

# International Business Administration

Study Guide 2006/2007





## Contents

<b>1</b>	<b>General Information for Bachelor's Students</b>	<b>7</b>
1.1	General	7
1.2	Student Facilities	7
1.2.1	Information	7
1.2.2	Blackboard	7
1.2.3	Computer Facilities	8
1.2.4	Study Advice	8
1.2.5	Library	9
1.2.6	Special Examination Facilities	9
1.3	International Students	9
1.3.1	Student Society	12
1.4	The Faculty	14
1.4.1	Research	14
1.4.2	Education	15
1.4.3	Committees	16
1.4.4	Alumni	16
1.5	Rules and Regulations	17
1.5.1	Study recommendations for first-year students	21
1.5.2	Monitoring study progress	21
1.5.3	Conditions for admission	21
1.5.4	Further information	22
<b>2</b>	<b>Bachelor's Programme International Business Administration</b>	<b>23</b>
2.1	General	23
2.1.1	Introduction	23
2.1.2	Academic Calendar	23
2.2	The programme	24
2.2.1	Description of the programme	24
2.2.2	Objectives and final attainment levels	25
2.2.3	Teaching	27
2.2.4	Examinations	28
2.3	First-year programme	28
2.4	Second-year programme	31
2.5	Third-year programme	31
<b>3</b>	<b>Exam parts</b>	<b>33</b>



# 1 General Information for Bachelor's Students

## 1.1 General

### *Address*

Vrije Universiteit Amsterdam  
Faculty of Economics and Business Administration  
De Boelelaan 1105  
1081 HV Amsterdam; the Netherlands  
00 31 (0)20-598 6000

### *Faculty Board*

Prof. dr. H. Verbruggen, dean  
Prof. dr. J.W. Gunning, research  
Mr. P. Sneep, MSc, education  
Mr. R. Zandvliet, student-representative

### *Managing Director*

Mr. F.A.M. Snijders, MSc

## 1.2 Student Facilities

### 1.2.1 *Information*

Most information concerning your studies you will find in this study guide and on the departmental website [www.feweb.vu.nl](http://www.feweb.vu.nl). If you cannot find the information you need, you can visit the programme secretariat on the second floor of the main building (room 2A-16). Its staff can provide additional information on exams, registration, diplomas, et cetera. On the notice boards and monitor screens across the secretariat you find time schedules, exam results and other information relevant to your studies. It is important to check the notice boards regularly.

Important information on registration, deadlines or changes in the programme is sent to you by e-mail. Every student is provided with his own faculty e-mail address. Information is sent to this address only! As you are also responsible for proper maintenance of your account, be certain to check this regularly.

Information is also published in the departmental section of the University's newspaper *Ad Valvas*. This paper appears every Thursday and can be collected free of charge from several distribution points in the main building. Every student is supposed to be familiar with announcements made in *Ad Valvas*.

Finally, relevant course information is published on *Blackboard*. You are advised to check this regularly.

### 1.2.2 *Blackboard*

*Blackboard* is the faculty's digital learning environment. A large part of the teaching is supported by this. *Blackboard* is used to hand out assignments, lecture sheets, additional literature and information on courses. Students are normally required to

hand in assignments through *Blackboard*. All students are required to be familiar with this programme. Manuals can be found on the faculty website: [www.feweb.vu.nl](http://www.feweb.vu.nl).

### **1.2.3 Computer Facilities**

The Faculty has ten computer rooms with circa 200 computers available to students. They are located on the third floor and in rooms 1A-19 and 1B-04/14. All computers are equipped with standard software relevant to economic and business sciences.

All students have free use of the computer network. This includes storage capacity on the network. Students all have their personal faculty e-mail address.

Opening hours are: Monday to Thursday from 9.00-21.45, Friday from 9.00-17.00 and Saturday from 9.00-15.00 hrs. The computer rooms may be closed for personal use when they are needed for teaching purposes. During holidays, the computer rooms are closed in the evenings.

The computer helpdesk will assist you if you experience difficulties. It also sells computer disks, printing credits etc. The helpdesk is located in room 3A-16. Problems or questions can also be reported by e-mail: [helpdesk@feweb.vu.nl](mailto:helpdesk@feweb.vu.nl).

### **University ICT-resources**

Besides faculty facilities, the University offers computer facilities that are relevant to students of all faculties. Examples of these are TIS (the automated Examination Information System), Blackboard, changing personal information such as address, etc. Apart from a faculty user name and password, you will therefore also receive a University user name and password, the so-called VU-net-ID. For questions concerning this, students are referred to the Central Students' Desk in the hall of the main building. For more information visit the University's digital helpdesk at [www.digidesk@vu.nl](http://www.digidesk@vu.nl).

