



International Business

Study Guide

**Semester 4
2021**

*Version 1.0
September 2020*



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1. Introduction to Semester 4

1.1 Welcome

Welcome in semester 4 of our IB programme! You are either a regular IB student or you chose to enrol in our programme as an exchange student. On behalf of all IB staff, we welcome you and wish you a successful and inspiring time as a student in semester 4.

The fourth semester has an outside-in perspective and focuses on 'International Business', and consists of an A- and a B-period of 10 weeks each. In both periods you are offered four subjects and a project. Subjects are offered to you during the first eight weeks of period A and period B and provide you with the knowledge and skills necessary to successfully work on the projects, prepare for the exams and doing the coursework. For more detailed information on the planning of semester 4, see section 3 of this study guide, *Planning of the Semester*.

During the fourth semester you are offered a number of subjects, workshops and meetings many of which are focused on the central theme of the 4th semester: the Junior Consultant. At the beginning of semester 4, you are assigned a consulting project which you execute in a project team consisting of several students. During this project, you are challenged to develop your analytical skills, your ability to improve and change processes and your ability to work effectively in a diverse team environment.

After graduating, you may get a starting position in various lines of business in many different sectors, in business to business or in the service industry. Within these sectors you will be able to perform a variety of functions, e.g. as an assistant to the export manager, the marketing or sales manager, as a business process manager, quality assistant or HR-assistant.

To prepare you for such a position, during semester 4, you will vastly increase your knowledge on the subjects of Economics, Business Process Improvement, Financial Management and Management Accounting, Business Communication, E-Marketing, Sales Management, Organisational Change, Business Research and Career Skills. Next to that, you will learn how to act and think on a strategic and tactical level and how to translate the choices made into operational decisions and improve your skills in cooperation and leadership, planning and organising, judgment and problem solving, coping with intercultural differences, and applying cultural influence in business practices.

The Consultancy Project plays an important role in semester 4. One of its objectives is to develop the necessary competences to apply various theoretical frameworks in practical business situations. During the Consultancy Project, you have the opportunity to prove in a real life business situation both your professionalism as a consultant and your aptitude in the fields of management, marketing and finance.

2. Subjects and the Consultancy Project

The fourth semester consists of an A- and a B-period of 10 weeks each. In both periods you are offered four subjects and the Consultancy Project that runs the entire semester.

Subjects are offered to you during the first eight weeks of period A and period B and provide you with the knowledge and skills necessary to successfully work on the Consultancy Project, prepare for the exams and doing coursework. These subjects and the Consultancy Project are divided over six blocks. Each block consists of several related subjects. For more detailed information on the planning of semester 4, see section 3 of this study guide, *Planning of the Semester*.

2.1 Subjects

Each subject will be assessed by means of a written individual exam and/or coursework. A short description of each of these subjects is given below. More detailed information on these subjects and the project can be found on the semester 4 portal.

2.1.1 Period A

In the A-period, you attend lessons and workshops on Economics, Global Supply Chain Management, Financial Management and Management Accounting, and Business Communication.

Subjects:

- Block 2: Economics: In this subject you will be dealing with the theory and practice of international trade and financial markets.
- Block 3: Business Process Management 4: Business Process Management teaches you the necessary skills and techniques and provides the foundation of Business Process Improvement and how to apply the various tools and methodologies at the Yellow Belt of LEAN and Six Sigma.
- Block 3: Financial Management: Financial Management and Management Accounting are different though related fields of study. They both aim to provide management with tools to enhance value for investors in the company they represent. In this context the focus of Financial Management is more external in nature and addresses the relation of the company and the financial markets vital for its funding. The focus of Management Accounting is more internal and deals with the process of collecting, modifying and analysing information to aid decision making.
- Block 5: Business Communication 6: During this course you will improve your command of English and prepare for future job applications.
- Block 6: Career Skills 2: In this course you will gain knowledge and skills about finding the right internship. An internship that fits your interests and talents. Insights in your qualities and learning interview skills are part of this course.

2.1.3 Period B

In the B-period, lessons and workshops are offered on E-Marketing, Business Developments, International Marketing, Business Research, and Personal Leadership.

