2: Chapter 7 (Nunez)</p> <p>Lesson 3: chapter 8 (Nunez)</p> <p>Lesson 4: Chapter 4 (Guirdham)</p> <p>Lesson 5: Case study</p> <p>Lesson 6: Chapter 7 (Guirdham)</p> <p>Lesson 7: chapter 11 (Guirdham)</p> <p>Lesson 8: Case study</p> <p><u>Total 8 classes</u></p> <p>Examination:</p> <p>Exam: 50%</p> <p>Coursework: 50%</p>
Teaching method(s)	Interactive lessons with a short explanation of concepts, followed by exercises and interactive applications of those concepts.
Literature	<p>Nunez, C. (2017). <i>Intercultural Sensitivity</i> (4th revised edition). Assen, the Netherlands: van Gorcum. (part of the book is also used in semester 1 year 1)</p> <p>Meyer, E. (2015). <i>The Culture Map: Decoding how people think, lead, and get things done across cultures</i>. New York: Public Affairs. (optional)</p> <p>Handouts in class from Guirdham, M. (2017). <i>Communicating Across Cultures at Work</i> (4th edition). London, UK: Palgrave Macmillan education</p>
Assessment and passing score	<p>Regular assessment:</p> <p>You will be assessed on:</p> <ul style="list-style-type: none"> Final exam: 50% (minimum 5.5) Coursework: 50% (minimum 5.5)

2.3 Law and Ethics 3

Academic Year	2020-2021 (This module descriptor might change)
Educational Program	International Business
Module Name	Law and Ethics 3
Module Code	In the Schedule: L&E In PROGRESS:
Position in the Curriculum	Semester 3, Period A
Total Number of Credits and Study Hours	3 ECTS: 84 study hours Contact hours: 24 hours Self-Study hours: 60 hours
Link to Other Module(s) in the Curriculum	BPM3
Course Coordinator	B. Wernaart
Lecturer(s)	B. Wernaart and T. van Oosterhout
Program Learning Outcome (PLO)	<p>NP IB Framework Theme: Ways of Thinking – International Business Awareness – WTX1: <i>Make legal statements supported by legal arguments and be familiar with different aspects regarding European and International Law.</i></p> <p>Living in the World – Intercultural Proficiency - LW10 and LWX5:</p> <ul style="list-style-type: none"> • <i>Formulate one's own position concerning ethical and social responsibility in a professional environment.</i> • <i>Assess the effect of changes in society's ecological and social needs on the sustainability of the organisation's business model.</i>
Module Learning Outcomes	<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.
Lesson Plan	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
Teaching Method	Lessons, case studies and discussion
Literature	<ul style="list-style-type: none"> • Wernaart, B. (2016). International Law and Business, a global introduction. Noordhoff Uitgevers ISBN 978-9001871574 • Articles on the semester 3 portal.



Assessment and Passing Criteria	You will be assessed on a written closed book exam with a combination of open and closed questions and an essay. You pass this module if your grade is 5.5 or higher.
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2.4 Business Research 3

Academic year	2020-2021
Educational program	International Business (IB)
Module name	Business Research 3 (BR3)
Position in the curriculum	Semester 3A
Total number of credits	3 ECTSs: 84 hours Contact hour: 28 hours Self-Study hour: 56 hours
Module coordinator	J. Aarts
Program Learning Outcome (PLO)	NP IB Framework Theme: Working and management tools – Business Research – TWM24: <i>Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution.</i> Ways of Working – International Business Communication – WW4: <i>Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience.</i>
Module learning outcomes	The ability to 1) analyse and 2) critically review , the <i>rigor</i> and <i>validity</i> of a variety of research studies in topics related to contemporary international business problems.
Lesson plan	Lesson 1: Introduction and Problem Definition Lesson 2: Literature Review Lesson 3: Overview of research methodology 1 Lesson 4: Overview of research methodology 2 Lesson 5: Quantitative Data Analysis 1 Lesson 6: Quantitative Data Analysis 2 Lesson 7: Quantitative Data Analysis 3 Lesson 8: Qualitative Data Analysis 1 Lesson 9: Qualitative Data Analysis 2
Teaching method	You attend a total of nine online lessons, during which the methodology and analysis of quantitative and qualitative research is discussed. You are expected to spend a total of 56 hours for self-study to 1) prepare for the lessons; and 2) review, remember and understand concepts and principles learned during the lessons.
Literature	Gray, D. E. (2018). <i>Doing Research in the Real World</i> (4 ed.). London: Sage Publications. Additional study materials may be posted on the portal.
Assessment and passing criteria	Open-ended closed-book examination, based on the contents discussed in the lessons and the prescribed literature. You pass the module with the exam grade of 5.5 or higher. In case of a fail, you must retake the exam.