### **1.2.4 Study Advice**

The faculty has four study advisors for student counselling. They offer assistance in planning their studies and give information on courses and the programmes. They may also offer help when students are confronted with exceptional personal circumstances that hamper their progress.

The study advisors for Economics and Business Administration are:

- Ms. Karin Loos, MA
- Ms. Ella Noordhoek, MA
- vacancy

The study advisors can be contacted on Monday, Tuesday, Thursday and Friday from 13.00-14.00 hours or by appointment in room 2A-24. Contact is also possible by telephone 020-598 6116 on the same days from 12.00 - 13.00 hours and by e-mail: [study-advisor@feweb.vu.nl](mailto:study-advisor@feweb.vu.nl).

The study advisor for Econometrics & Operations Research is: dr. R. Nobel, e-mail [rnobel@feweb.vu.nl](mailto:rnobel@feweb.vu.nl), consultation by appointment only.

### **1.2.5 Library**

The University has a well-stocked library, with a large collection of books and journals for economic sciences and business administration. The Economics department of the library is located on the third and fourth floor of the main building. Access is only possible via the entrance on the third floor. The lending library is open daily from 9.00 – 16.45 hrs. During holidays, opening times may differ. Many journals and articles are also available electronically for use elsewhere at the university or at home via the internet. For more information see the library's website: [www.ubvu.vu.nl](http://www.ubvu.vu.nl). Library instructions are an integral part of the first-year study programme. Students may also make use of other faculty libraries, such as Psychology (2nd floor) Social Sciences (7th floor), or Sciences (6th floor of the Science building).

### **1.2.6 Special Examination Facilities**

If you are dyslexic or suffer from a physical or sensory disability that may hinder you when taking exams, you can contact one of the study advisers to see what special facilities are available. Your request must be accompanied by a medical certificate, issued no more than one year previously, from a physician or a psychologist. In cases of dyslexia, your request should be accompanied by a statement from a generally recognised dyslexia testing institute. If your request is granted, you should report to the programme secretariat (room 2A-16) 40 minutes prior to the commencement of the examination.

## **1.3 International Students**

The faculty is fortunate to welcome many international students to its International Business Administration programme. An experienced International Office will help you register and settle in quickly into your new surroundings. The International Officer in charge of the co-ordination of the IBA programmes for international students is

Mr. S.R. de Groot, MSc  
room 2E-70 (2nd floor of the main building)  
E-mail: [IBA@feweb.vu.nl](mailto:IBA@feweb.vu.nl)  
Telephone: 00 31 (0)20-598 9485

In written correspondence you can use the address below:

*Mr. S.R. de Groot, MSc  
Vrije Universiteit  
Faculty of Economics and Business Administration, 2A-20  
De Boelelaan 1105  
1081 HV Amsterdam  
The Netherlands*

International students are requested to contact him on arrival in the Netherlands. He will assist you with any queries you might have and will help you register as well as apply for the residence permit. You can of course also contact him beforehand if you have any questions.

Below you will find the most important details on visa, housing and registration. Please make sure you have read them carefully.

### ***Residence permit and visa requirements***

*The rules for obtaining a residence permit vary, depending on your country of origin. Please check the information below at the Dutch embassy in your own country, or surf to [www.nuffic.nl/immigration](http://www.nuffic.nl/immigration). Details of the procedure outlined in this section may have changed by the time you read this.*

Once you have received the letter of admission to the programme, the Office of International Affairs will apply, on your behalf, for an Authorisation for Temporary Stay (Machtiging tot Voorlopig Verblijf or MVV) and health insurance (which is compulsory for all foreigners) if applicable.

All foreign students staying in the Netherlands for more than three months must have a residence permit. Students who are nationals of another European Union country, or those from Norway, Iceland, Australia, Canada, Japan, Liechtenstein, Monaco, New Zealand, the United States or Switzerland can apply for a residence permit after they arrive in the Netherlands.

If you are from a country other than those listed above then you must have an Authorisation for Temporary Stay (MVV) before entering the Netherlands. The Office of International Affairs will apply, on your behalf, to the Immigration and Naturalisation Service (IND) for an MVV through an accelerated procedure. Please do not apply for this visa yourself as it is not possible to have more than one application running at the same time.

Once this permit has been issued, you can obtain your entry-visa to the Netherlands at the Dutch embassy or consulate in your home country. Remember to ask for a combination visa when picking it up from the embassy, so that you are able to leave the Netherlands and enter it again. Without an Authorization for Temporary Stay, you will not be able to enter the Netherlands or obtain a residence permit.

