



International Finance & Control Semester II

Course Descriptions Exchange Students
Summerterm 2024



Preface

Dear Future Exchange Students,

Welcome to an exciting and enriching semester abroad in the dynamic field of International Finance & Control. This manual is designed to introduce you to our multididactical approach, our unique timing structure on our campus, and the compelling content awaiting you in your academic journey. Whether you're already immersed in the world of business management or taking your first steps into this realm, this semester is bound to be a transformative experience.

Multididactical Approach:

One of the distinctive aspects of this program is the multididactical approach that combines projects and lectures. Here, learning is not confined only to the traditional classroom setting. It's a dynamic blend of theory and practice, giving you a well-rounded understanding of the subject matter. You will find yourself engaged in projects that challenge your creativity and problem-solving skills, alongside lectures that offer the essential theoretical foundation. The synergy between these approaches will not only enhance your academic prowess but also equip you with practical skills crucial for your future career.

Timing and Structure:

The timing of your semester is unique on our campus side as well. Rather than following a traditional semester structure, you will be immersed in a quarter of 10 weeks. This intensive format allows for a deep dive into your studies, providing a focused and immersive learning experience. Be prepared to be fully engaged from the moment you arrive.

Short insight in our second semester:

Our second semester is structured around the external and internal analysis, with each block comprising 10 of the 30 credits required. In Block 3, you will delve into the intricacies of external analysis, exploring the global economic landscape, market dynamics, and the competitive forces at play. It's an opportunity to gain insights into the ever-changing world of international business and how external factors influence it.

In Block 4, you'll shift your focus to internal analysis, where you'll explore the inner workings of organizations. Dive into topics like corporate process, human capital, performance evaluation, and strategic planning, as you learn how companies analyse and optimize their operations to thrive in the competitive marketplace.

Embrace Exploration and Expand Horizons: Your Semester Abroad Adventure Awaits!

As you embark on your journey, we encourage you to choose your modules of your exchange program with an open mind and a sense of adventure. This semester is a chance to explore your interests and passions, to push your boundaries, and to develop a deeper understanding of the global business landscape.

Throughout this manual, you'll find invaluable information about our study module offerings. We hope this guide helps you make informed decisions and paves the way for a successful and unforgettable semester.

We invite you to embrace every opportunity, cherish every experience, and connect with the diverse community of fellow students, lecturers, and professionals you will encounter during your time here. Your semester in International Finance & Control is not just about gaining knowledge; it's about personal growth, cultural enrichment, and creating memories that will last a lifetime.

Your journey begins now, and we're excited to be a part of it. Welcome to a world of multidirectional learning, intense quizzers, and a semester filled with exploration and self-discovery. Enjoy your academic adventure in International Finance & Control!

Your Lecturer Team of International Finance & Control Venlo

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Propaedeutic phase: The company and its environment!

During the first two semesters of your studies, which are referred to as the propaedeutic phase, you will learn the basics of business management in order to be able to answer fundamental questions of corporate management, taking into account internal and external factors. In four study blocks (PBB, PBO, PEA, PIA) you will be taught the theoretical basics of business management which you can immediately apply in more depth to practical projects integrated into these study blocks. These study blocks are supplemented and supported by courses on personal development, the acquisition of research skills and international and intercultural awareness in order to be able to examine and solve problems holistically.

In contrast to the other business-related study courses, each semester begins with a thematic introductory week, followed by 2 study blocks of 10 weeks. Both the project-based study blocks and other study blocks are completed with test moments after a seven-week lecture period. A total of five learning lines are distinguished in the propaedeutic phase, which extend across your whole International Finance & Control study.

Figure 1: Overview propaedeutic phase: The company and its environment

	Propaedeutic phase: The company and its environment!	
	Semester 1	Semester 2
Strategic development and management	PBB Business Basics 10 credits	PEA External Analysis 10 credits
Efficiency and effectiveness in business processes	PBO Business Operations 10 credits	PIA Internal Analysis 10 credits
Intercultural behaviour, international skills and communication	PLSI Language & Skills I 5 credits	PLSII Language & Skills II 5 credits
Analytical skills and research methods	PQRI Qualitative Research I 3 credits	PQRI Qualitative Research II 2 credits
Personal & Professional Development	PPDI Personal & Professional Development I 2 credits	PPDII Personal & Professional Development II 3 credits
	30 credits	30 credits

Strategic development & management

The first core-content-based learning line “Strategic development & management” focuses primarily on the defined learning outcomes in the areas of strategic management and governance, risk & compliance. You are taught models, methods and instruments to make entrepreneurial, strategic decisions taking into account as well external influencing factors as the value and risk potential.