2.5 Business IT Developments

Academic year	2020-2021
Educational program	International Business (IB)
Module name	Business IT Developments <ul style="list-style-type: none"> In the Schedule (Rooster): BUSIT In PROGRESS:
Position in curriculum	Semester 3 A
Total number of credits	2 ECTS <ul style="list-style-type: none"> Attending lectures: 10 hours Studying literature / self-study: 20 hours Team assignment (research) activities: 26 hours
Link to other subjects	Previous modules: Micro Business Environment 2 and Actionable Market Intelligence
Module coordinator	S. Grevink
Module teachers	S. Grevink, T. Terwee
PLOs	WWX3 - Distinguish business IT and high tech trends to enhance business success. LWX5 - Assess the effect of changes in society's ecological and social needs on the sustainability of the organization's business model.
Learning outcomes	<p>While many long-established firms gradually lose profit margins in their traditional markets, new types of companies such as Airbnb, Facebook, Tesla, Uber and Amazon have achieved extraordinary performance. The main objective of this module is to prepare students with fundamental knowledge about the business model canvas and business model innovation.</p> <p>On completion of this module, students can:</p> <ol style="list-style-type: none"> explain the importance of business models and business model innovation to value creation in contemporary businesses; analyze and evaluate currently used business models; identify and assess the impact of major technology developments on a business model; apply the key concepts and tools of business model innovation; modify existing business models as a method of creating new competitive advantage.
Content per lecture	<p>Lecture 1: Business Model Canvas</p> <p>Lecture 2: BMC and Value Proposition Map</p> <p>Lecture 3: Trends for Business Model Innovation</p> <p>Lecture 4: Blue Ocean Strategy</p> <p>Lecture 5: Business Model Innovation and prototyping</p>
Teaching methods	Classes are have the form of lectures (concepts, trends) and workshops (tools) with exercises and presentations. Students are expected to apply what they have learnt in class and use the resources available on the portal for their team assignment. The teams prepare, investigate, analyze and reflect on the impact of a major IT development on a real business model by means of a team report.
Literature	<p>Mandatory:</p> <ul style="list-style-type: none"> Osterwalder, A. & Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Wiley. <p>Digital content, including: PPT slide packs per lecture and (research) reports posted on the Fontys portal.</p> <p>Literature that will be used during the course:</p>



	<ol style="list-style-type: none"> 1. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value Proposition Design. Wiley. 2. Van Der Pijl, P., Lokitz, J., & Solomon, L. (2016). Design a better business. Wiley. 3. Van Wulfen, G. (2016). The innovation maze. Amsterdam: BIS Publishers.
<p>Assessment and minimum score</p>	<p>Regular assessment:</p> <ul style="list-style-type: none"> • The final individual grade is based on a team assignment (a team consists of min. 2, max. 3 students). • The team assignment is submitted via Gradework and graded on a 100-point scale, the grading ranges between 1-10. • Students pass this course when the final individual mark is at least a 5,5 or higher. <p>Deadline regular assessment: <>, 13:15 in Gradework Deadline retake assessment: <>, 13:15 in Gradework</p>

2.6 Business Process Management 3

Academic Year	2020-2021
Educational Program	International Business
Module Name	Business Process Management 3
Module Code	In the Schedule: BPM-3 In PROGRESS:
Position in the Curriculum	Semester 3, Period A
Total Number of Credits and Study Hours	3 ECTSs: 84 study hours Contact hours: 16 hours Self-Study hours: 70 hours
Link to Other Module(s) in the Curriculum	The Practice of Management Consulting, Business Process Management 1 and 2
Lecturer(s)	John Sakwe, Tim Leavers
Program Learning Outcome (PLO)	NP IB Framework Theme: WWX3: Distinguish business IT and High Tech trends to enhance business success TWM20: Evaluate operations processes within and between organisations. TWM21: Manage operations process within and between organisations. TWMX7: Analyse value chains and assess and develop innovative value chain approaches.
Module Learning Outcomes	<ul style="list-style-type: none"> • Students can explain more complex supply chain concepts and operations. • Students are able to explain in detail the practical language and approaches used by companies working in transport, storage, and LSP's in general. • Students can apply SC planning decisions used in different supply chains objectives. • Students will understand how to choose and use some typical supply chain improvement tools.
Lesson Plan	Lesson 1: Overview of supply chains Lesson 2: Supply chain planning and control Lesson 3: Forecasting Lesson 4: Logistics & modality Lesson 5: Warehouse design
Teaching Method	Class lectures and cases
Literature	Introduction to Operations and Supply Chain Management, 4th edition, ISBN: 9781292093420 by Cecil C. Bozarth and Robert B. Handfield published by Pearson Education 2015 plus additional handouts.
Assessment and Passing Criteria	You will be assessed on a written closed book exam with multiple choice questions. You pass this module if your grade is 5.5 or higher.