In order to obtain the permit you will require:

- a valid passport (valid for a year and a month after entering The Netherlands)
- two recent colour passport photographs
- a letter of acceptance as a student of the Vrije Universiteit
- adequate health insurance
- proof that you have accommodation
- proof of your ability to cover all study costs and other expenses, e.g. in the form of a grant or allowance.
- A legalized birth certificate (please study the following link for more information: [http://www.english.vu.nl/prospective\\_students/index.cfm](http://www.english.vu.nl/prospective_students/index.cfm))

### ***Health insurance***

Before coming to the Netherlands, you should contact your own insurance company to find out whether it can provide extra medical cover for your stay abroad and whether you can take out a personal public liability policy. If you cannot obtain supplementary coverage in your home country, then you can take out a policy through the faculty's International Affairs Officer. To this end, the VU has concluded an agreement with Lippmann, a Dutch insurance company. This provides for

supplementary medical expenses and a public liability policy. Without health insurance you will not be accepted for the MVV procedure (see above).

### ***Checklists***

Before travelling to the Netherlands you must have:

- a valid passport
- a visa or Authorisation for Temporary Stay (MVV), if applicable
- a letter of acceptance confirming that you are taking part in a programme at the Faculty of Economics and Business Administration of the Vrije Universiteit Amsterdam.
- proof that you have the financial means to cover your stay in the Netherlands
- a legalized birth certificate (in English, German, French or Dutch)
- if you are married, a marriage certificate
- three recent colour passport photos
- a medical insurance policy with extra medical cover for treatment abroad, and a personal public liability policy. If you cannot obtain supplementary cover in your own country, you can take out a policy through the International Affairs Officer (see above, under 'Health insurance').

On Arrival in the Netherlands

- Once you have arrived in the Netherlands you must
- contact the faculty's International Affairs Officer and ask for a letter confirming your status at the VU
- register at the Student Admissions, Examinations and General Course Information office
- register with the local authority (civil register) if you intend to stay for more than four months. In order to register, you will need your passport and residence permit as well as a birth certificate (in English) and, if you are married, a marriage certificate.

### ***Accommodation***

The Vrije Universiteit has rooms available for foreign students joining the IBA programme.

When making a reservation, students are required to pay a deposit of 500 euro in advance to the Office of International Affairs.

The Vu will arrange a room for you if your application form is received before April 1. Otherwise your name can go on the housing list but will not have priority, see also our website.

### ***Faculty registration***

Following your arrival, you should first contact the Office of International Affairs in order to complete your registration. The best way to contact the International Officer is by email (IBA@feweb.vu.nl) or by phone (++31 (0)20 5989485. In writing, please use the address above.

When registering, you must bring the following documents with you

- a valid passport
- a visa or Authorisation for Temporary Stay (MVV)
- proof of payment of the tuition fee
- photographs
- passport

- copy of diploma
- TOEFL/IELTS result (if applicable)

It is important to realize that you should NOT send originals through the mail! Please send certified copies and bring the originals (including the letter of admission) when you come to the Netherlands.

### ***Information***

Information about the Netherlands can be found in the booklets entitled 'An introduction to Living in Holland' and 'Practical Guide to Living in Holland', both of which can be ordered from Nuffic (Netherlands Organization for International Cooperation in Higher Education).

Information about Amsterdam can be found on [www.iamsterdam.nl](http://www.iamsterdam.nl)

### **1.3.1 *Student Society***

#### ***Aureus***

*Aureus* is the study association for all students of the Faculty of Economics and Business Administration at the Vrije Universiteit, except for econometrics students. *Aureus* functions as an intermediary between the students, the faculty and business life. It has 3000 members of which 125 are actively involved in our organization. Together they organize an array of activities, offering members self-development opportunities and valuable social contacts. *Aureus* aims to offer all Economics and Business students additional value during their studies by organizing academic, career, international and social activities in which they can participate. In this way students get to know fellow-students, learn vital job-application skills, gain organizational experience and get in touch with business life.

#### ***Bookstore***

The *Aureus* Bookstore - room 2A-11 - offers study books, subtracts and summaries to *Aureus* members with a discount of 10-15%.

The bookstore opening hours:

Monday 11.00-15.00

Tuesday 11.00-15.00

Friday 11.00-15.00

#### ***Membership***

To become an *Aureus* member you only have to pay a one-time membership fee of €35,-. After payment you are an *Aureus* member for the entire duration of your study period. The bookstore discounts add up so quickly that the membership fee can be earned back well within six months!