Efficiency and effectiveness in business processes

In contrast to the first learning line, the strong focus of the second core-content-based learning line “efficiency and effectiveness in business processes” is on the defined learning outcomes in the areas of performance management and finance, operations and reporting. You are taught models, methods and instruments to process standard business transactions for accounting purposes, to evaluate the company’s financial data for different stakeholders and to shape the company’s processes to ensure the profitability of the company.

Intercultural behaviour, international skills and communication

In addition to both core-content-based learning lines the learning line “intercultural behaviour, international skills and communication” should be mentioned as the first supporting learning line. Due to the advancing globalization and the special location of the FIBS on the Dutch-German border, you will deepen your language skills and get insights into the different cultures in order to be able to work globally as a graduate of an international university of applied sciences.

Analytical skills and research methods

The second supporting learning line is “analytical skills and research methods”, which focuses on scientific work in combination with evaluation methods. In the first two semesters you will learn the basics of qualitative research in order to approach problem solving in a structured manner taking into account the current scientific discourse.

Personal & professional development

PPDI and PPDI are the first two courses of the Personal and Professional Development line. The goal of PPD is to ensure that you develop your talents and are optimally prepared for the future.

Overview learning outcomes propaedeutic phase

		PBB Business Basics	PBO Business Operations	PLSI Dutch/German 1	PLSI Business English 1	PQRI Qualitative Research I	PPDI Personal & Professional Development I	PEA External Analysis	PIA Internal Analysis	PLSII Dutch/German 2	PLSII Business English 2	PQRII Qualitative Research II	PPDII Personal & Professional Development II
	Credits	10	10	2	3	3	2	10	10	3	2	2	3
LO1	Strategic Management	x						x					
LO2	Performance Management		x						x				
LO3	Performance Management	x							x				
LO4	Governance, Risk, Compliance	x	x					x					
LO5	Finance, Operations and Reporting	x							x				
LO6	Finance, Operations and Reporting		x										
LO7	Finance, Operations and Reporting	x	x										
BA1	Research skills	x	x			x		x	x			x	
BA2	Professional expertise	x	x	x	x	x	x	x	x	x	x	x	x
BA3	Responsible conduct	x	x			x	x	x	x			x	x

Semester 2 Propaedeutic Phase

Worldwide, both startups and established companies face the critical challenge of making informed business decisions to ensure their long-term survival and continuous development. The sustainability of an organization hinges on its ability to create value for all stakeholders, encompassing employees, suppliers, customers, government, environmental organizations, financiers, and local residents. Therefore, it is imperative to analyze the entire organizational landscape when shaping strategies and daily operations – a comprehensive approach we refer to as "holistic."

As a financial controller or business controller in your future role, you will become a strategic "business partner," and your advice will be highly regarded. To provide effective guidance to an organization, it is vital to have a deep understanding of the organization as a whole. This involves evaluating the current state and desired future position through both external and internal analyses.

In the external analysis (Block 3), you will explore the meso and macro environments surrounding the organization. The meso-environment encompasses stakeholders with whom the organization retains some influence, like suppliers, competitors, and customers, while the macro-environment involves examining broader factors like political, technological, demographic, and economic developments. These analyses help identify the organization's "opportunities" and "threats."

On the other hand, the internal analysis (Block 4) focuses on the micro-environment within the organization's direct control, including processes, finances, and policies. This in-depth examination reveals the organization's strengths and weaknesses, relative to its competition. This holistic external and internal analysis is often referred to as an "inside-out audit," where you assess the organization's internal landscape and compare it to that of its primary competitors. These analyses serve as the foundation for a SWOT analysis, outlining the "opportunities," "threats," "strengths," and "weaknesses" that guide strategic decisions. The ultimate aim of these strategic decisions is "value creation" for the organization, ensuring its sustainability.

In preparation for your future role, you will delve into core disciplines such as General Economics, Legal Frameworks, Corporate Sustainability and Responsibility, Supplier and Customer Analysis, Process Management, and Corporate Finance. These disciplines provide you with the necessary theoretical knowledge and practical tools.