2.7 Project 3b

Academic Year	2020-2021
Educational Program	International Business
Module Name	Project 3b – International Project Week
Module Code	In the Schedule: PROJ In PROGRESS: Project 3b
Position in the Curr.	Semester 3, Period B
Total Number of Credits and Study Hours	2 ECTSs: 56 study hours Contact hours: 16 hours Self-Study hours: 40 hours
Link to Other Module(s) in the Curriculum	All other subjects
Course Coordinator	Baer van de Kerkhof
Lecturer(s)	TBC
Program Learning Outcome (PLO)	<p>Ways of Thinking WT1, Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion.</p> <p>Ways of working WW5, Communicate (business) messages effectively persuasively using advanced English to an (un)informed audience. WW 6, Collaborate effectively across different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals.</p> <p>Living in the World LW 10 , Express reflections on his personal development with the aim of personal growth. LW 11, respond appropriately to an unfamiliar, or unexpectedly changing, business environment. LW 12, Manage his tasks, even in stressful situations and modify his behaviour or professional product by valuing feedback while maintaining focus on goals</p> <p>Tools of working and Management TWM 24 Recommend financing possibilities in a dynamic international environment.</p>
Module Learning Outcomes	<p>The student is able to perform, under supervision, a well-defined task in a complex situation:</p> <ul style="list-style-type: none"> You are able plan, organise, execute and evaluate a defined research project based on a brief. You can plan, organise, execute and analyse relevant sources and data on the selected research assignment. You are able to identify issues raised in the case. You are able to provide research supported recommendations. You are able to give a structured, co-ordinated presentation as part of a team.
Lesson Plan	Week 8: every day you have sessions with your case-giver and with your team
Teaching Method	Different cases are presented in the weeks before we start. You have to sign up for a case and will be placed in a team. You actively work on this project.
Literature	Depending on the case
Assessment and Passing Criteria	<p>This project consists of two elements:</p> <ul style="list-style-type: none"> - Research and conclusions group report 5 pages 5.5 to pass (20%) - Presentation of the research 5.5 to pass (80%) <p>Hand in January</p>

2.8 International Marketing

Academic year	2020-2021
Educational program	International Business
Course name	International Marketing
Position in curriculum	Semester 3, Period B
Total number of credits	4 ECTS
Course coordinator	J. Aarts MSc, G. Szanto MBA, and I. van Mensvoort MSc
PLOs	<ul style="list-style-type: none"> ▪ Ways of Thinking – Critical Thinking – WT1: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. ▪ Ways of Thinking – International Business Awareness – WT3: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. ▪ Ways of Working – International Business Communication – WW4: Communicate (business) messages effectively persuasively using advanced English to an (un)informed audience. ▪ Living in the World – Management of Information as Digital Citizen – WW7: Produce management information from various data sources in an international business environment. ▪ Tools for Working and Management – Marketing & Sales – TWM15: Develop a well-founded marketing plan to support the creation of value for international customers. ▪ Tools for Working and Management – Business Research – 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.
Module Learning Outcomes	<p>The ability to:</p> <ul style="list-style-type: none"> ▪ You understand and are able to use the framework for an international marketing plan. ▪ You are able to identify and analyse different ways of internationalising the company. ▪ You understand the different motives for internationalization. You are able to advise a company whether to internationalize or not. ▪ You are able to use the screening process to advise a company on which markets to enter ▪ You are able to conduct a market attractiveness analysis. ▪ You are able to assess the present position in foreign markets and the competitive strength of the company. ▪ You are able to evaluate different modes of entry and advise a firm on their market entry strategy ▪ You are able to draft and evaluate a global marketing program, including the 4 P's
Content per lecture	<p>Week 1: 2x lecture (introduction + the decision whether to internationalize) Week 2: 2x lecture (Deciding which markets to enter part I & part II) Week 3: 2x lecture (Market entry strategies part I & part II) Week 4: 2x lecture (Designing the global marketing program & implementing the global marketing program) Week 5: Coaching on marketing plan</p>