Furthermore the passive membership enables you to make use of the *Aureus* intranet where you can find old exams and the internship database. Subscription forms can be found at the *Aureus* Bookstore.

#### ***Active Membership***

All *Aureus* activities are organized by active members. They can be seen as the employees of *Aureus*. Becoming an active member of *Aureus* gives you the opportunity to gain great organizational experience, get to know other students and cooperate with renowned names in Dutch business life. You learn how to work in a

team and how to set up an activity successfully. It is a greatest opportunity to put into practice what you learn in class! *Aureus* organizes monthly drinks for its active members and an active-member-weekend once a year.

If you wish to become an active *Aureus* member, fill in the subscription form in the *Aureus* Bookstore, drop by the office - room 6A-03 - or send an email to aureus@feweb.vu.nl.

### ***International***

*Aureus* organizes several activities aimed especially at International Business Administration students and English speaking participants. Examples of this are:

- European Study Trip
- SVS International Research Project
- Amsterdam Career Days
- exchange activities
- introduction week

These activities are organized by English-speaking students and are conducted in English as well. Are you interested in organizing or participating in one of these activities, write an email to aureus@feweb.vu.nl.

### ***Contact***

Study association *Aureus*, de Boelelaan 1105, room 2A-11, 1081 HV Amsterdam, Tel. +31 20 598 6135, www.aureus-vu.nl.

### ***Kraket***

*Kraket* organizes study-related activities for students of Econometrics and Operations Research. Business excursions to for example Price Waterhouse Coopers, ING, KLM or other enterprises serving as prospective working environment for econometricists are part of the programme. It also organizes study travels abroad.

*Kraket* also publishes *Aenorm*, the faculty magazine on Econometrics, in which staff, students and alumni publish regularly on a variety of econometrical topics. The society works closely together with other student societies for students of Econometrics of other universities.

Finally, *Kraket* makes sure that there is enough room for entertainment, drinks, sports tournaments and fun in general. Membership is cheap and gives you a 10% discount on study books, available from the *Kraket* bookshop. *Kraket* is located on the first floor of the main building, room 1a-13. E-mail: kraket@feweb.vu.nl, website: www.kraket.nl.

### ***Faculty Student Council***

The Faculty Student Council (FSC) represents the interests of all faculty students. It consists of five members, yearly elected by students of the faculty through the University's election procedure. It participates – together with members of staff - in the joint assembly, which advises on, or approves of, decisions made by the Faculty Board. The FSC is also responsible for student participation in various committees, including a student representative attending meetings of the Faculty Board.

All students can contact the FSC directly at studentenraad@feweb.vu.nl.

## 1.4 The Faculty

The Faculty of Economics of the Vrije Universiteit was established in 1948. In 1987 the Faculty merged with the Faculty of Actuarial Science and Econometrics to form the Faculty of Economics, Business Administration and Econometrics. Currently the Faculty is referred to as FEWEB (which stands for the Dutch equivalent of Faculty of Economics and Business Administration).

FEWEB is a medium-sized faculty, with approximately 3000 students, 1500 postdoctoral students and about 400 academic and non-academic members of staff. The faculty is headed by the Faculty Board, consisting of the dean, the director of education and the director of research. A student-representative attends the Faculty Board meetings in an advisory capacity.

Members of staff are organized into seven departments, each headed by a professor. These departments are responsible for the research and education programmes of the faculty:

- Department of Economics and Development Economics
- Department of Accounting
- Department of Finance
- Department of Information Sciences and Logistics
- Department of Management and Organization Sciences
- Department of Marketing
- Department of Spatial Economy
- Department of Econometrics and Operations Research

### 1.4.1 *Research*

Research at the faculty is organized into 16 research programmes. All education programmes are supported by scientific research. The major research fields of the faculty are regional economics, labour economics, econometrics and development economics. In these areas the faculty has relatively large, internationally outstanding research groups. Furthermore, there are four research institutes affiliated to the faculty:

**The Tinbergen Institute** is a joint initiative of the Faculties of Economics of the VU, the Erasmus University Rotterdam and the University of Amsterdam. The Tinbergen Institute is a research institute covering the major fields within the economic discipline. The Tinbergen Institute also includes a graduate school for training the PhD students of the three faculties.

**Centre for World Food Studies (SOW-VU):** concerned with contract research in the field of food supply.

**Amsterdam Centre for Business and Economic Research (AMBER):** concerned with contract research for companies and not-for-profit organisations in the fields of general economics and business economics.

**Amsterdam Research Centre in Accounting (ARCA):** carries out research into financial accounting, management accounting and auditing.