Subjects:

- Block 3: E-Marketing: In this module you will work on several assignments that help you understand and apply basic search engine optimization tools to commercial B2B websites, understand and use Google Analytics and craft an executive level E-Marketing strategy presentation.
- Block 3: Sales Skills: After a short introduction on the essence of sales management, the most important aspects of sales management will be discussed: the planning of sales team efforts and the staffing and directing of a sales team.
- Block 3: Business Process Management 5: This course improves your ability to identify the importance of organisational behaviour, describe the main techniques of organisational development and change and identify the key aspects of organisational learning and to advise business on how to improve.

- Block 4: Business Research 4: In several coach sessions you will work on your ability to critically review, and replicate an existing study.

2.2 Block 1: Consultancy Project

Business consultancy refers to the practice of helping organisations improve their performance, primarily through a thorough analysis of existing business problems and development of plans for improvement. A consultant (derived from the Latin 'consultare', which means 'to discuss', from which we also derive words such as consul and counsel) is a professional who provides advice in a particular area of expertise such as accountancy, the environment, technology, law, human resources, marketing, change management, etc.

A management consultant should have a broad set of skills and tools to help companies improve productivity and performance. He/she uses specific methodologies to analyse all the aspects that affect companies, their employees, competitiveness, and products and services. The aspects these professionals are addressing include best practices, stakeholder and risk analysis, various analytical tools and techniques, motivation and incentives, as well as technological adaptation and profitable accounting.

During the Consultancy Project, which starts in the beginning of the semester and ends in period B, you will work in a team of a maximum of five students of at least two nationalities, on a project assigned to you by a client. This client is a real life organisation with a real life business problem. Below you can find examples of consultancy project assignments issued by clients during previous semesters:

- Develop a business balanced scorecard (BBSC) for our organisation.
- Analyse the customer performance of the company using the ServQual methodology and give clear recommendations for improvement.
- Prepare the organisation for the implementation of ISO 9000:2008.
- Write an international marketing plan with which a company can internationalise their product.

Alternative ICT project

As an alternative for a project you acquire yourself, you can choose for a joint consultancy project with Fontys' ICT faculty and students. A maximum of 20 International Business students can participate in mixed project groups with ICT students and work together with external coaches from the companies CapGemini and Quercis to develop project skills and ICT skills. This means that as part of this project, lectures are scheduled where you get taught about Enterprise Resource Planning (ERP) and Business Intelligence. The assignment of this project is to make a business and operational plan for a Coffee Roaster and Vendor with the use of Exact ERP software in a country you choose.

Coach

A Fontys coach is allocated to each of the project teams. This coach will be your guide, whom you can depend on when, during the project, the going gets tough. The coach will also give feedback on your work.

As a team you have two parties that are interested in your way of working and your end results:

- The client, who assigned you the project: your customer.
- The Fontys coach, who is monitoring your learning path and the cooperation in your group.

Several meetings and presentations concerning your Consultancy Project are scheduled in your timetable. In addition, you will attend two Consultancy Skills workshops, related to key consultancy skills and, every week, you and your project coach will meet to discuss the progress of the project and to provide you guidance for the steps ahead.

More detailed information about the way the project and the project work is organised, you can find in the next section.



3. Planning of the Semester

3.1 Semester 4 Structure

Semester 4 starts on 8th February 2020 and ends on 17th July 2021 and follows the structure shown in table 3.1.

Table 3.1: Semester 4 Structure

Week	Activity
1	<ul style="list-style-type: none"> Block 2: Economics. Block 3: Business Process management 4. Block 3: Financial Management. Block 5: Business Communication 6. <p>And working on Block 1: The Consultancy Project</p>
-	Carnival Break
2-8	<ul style="list-style-type: none"> Block 2: Economics. Block 3: Business Process Management 4. Block 3: Financial Management. Block 5: Business Communication 6. <p>And working on Block 1: The Consultancy Project</p>
9-10	Exams
1 (11)	<ul style="list-style-type: none"> Block 3: E-Marketing. Block 3: Sales Skills. Block 3: Business Process Management 5. Block 4: Business Research 4. <p>And working on Block 1: The Consultancy Project</p>
	Spring Break
2-6 (12-16)	<ul style="list-style-type: none"> Block 3: E-Marketing. Block 3: Sales Skills. Block 3: Business Process Management 5. Block 4: Business Research 4. <p>And working on Block 1: The Consultancy Project</p>
7-10 (17-20)	Exams

One day per week will be reserved in your timetable for project work. This should help you to focus on a successful completion of the project during the semester. In addition to these blocked days you have to spend more time on the project. You need to organize this yourself.