	<p>Week 6: Coaching on marketing plan</p> <p>Week 7: Coaching on marketing plan</p>
Teaching methods	<p>This subject consists of lectures and coaching sessions. During the course students work on writing an international marketing plan in teams of max. 5 students.</p>
Literature	<p>Hollensen, S. (2017). Global Marketing (7th edition). Essex, UK: Pearson Education Limited. ISBN: 9781292100111</p> <p>OR</p> <p>Hollensen, S. (2020). Global Marketing (8th edition). Essex, UK: Pearson Education Limited. ISBN: 9781292251806</p>
Assessment and minimum score	<p>Both the regular and retake assessment consist of two parts:</p> <ul style="list-style-type: none"> ▪ A written closed-book exam with multiple choice questions (50%). ▪ Assignment: Writing an international marketing plan and giving feedback on the international marketing plan written by another team (50%). <p>You retake the assessment item(s) that you fail only.</p>

2.9 Financial Accounting

Academic Year	2018-2019 (This module descriptor might change)
Educational Program	International Business
Module Name	Financial Accounting
Module Code	In the Schedule: FA In PROGRESS:
Position in the Curriculum	Semester 3, Period B
Total Number of Credits and Study Hours	3 ECTSs: 84 study hours Contact hours: 18 hours Self-Study hours: 66 hours
Link to Other Module(s) in the Curriculum	Finance & Accounting and Financial Management
Course Coordinator	E. Jansen
Lecturer(s)	E. Jansen, P. Stadhouders
Program Learning Outcome (PLO)	NP IB Framework Theme:
Module Learning Outcomes	<ul style="list-style-type: none"> • Understanding the accounting principles underlying annual reports. • Being able to perform a ratio analysis based on an annual report. • Being able to integrate VAT in the accounting statements. • Understanding and being able to work with inventory costing systems. • Being able to compose consolidated financial statements.
Lesson Plan	<p>Lesson 1: Recap Financial Statements, General Introduction to Financial Accounting, Accounting Principles</p> <p>Lesson 2: Restructuring Equity, stock splits, dividends, share buy backs</p> <p>Lesson 3: Analyzing Annual Reports</p> <p>Lesson 4: International Accounting Regulation</p> <p>Lesson 5: VAT, Taxation</p> <p>Lesson 6: Inventory Costing Systems</p> <p>Lesson 7: Consolidation of Financial Statements</p> <p>Lesson 8: Consolidation of Financial Statements Continued</p> <p>Lesson 9: Q&A and Finish any remaining Practice Assignments</p>
Teaching Method	Discussing and explaining core concepts, working on cases and assignments
Literature	<ul style="list-style-type: none"> • Accounting & Finance, a basic introduction: E. Jansen • Annual Report of McDonalds • Lecture Materials
Assessment and Passing Criteria	<p>You will be assessed on:</p> <ul style="list-style-type: none"> • A written exam with open questions (66.67%). • An analysis of Annual Report (33%).. <p>You pass the subject if your weighted average for both parts and your grade for each part are all 5.5 or higher.</p>

2.10 Business Communication 5

Academic year:	2020-2021
Educational program:	International Business (IB)
Block number and names + Code:	Block 5: Business Communication 5
Position in curriculum:	Semester 3b
Total number of credits:	2 ECTS
Course Coordinator:	Jane Brooks
PLOs:	WW4 - Communicate (business) messages effectively persuasively using advanced English to an (un)informed audience.
Teacher(s):	Sylvie Dieteren and Jane Brooks
Learning objectives:	<p>The student will review topics from year 1:</p> <ul style="list-style-type: none"> • The structure of an essay • The features of introduction, body and conclusion paragraphs • The seven steps of the writing process • The structure of a narrative essay • The structure of a comparative essay <p>The student will learn how to:</p> <ul style="list-style-type: none"> • write a cause/effect essay • use effective transitions in cause-effect essays • use verbs consistently • recognize and avoid sentence fragments • write an argument essay • use effective transitions and connectors in argument essays • understand the important role of modals in argument essays. <p>In addition, the student will continue developing a good range of Academic Vocabulary.</p>
Content per lecture:	<p>In semesters 1 and 2, we focused mainly on reading writing well-structured essays and giving presentations. In semester 3b, we continue with extended writing and vocabulary.</p> <ul style="list-style-type: none"> • Lessons 1 and 2 – AWL sub-list 5 and review of semester 2 • Lessons 3 and 4 – Cause/effect essays • Lessons 5 and 6 – Argument essays