Moreover, to bridge the gap between theory and practice, a range of workshops will complement these core disciplines. These workshops will equip you with the skills and techniques needed to effectively apply external and internal analyses in real-world scenarios. The practical application of these concepts occurs within the framework of two projects, corresponding to Block 3 and Block 4 of your program

What is this semester about

Block 3: External Analysis		Block 4: Internal Analysis	
PEAT1	General Economics I	PIAT1	General Economics II
PEAT2	Legal Frameworks & CSR	PIAT2	Corporate Finance
PQR11.1	Research Methods II	PQR11.2	Report Writing II
PLS11	Business English I	PLS11	Business English I
PLS12	Dutch/German II	PLS12	Dutch/German II
PPD11	Personal & Professional Development II	PPD11	Personal & Professional Development II
Project: External Analysis of a company		Project: Internal Analysis of a company	
PEAP1.1	Supplier and Customer Analysis	PIAP1.1	Process Management & Cost Accounting
PEAP1.6	Project Kick Off	PIAP1.6	Project Kick Off
PEAP1.7	Project Workshops	PIAP1.7	Project Workshops

Content Block 3: External Analysis

Do you want to know how your company is doing, what your opportunities are and what challenges you have to deal with in the future? Writing an external and internal Analyse is a valuable method to get answers on these questions.

During the conduct of an external analysis you will research the environment in which your company operates which is continuously evolving and hence, changing. The effects of globalization can be quite challenging for companies as this may lead to changes in legislation, competition and customer preferences.

In order to be more competitive, companies need to acquire knowledge that may have an impact on their daily operations, short- and long term strategy. The gathering of this information with the help of relevant models, is part of the “strategic management” of a company. In order to adapt to the modern way of doing businesses, the management of the company needs information with respect to the countries it is operating in (e.g. demographics, legislation regarding import tariffs etc.) and the competition in order to formulate or adjust their strategy – so called “external information”. In order to do this, you are going to gather information regarding the environment of a company and provide a strategic recommendation with your findings.

Block 4 will be dealing with the internal analysis of the company, as both analyses will provide management with a full picture of the company’s strengths, weaknesses, opportunities and threats in order to become more successful.

PEAP Blockproject ‘External Analysis’

In the project of block 3 you are going to work with your designated team and dive into the specific environment of a company (this is the same company you will use for Block 4) for a thorough analysis of the industry needs, the company’s position and the market it operates in. For details of the project we refer you to the project manual.

PEAT1 General Economics I

The primary objective of this course is to equip students with a comprehensive understanding of the fundamental operations and protocols of financial institutions and financial markets, all within the broader context of macroeconomics. Specifically, the course will delve into the mechanisms that govern price determination on financial markets, with a particular focus on interest rates and their structure. Additionally, it will cover the intricacies of the money supply process, the pivotal role played by Central Banks, and the foundational principles of monetary theory, including aggregate demand curves and investment-savings curves.

Upon successful completion of the course, students should gain a deeper insight into the following key areas:

- The roles and operations of financial markets, encompassing their essential functions and procedures.
- The factors influencing price and interest rate levels and their overall structures in financial markets.
- The functions and significance of both Central Banks and the broader financial system.
- The crucial performance metrics used in the field of macroeconomics.

In summary, this course aims to provide students with a comprehensive knowledge base, allowing them to navigate the intricacies of financial institutions, markets, and macroeconomic principles more effectively.

PEAT2 Legal frameworks & CSR

During this course module, students will gain a comprehensive understanding of the legal framework and the concept of Corporate Social Responsibility (CSR). This knowledge extends to the international legal framework, emphasizing its relevance in today's global business landscape. Additionally, students will learn about the legal aspects related to the free movement of goods, people, services, and capital, which they will need to apply in the Block 3 Project - an external analysis.

The module is designed to provide a practical and application-oriented presentation of civil and commercial law, focusing on selected areas of commercial and company law. It addresses the fundamental structures, key distinctions, and their interconnections that are particularly pertinent to individuals engaged in business activities.

In the modern business environment, CSR has gained significant importance. Companies are not only expected to recognize their social responsibilities but also demonstrate their commitment to them. This presents a challenge to corporate management in effectively meeting these expectations and thereby establishing the foundations for long-term success.

Furthermore, this module equips students with the skills necessary for a structured approach to legal analysis, presentation, and argumentation. By the end of this course, students will be well-prepared to navigate the complexities of the legal landscape and integrate these principles into real-world business scenarios.

PEAP1.1 Supplier and Customer Analysis

The increasingly interconnected global landscape of procurement and sales markets, coupled with shorter product life cycles and varying production and service costs, presents a significant challenge for companies. They must consider factors such as supply security, defined quality standards, cost objectives, time constraints, and customer demands when shaping their value chains. Consequently, the knowledge and competencies of individuals in both procurement and sales markets are pivotal to a company's success. This enables them to make informed choices in supplier selection, aligning with their business model and corporate strategy, and cultivating enduring customer relationships.