Several deliverables are related to the Consultancy Project. The deadlines for these deliverables are given during the Consultancy skills workshops.

3.2 Required Availability and Timetable

You need to be available for school activities, except for during the carnival break (15 to 19 February) and spring break (3 to 7 May), on all working days between 9.00 a.m. and 5.30 p.m. Absence outside the breaks will not be condoned.

The exact times and location of the lessons and workshops can be found in the timetable, which can be retrieved via: <https://sa-fontys.xedule.nl/>. Most classes are scheduled in building R3 and R4.



More information on the date and location of exams and the performance assessment will be, in due time, provided via the IB Exam page.



4. Assessments

As discussed in section 2, in semester 4 you will be assessed on the knowledge and skills obtained during each subject, all of which are individual. Passing all assessments will give you a total of 30 ECTS credits. More information on for instance the number of ECTS credits and the type of assessment per subject and the Consultancy Project is presented in table 4.1.

Table 4.1 Assessment Table

Subject/Project	Period	ECTS credits	Type of assessment	Deadlines
Block 1: Consultancy Project	A+B	7	Report and defense	Deliverables: dates will be communicated during project. Hand in final report: tba Repair: tba
Block 1: Applied ICT Consulting Project (Alternative of consultancy project)	A+B	7	Demonstration, presentation and report	Deliverables: dates will be communicated during project. Halfway presentation: tba Final presentation: tba
Block 2: Economics	A	3	Exam	Regular: week 9/10 Retake: week 19/20
Block 3: Business Process Management 4	A	3	Exam	Regular: week 9/10 Retake: week 19/20
Block 3: Financial Management	A	3	Exam	Regular: week 9/10 Retake: week 19/20
Block 5: Business Communication 6	A	2	Coursework + exam	Exam: Regular: week 9/10 Retake: week 19/20 Coursework: Regular: tba Retake: tba
Block 3: E-Marketing	B	4	Coursework + exam	Regular exam: week 18 Retake exam: week 20 Coursework SEO: Regular: tba Retake: tba Coursework video pitch: Regular: tba Retake: tba
Block 3: Sales Skills	B	2	Coursework	Deliverables: dates will be communicated during course. Coursework: Regular: tba Retake: tba
Block 3: Business Process Management 5	B	3	Exam	Regular exam: week 18 Retake exam: week 20
Block 4: Business Research 4	B	3	Coursework	Coursework: Regular: tba Retake: tba
Total		30 ECTS		



5. Semester 4 Portal

A detailed description of the subjects and consultancy project can be found on the portal of semester 4. Here you can find a description of the various subjects and the Consultancy Project, including the number of ECTS credits, the learning outcomes, the assessment, and an overview of the literature and the required study materials.

Also check the portal of semester 4 for the teaching and exam regulations. You can access the portal of semester 4 via the following link: <https://connect.fontys.nl/instituten/fsbc/Courses/IB/s4>

6. Organisation

During your study in semester 4, various people will guide you, monitor you, and support you. It is important to be aware of the different roles of the teachers so that you know who to turn to when you have a certain question. Teachers do not only teach; they may also act as a tutor, as a coordinator, or as a coach.

6.1 Teachers

Details of the teachers of the various subjects are given in table 6.1.