	<ul style="list-style-type: none"> Lesson 7 – Exam preparation
Teaching method(s):	Interactive classes (7 x 2 x 2) hours per week
Literature:	<p>Folse, K. S., & Pugh, T. (2015). <i>Great Writing 5: from great essays to research</i>. Boston, USA: National Geographic Learning/Cengage Learning ISBN 978-1285194967</p> <p>Other useful reference books:</p> <p>Sowton, C. (2011). <i>50 steps to improving your academic writing</i>. Reading, UK: Garnet Education.</p> <p>Cottrell, S. (2017). <i>Critical thinking skills: effective analysis, argument and reflection</i>. London, UK: Palgrave.</p> <p>Articles from The Economist, Marketing Weekly, Fortune – published on the portal (and available from the Mediatheek)</p>
Assessment:	<p>Business Communication 5:</p> <ul style="list-style-type: none"> Assignment: write a cause/effect essay or an argument essay (grade 1-10). Vocabulary portfolio (pass/fail). <p>Student must receive a pass for the portfolio. The assignment grade must be 5.5 or more.</p>

2.11 The Practice of Management Consulting

Academic year	2020-2021
Educational program	International Business (IB)
Module name	The Practice of Management Consulting <ul style="list-style-type: none"> • In the Schedule (Rooster): MANCONS • In PROGRESS:
Position in curriculum	Semester 3 B
Total number of credits	2 ECTS <ul style="list-style-type: none"> • Attending lectures: 12 hours • Team assignment (research) activities: 12 hours • Team coaching: 4 hours • Studying literature / self-study: 16 hours • Preparation and presentation of team assignment results: 4 hours • Preparation and execution of written exam: 8 hours
Link to other subjects	In the same domain: Intercultural Proficiency, Ethics and Business/IT developments.
Module coordinator	Th. Terwee
Module teachers	S. Grevink, T. Terwee
PLOs	WT1 - Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. LW13 - Use appropriate verbal and non-verbal communication in an intercultural setting. TWM24 - Analyze a complex business problem in an international business setting with use of an adequate research design, resulting in an evidence based feasible solution.
Learning outcomes	As companies grow and change, there are always special projects necessary for achieving goals, compliance, or preparing for the next phase of business. This course is designed to introduce and develop students to and with the practices and non-technical skills which, when applied in practice, result in successful consulting projects and engagements. After this course, students can: <ol style="list-style-type: none"> 6. analyze the major consultant types and consulting roles and partnership, 7. define the main goals and phases of the consulting process, 8. be able to carry out effective contracting discussions and arrangements, 9. identify and prioritize the signs of client resistance and deal with it, 10. be able to prepare an appropriate consulting proposal.
Content per lecture	Week 1: (2 hours) The goals of consulting, typical consulting career directions and consulting roles, Week 2: (2 hours) Goal and main phases of the consulting process, Week 3: (2 hours) The ins and outs of contracting discussions and arrangements, Week 4: (2 hours) The signs of client resistance and strategies how to deal with it, Week 5: (2 hours) The goal, structure and content of a consulting proposal; Week 6: (2 hours) The execution and termination of a consulting project. Recent trends in the consulting practice.
Teaching methods	Classes are mainly interactive sessions with presentations and experiential exercises. Students are expected to apply what they have learnt in class and use the resources available on the portal for their team assignment. They work in teams to prepare, execute, analyze and reflect on two real consultancy situations.
Literature	"Flawless Consulting : A Guide to Getting Your Expertise Used", Peter Block, John Wiley And Sons Ltd, 3rd Edition, 2011
Assessment and minimum score	Regular assessment:



The final individual grade is based on a weighted sum of 2 graded elements, as follows:

1. Team assignment grade (a team consists of min. 3, max. 4 students). The team assignment is submitted via Gradework and graded on a 100-point scale, the grading ranges between 1-10.
2. Individual exam. This is a 100 minutes' written closed book, open questions exam. The exam is graded on a 100-point scale, the grading ranges between 1-10.

Students pass this course when the individual mark is at least a 5,5 for each of both graded elements and the combined weighted final mark is 5,5 or higher.

Students who fail the team assignment can repair this in the last week of the same semester. Students who fail the final exam, can retake it after registration.