In light of this, students in this course will acquire a foundation in the fundamentals, methodologies, and tools of supplier management and customer relationship management. This knowledge is essential for identifying partners for long-term, strategic collaborations and laying the groundwork for informed entrepreneurial decisions. Moreover, it's important to note that this course serves as a foundational element for the Block 3 Project - External Analysis, providing students with the requisite knowledge and skills for this upcoming project.

PQR11 Research II

Our supporting learning line is “analytical skills and research methods”, which focuses on scientific work in combination with evaluation methods. In the propaedeutic phase you will learn the basics of qualitative research in order to approach problem solving in a structured manner taking into account the current scientific discourse.

PLS11/PLS12 Business English I

Due to the advancing globalization and the special location of the FIBS on the Dutch-German border, you will deepen your language skills and get insights into the different cultures in order to be able to work globally as a graduate of an international university of applied sciences.

PPD11 Personal and Professional Development II

The goal of Personal and Professional Development line is to ensure that you develop your talents and are optimally prepared for the future.

Content – Block 4 Internal Analysis

Conducting a thorough internal analysis is a crucial step in gaining a comprehensive understanding of your company's current performance and identifying areas that require improvement for achieving success. This analysis entails researching various aspects of your organization, such as its structure, company culture, products, marketing strategies, financial health, and operational processes.

The internal analysis primarily delves into aspects that your company can control or change, like its internal operations and management. It is equally important to differentiate these from external factors, which are beyond your control and belong to the external analysis category. Market research is essential for understanding these external factors (as discussed in Block 3).

Once you've completed both your internal and external analyses, you can integrate the findings into a SWOT matrix, which highlights your company's Strengths, Weaknesses, Opportunities, and Threats. This matrix is a valuable tool for formulating your company's strategy.

To formulate an effective strategy, consider the following questions:

- How can you leverage your strengths to exploit the opportunities in your market?
- How can you address and improve upon your weaknesses to better capitalize on the identified opportunities?
- How can you use your strengths to mitigate the risks posed by the identified threats?
- What strategies can you implement to minimize the impact of your weaknesses in the face of potential threats?

By answering these questions, you can create a strategic plan that maximizes your company's advantages, minimizes vulnerabilities, and positions you to take advantage of opportunities while effectively mitigating threats. This approach will help optimize your company's performance and competitiveness in your market.

PIAP Projectblock 'Internal Analyse'

Carrying out a well-founded internal analysis of an allocated company (this is the same company as in Block 3) by means of the 7S-model of McKinsey. In this project, the results of the internal and external analysis come together. At the end of Block 4 you are able to give advice on the strategic choices of the company. In addition, for the individual part of the project you carry out a financial audit for a company of your own choice. For details of the project we refer you to the project manual.

PIAT1 General Economics II

Microeconomics, as a branch of economics, delves into the intricate intricacies of individual economic decision-makers and their choices. It explores how consumers, often facing constrained budgets, make trade-offs to allocate their resources among various goods and services. It also examines how workers allocate their limited time between working and leisure activities, considering factors like wages and job opportunities.

Additionally, microeconomics is concerned with the strategies employed by firms to optimize their production processes. Firms aim to minimize costs while ensuring the efficient allocation of resources to maximize profits. This involves decisions regarding production techniques, resource allocation, and pricing strategies.

Furthermore, microeconomics delves into the interplay between economic agents. It analyzes how the choices of one individual or entity can influence the decisions of others. For instance, it explores how the individual consumption choices of consumers are aggregated to create market demand, and how the production decisions of firms are aggregated to form market supply. This dynamic interaction extends to the realm of government policy, as microeconomics investigates how consumers and firms respond when the government alters taxation policies or introduces regulatory changes.

In summary, microeconomics not only provides a lens through which to understand the decision-making processes of individuals and firms but also sheds light on the intricate web of interactions that shape market dynamics, resource allocation, and economic outcomes. It is a foundational pillar of economics that helps us comprehend how individual choices, strategies, and government actions collectively shape our economic world.

PIAT2 Corporate Finance

In the realm of Corporate Finance, you will acquire a comprehensive understanding of the fundamental principles that govern the risk and return relationship. This includes the ability to apply the concept that the market value of an investment is intrinsically linked to the present value of its future cash flows. You will also be introduced to essential concepts like firm valuation and the cost of capital, providing you with a robust foundation for making informed financial decisions.