Table 6.1: Teachers

Subject	Teacher	Office	E-mail
Block 2: Economics	Mr. A. Murphy Ms. Y. Wang	R4 3.10	a.murphy@fontys.nl y.wang@fontys.nl
Block 3: Business Process Management 4	Mr. J. Sakwe Mr. T. Leavers Mr. T. Nieuwenhuijsen		j.sakwe@fontys.nl t.leavers@fontys.nl t.nieuwenhuijsen@fontys.nl
Block 3: Financial Management	Mr. E. Jansen Mr. Stadhouders		je.jansen@fontys.nl p.stadhouders@fontys.nl
Block 5: Business Communication 6	Ms. S. Dieteren Ms. J. Brooks		s.dieteren@fontys.nl j.brooks@fontys.nl
Block 3: E-Marketing	Mr. G. Szanto Ms. D. de Boer Mr. T. van Leeuwen		g.szanto@fontys.nl d.deboer@fontys.nl t.vanleeuwen@fontys.nl
Block 3: Sales Skills	Ms. I. Van Mensvoort Mr. T. Terwee		i.vanmensvoort@fontys.nl t.terwee@fontys.nl
Block 3: Business Process Management 5	Ms. L. Reid Mr. S. Grevink		l.reid@fontys.nl s.grevink@fontys.nl
Block 4: Business Research 4	Mr. J. Aarts Mr. B van de Kerkhof Mw. K. Aswani		j.aarts@fontys.nl n.kwanjai@fontys.nl b.vandekerkhof@fontys.nl

6.2 Tutors

As a student within IBMS, you have been assigned a tutor. This tutor will also be your tutor during the remainder of your study¹.

The tutor is the person tracking your individual development and helping you in making choices in your degree. Apart from that, the tutor will monitor your attendance and study behaviour and will invite you for a meeting if your attendance and/or study behaviour is lacking.

In addition, your tutor will provide you with support in making the correct choices throughout your study career. The tutor assists you with questions relating to your study and supports you in determining in which direction your study career should be steered. In more specific terms, it can be said that the tutor will provide you with support in your professional development, your identity (i.e. Who am I? What do I want? What are my strengths and weaknesses?), your study behaviour and performance. You can find the contact details of your tutor in table 6.2.

¹ If you do not have a tutor yet or anymore, you will be assigned a tutor at the beginning of semester 4.

Table 6.2: Tutors

Name	Office	E-mail
Ms. D. de Boer	R4-3.10	d.deboer@fontys.nl
Ms. B. Cuijpers		b.cuijpers@fontys.nl
Mr. S. Grevink		s.grevink@fontys.nl
Mr. T. van Leeuwen		t.vanleeuwen@fontys.nl
Ms. I. van Mensvoort		i.vanmensvoort@fontys.nl
Ms. L. Reid		l.reid@fontys.nl
Ms. J. de Swart		j.deswart@fontys.nl
Ms. Y. Wang		y.wang@fontys.nl

6.3 Coaches

As discussed above, before you start working on the consultancy project you will also be assigned a coach. You could call him a generalist. Besides that, he is an expert in his specific field such as marketing or management and has an additional range of expertise in the other fields related to the project you are doing (business research, international marketing, economics, etcetera). The coach helps you with integrating the knowledge and skills in your project and ask questions like; did you use the right research method, did you make the right financial calculations, is the structure of the company in line with its strategy? You and your group will have regular meetings with the coach to discuss your progress and to give you feedback on your work.

6.4 Coordination, Support Office and International Office

If you have any questions about your grades or your registration for exams you can visit the Support Office. For housing and other issues you might come across as a non-Dutch student, you can contact the International Office. In case of concerns related to the programme of semester 4, you can contact the coordinator.

How you can contact the personnel of the Support Office, International Office and the coordinator of semester 4, you can find in table 6.4.

Table 6.4: Coordinator, Support Office and International Office

Responsibility	Name	Office	E-mail
Coordination	Mr. S. Grevink	3.10 R4	s.grevink@fontys.nl
Support Office	Ms. S. Verharen-Baten	Faculty Office	s.verharenbaten@fontys.nl
International Office	Ms. A. Antonis Ms. M. Jongenelen-Sips		angelique.antonis@fontys.nl m.sips@fontys.nl