Furthermore, this course equips you with the skills to assess and choose between various investment opportunities. You will develop the capability to distinguish the relative attractiveness of financing alternatives, ensuring that you can make sound financial choices for your organization.

Finally, as part of this course, you will delve into the basics of equity and debt, gaining a deep understanding of how these financial instruments drive the overall value of a firm. This knowledge will empower you to contribute to the financial health and success of your organization, making you a valuable asset in the field of Corporate Finance.

PIAP1.1 Process Management and Cost Accounting

This module offers invaluable insights into the core, managerial, and auxiliary business processes. It equips you with practical tools to methodically describe and analyze your organization's business processes, enabling you to identify bottlenecks and areas in need of enhancement. Importantly, this analysis forms an integral part of the broader project internal analysis, providing a crucial foundation for making informed decisions and driving continuous improvement within your organization.

PQR II Research II

The supporting learning line is “analytical skills and research methods”, which focuses on scientific work in combination with evaluation methods. In the propaedeutic phase you will learn the basics of qualitative research in order to approach problem solving in a structured manner taking into account the current scientific discourse.

PLS II1/PLS II2 Business English I

Due to the advancing globalization and the special location of the FIBS on the Dutch-German border, you will deepen your language skills and get insights into the different cultures in order to be able to work globally as a graduate of an international university of applied sciences.

PPD II1 Personal and Professional Development II

The goal of Personal and Professional Development line is to ensure that you develop your talents and are optimally prepared for the future.

Planning of the semester

A semester consists of 2 blocks of 10 weeks each. Below you will find the general structure of both blocks. The exact times and location of the activities can be found in your digital schedule.

Overview Block 3

LW = Lesson Week

CW = Calendar Week

Hours = Lectures and tutorials (excl.: self-study, examination preparation and examination)

LW	CW	Theoretical	Practical & Supporting	Project																											
1	8	(total 8 weeks): ○ General Economics I (2,5h) ○ Legal Frameworks & CSR (2,5h) ○ Supplier and Customer Analysis (1,5h)	(total 14 weeks, including block 3) ○ Research II (1,5h) ○ PPD II (1,5h) ○ PLS II.1 (1,5h) ○ PLS II.2 (1,5h)	(total 8 weeks) 2,5h. Kick Off & input 2,5h. Project coach meetings																											
2	9				3	10	(total 8 weeks): ○ General Economics I (2,5h) ○ Legal Frameworks & CSR (2,5h) ○ Supplier and Customer Analysis (1,5h)	(total 14 weeks, including block 3) ○ Research II (1,5h) ○ PPD II (1,5h) ○ PLS II.1 (1,5h) ○ PLS II.2 (1,5h)	(total 8 weeks) 2,5h. Kick Off & input 2,5h. Project coach meetings	4	11	5	12	6	13	7	14		Defence: Project	8	15				E	16	Exams		Hand-in: Project		17
3	10	(total 8 weeks): ○ General Economics I (2,5h) ○ Legal Frameworks & CSR (2,5h) ○ Supplier and Customer Analysis (1,5h)	(total 14 weeks, including block 3) ○ Research II (1,5h) ○ PPD II (1,5h) ○ PLS II.1 (1,5h) ○ PLS II.2 (1,5h)	(total 8 weeks) 2,5h. Kick Off & input 2,5h. Project coach meetings																											
4	11																														
5	12																														
6	13																														
7	14				Defence: Project																										
8	15																														
E	16	Exams		Hand-in: Project																											
	17	Retakes		Retake Presentation Project																											

Overview Block 4

LW = Lesson Week

CW = Calendar Week

Hours = Lectures and tutorials (excl.: self-study, examination preparation and examination)

LW	CW	Theoretical	Practical	Project:
1	19	(total 8 weeks): <ul style="list-style-type: none"> ○ General Economics II (2,5h) ○ Corporate Finance (2,5h) ○ Process Management & Cost Accounting (1,5h) 	(total 14 weeks, including block 3) <ul style="list-style-type: none"> ○ Research II (1,5h) ○ PPD II (1,5h) ○ PLS II.1 (1,5h) ○ PLS II.2 (1,5h) 	(total 8 weeks) 2,5h. Kick off and input 2,5h. Project coach meetings
2	20	(total 8 weeks): <ul style="list-style-type: none"> ○ General Economics II (2,5h) ○ Corporate Finance (2,5h) ○ Process Management & Cost Accounting (1,5h) 	(total 14 weeks, including block 3) <ul style="list-style-type: none"> ○ Research II (1,5h) ○ PPD II (1,5h) ○ PLS II.1 (1,5h) ○ PLS II.2 (1,5h) 	(total 8 weeks) 2,5h. Kick off and input 2,5h. Project coach meetings
3	21			
4	22			
5	23			
6	24			
7	25			
8	26			
	27	Exams		Hand-in: Project
	28	Retakes (theoretic block 3)		Retake: presentation project
	29	Retakes (theoretic block 4)		Retake: Project (Block 3)
Summer Holidays				

Examination overview block 3

The block 'external analysis' is divided into a theoretical and a project-based part, which are assessed independently and each correspond to a workload of 5 credits.

A part of the block (theoretical and project) is considered passed if the relevant three partial examinations are completed with a minimum grade of a 5.5.

The individual assessment of the sub-elements is multiplied using the weighting described in the tables on the following page in order to calculate the overall grade for the third project of the study by adding the weighted sub-grades.

Theoretical part study block

Examination code	Examination form	Weighting grade
PEAT1-KT: General Economics I	Written test	50 %
PEAT2-KT: Legal Frameworks & CSR	Written test	50 %
Credits theoretical part		5 credits

Project part study block

Examination code	Examination form	Weighting grade
PEAP1-PA1 External Analysis Report	Report	50 %
PEAP1-PA2 External Analysis Presentation	Presentation & Defence	50 %
Credits project part		5 credits

Qualitative Research part study block

Examination code	Examination form	Weighting grade
PQR11-PA1 Research Methods II	Written Exam	50 %
PQR11-PA2 Report writing II	Report	50 %
Credits Research part		2 credits

Languages part study block

Examination code	Examination form	Weighting grade
PLS11-KT Business English I	Written test	
PLS11-PA Business English I	Oral examination	
Credits Business English I		5 credits
PLS12-KT Dutch/German II	Written test	50 %
PLS12-PA Dutch/German II	Oral examination	50%
Credits Dutch/German II		2 credits

Personal & Professional Development part study block

Examination code	Examination form	Weighting grade
PPDI1-PA1 PPD	Portfolio	PASS/FAIL
		3 credits

Regarding the exact deadlines of the report and the time and location of the defence, you will be informed in time by your tutor.

RE-EXAMINATION

If students fail one or more examination sub-element (grade below 5.5), it is possible to re-take the items of assessment according to the guidelines. It must be taken into account here that the maximum grade for each examination sub-element retake is a 5.5.

Examination overview Block 4

The block 'Internal Analysis' is divided into a theoretical and a project-based part, which are assessed independently and each correspond to a workload of 5 credits.

A part of the block (theoretical and project) is considered passed if the relevant three partial examinations are completed with a minimum grade of a 5.5.

The individual assessment of the sub-elements is multiplied using the weighting described in the tables on the following page in order to calculate the overall grade for the fourth project of the study by adding the weighted sub-grades.

Theoretical part study block

Examination code	Examination form	Weighting grade
PIAT1-KT: General Economics II	Written test	50 %
PIAT2-KT: Corporate Finance	Written test	50 %
Credits theoretical part		5 credits

Project part study block

Examination code	Examination form	Weighting grade
PIAP1-PA1 Advisory Report	Report	40 %
PIAP1-PA2 Presentation & Defence	Presentation & Defence	40 %
PIAP1-PA3 Financial Analysis	Report	20 %
Credits project part		5 credits

Qualitative Research part study block

Examination code	Examination form	Weighting grade
PQR11-PA1 Research Methods II	Written Exam	50 %
PQR11-PA2 Report writing II	Report	50 %
Credits Research part		2 credits

Languages part study block

Examination code	Examination form	Weighting grade
PLS11-KT Business English I	Written test	
PLS11-PA Business English I	Oral examination	
Credits Business English I		5 credits
PLS12-KT Dutch/German II	Written test	50 %
PLS12-PA Dutch/German II	Oral examination	50%
Credits Dutch/German II		2 credits

Personal & Professional Development part study block

Examination code	Examination form	Weighting grade
PPDII1-PA1 PPD	Portfolio	PASS/FAIL
		3 credits

Regard the exact deadlines of the report and the time and location of the defence, you will be informed in time by your tutor.

RE-EXAMINATION

If the students fail one or more examination sub-element (grade below 5.5), it is possible to retake the items of assessment according to the guidelines. It must be taken into account here that the maximum grade for each examination sub-element retake is a5.5.