Appendix I. Academic calendar 2020-2021

Fontys 2020-2021 Annual Education Schedule																											
Definitive																											
2020	August					September					October					2020											
week	31	32	33	34	35	36	37	38	39	40	40	41	42	43	44	week											
					e.c.a.	S1	2	3	4	5	5	6	7	no teaching	8												
Mon		3	10	17	24		7	14	21	28		5	12	19	26	Mon											
Tues		4	11	18	25		1	8	15	22	29		6	13	20	27	Tues										
Wed		5	12	19	26		2	9	16	23	30		7	14	21	28	Wed										
Thurs		6	13	20	27		3	10	17	24		1	8	15	22	29	Thurs										
Fri		7	14	21	28		4	11	18	25		2	9	16	23	30	Fri										
Sat	1	8	15	22	29	5	12	19	26	3	10	17	24	31	Sat												
2019	November					December					January					2021											
week	45	46	47	48	49	49	50	51	52	53	53	1	2	3	4	week											
	9	10	S2	2	3	3	4	5	no teaching		no teaching	6	7	8	9												
Mon	2	9	16	23	30		7	14	21	28		4	11	18	25	Mon											
Tues	3	10	17	24			1	8	15	22	29		5	12	19	26	Tues										
Wed	4	11	18	25			2	9	16	23	30		6	13	20	27	Wed										
Thurs	5	12	19	26			3	10	17	24	31		7	14	21	28	Thurs										
Fri	6	13	20	27			4	11	18	25		1	8	15	22	29	Fri										
Sat	7	14	21	28			5	12	19	26		2	9	16	23	30	Sat										
2021	February					March					April					2021											
week	5	6	7	8	9	9	10	11	12	13	13	14	15	16	17	week											
	10	S3	no teaching	2	3	3	4	5	6	7	7	8	9	10	S4												
Mon	1	8	15	22		1	8	15	22	29		5	12	19	26	Mon											
Tues	2	9	16	23		2	9	16	23	30		6	13	20	27	Tues											
Wed	3	10	17	24		3	10	17	24	31		7	14	21	28	Wed											
Thurs	4	11	18	25		4	11	18	25			1	8	15	22	29	Thurs										
Fri	5	12	19	26		5	12	19	26			2	9	16	23	30	Fri										
Sat	6	13	20	27		6	13	20	27			3	10	17	24		Sat										
2021	May					June					July					2021											
week	17	18	19	20	21	22	23	24	25	26	26	27	28	29	30	week											
	S4	no teaching	2	3	4	5	6	7	8	9	9	10	11	12	no teaching												
Mon		3	10	17	24		7	14	21	28		5	12	19	26	Mon											
Tues		4	11	18	25		1	8	15	22	29		6	13	20	27	Tues										
Wed		5	12	19	26		2	9	16	23	30		7	14	21	28	Wed										
Thurs		6	13	20	27		3	10	17	24		1	8	15	22	29	Thurs										
Fri		7	14	21	28		4	11	18	25		2	9	16	23	30	Fri										
Sat	1	8	15	22	29	5	12	19	26	3	10	17	24	31	Sat												
2021	August					September					October					2021											
week	31	32	33	34	35	35	36	37	38	39	39	40	41	42	43	week											
	no teaching		e.c.a.	S1		S1																					
Mon	2	9	16	23	30		6	13	20	27		4	11	18	25	Mon											
Tues	3	10	17	24	31		7	14	21	28		5	12	19	26	Tues											
Wed	4	11	18	25		1	8	15	22	29		6	13	20	27	Wed											
Thurs	5	12	19	26		2	9	16	23	30		7	14	21	28	Thurs											
Fri	6	13	20	27		3	10	17	24		1	8	15	22	29	Fri											
Sat	7	14	21	28		4	11	18	25		2	9	16	23	30	Sat											
<p>Commencement of Academic Year* 31-8-2019*</p> <p>New Year Reception 4-1-2020</p> <p>S_n = Commencement of Study Quarters</p> <p>No teaching</p> <p>Collective closure - no teaching</p> <p>Public Holiday</p> <p>Extracurricular activities</p>														<p>Christmas 25/26-12-2020</p> <p>New Year's Day 01-01-2021</p> <p>Good Friday 02-04-2021</p> <p>Easter Monday 05-04-2021</p> <p>King's Day 27-04-2021</p> <p>Liberation Day 05-05-2021</p> <p>Ascension Day 13-05-2021</p> <p>Whit Monday 24-05-2021</p>													
* Institutes are advised not to organize obligatory activities for the first year students on that day.																											