#### **1.4.2 Education**

The Faculty offers four undergraduate, seven full-time master, two part-time master and thirteen post-Master programmes. Three undergraduate programmes and the part-time and post-Master programmes are taught in Dutch, the bachelor's programme International Business Administration and the full-time Master's programmes are in English.

Admission to any of the post-Master programmes is dependent on the master you have taken. It leads to further specialisation and professional education. For more information on the post-Master programmes see the website: [www.feweb.vu.nl](http://www.feweb.vu.nl). For more information on Research and Education you can contact Onderwijscentrum VU, telephone: 020-5989222, e-mail: [onderwijssecretariaat@ond.vu.nl](mailto:onderwijssecretariaat@ond.vu.nl), website: [www.onderwijscentrum.vu.nl](http://www.onderwijscentrum.vu.nl).

##### ***Undergraduate programmes (Dutch-taught)***

- BSc in Economics and Business
- BSc in Econometrics and Operations Research
- BSc in Business Administration

##### ***Undergraduate programme IBA (English-taught)***

- BSc in International Business Administration

##### ***Master's programmes full-time (English-taught)***

- MSc in Accounting and Control
- MSc in Business Administration
- MSc in Econometrics and Operations Research
- MSc in Economics
- MSc in Economics: Spatial and Transport Economics
- MSc in Finance, both regular and honours track Quantitative Finance
- MSc in Marketing
- MPhil in Economics, Econometrics or Finance (two-year research master)

##### ***Masterprogrammes part-time (Dutch-taught)***

- MSc in Accounting and Control (in combination with post-master programme Accountancy)
- MSc in Business Administration

##### ***Post-Master programmes (Dutch-taught)***

- Chartered accountant (Registeraccountant)
- Registered Controller
- Controller in public en non-profit sector
- Certified Management Accountant
- Certified Financial Manager
- Chartered Financial Analyst
- Register EDP-Auditor
- Management Consultant
- Change Management

- Treasury Management
- Financial and Investments Specialist
- Research and Education (teacher training programme, full-time and part-time)

### 1.4.3 *Committees*

There are several committees, often including student members, active within the faculty. These advise the Faculty Board. The Faculty places great emphasis on student participation. Any student following a course of study within the Faculty is eligible to participate in a committee. This usually involves the intercession of the Faculty's Student Council. The following committees are of importance to students:

#### *Programme Committee*

These committees advise the Faculty Board on issues relating to teaching, such as the design of the programme, the Academic and Examination Regulations, and bottlenecks in teaching. The programme committee consists of members of the academic staff and students. Each programme has its own programme committee.

#### *Examination Board*

The examination board is responsible for maintaining proper procedure during examinations and for awarding the results. The examination board makes decisions concerning exemptions, and gives approval for the inclusion of extra-faculty optional subjects in the examination programme. In addition, they can consent to departures from normal procedure on the ground of exceptional circumstances. The examination board consists of members of the academic staff. Students can contact the examination board via [examinationboard@feweb.vu.nl](mailto:examinationboard@feweb.vu.nl).

#### *Library Committee*

The library committee consists of four members appointed from among the academic staff, and one student appointed at the intercession of the faculty's Student Council. The library committee's task is to make recommendations concerning any written information pertaining to the Faculty's teaching and research activities, and regarding the way in which the Faculty's funds for collection building are dispensed.

### 1.4.4 *Alumni*

All alumni receive the faculty's relation magazine *Vuurwerk* and the University's alumni magazine *Gewoon Bijzonder* twice a year. In addition, activities for graduates are organised regularly to promote contact between graduate economists, econometricians, and the staff of the Faculty. For us to contact you it is important that we have your proper address. If you wish to remain informed, send any change of address also to: Vrije Universiteit Amsterdam; alumni bureau; attn. Ms Charlotte Vroon, room 1H-62; De Boelelaan 1091; 1081 HV Amsterdam; Netherlands.

#### *Econometrics Alumni Association*

The Econometrics Alumni Association at the Vrije Universiteit Amsterdam was founded in 1997. Its purpose is to help graduates to stay in touch, both with one another and with the Econometrics Department. In addition to publishing the alumni newsletter *Econometristen in Actie* (Econometricians in Action), the Association organizes an annual reunion which is attended by many graduates who are keen to find out how everyone is getting on. A list of graduates is also published. All alumni

can use this to find out what their contemporaries are doing these days, and where they are working.

## **1.5 Rules and Regulations**

All formal rules pertaining to teaching and examinations are laid down in the Academic and Examination Regulation. This document is accessible via the faculty's website: [www.feweb.vu.nl](http://www.feweb.vu.nl). Below you will find a summary of the most important rules and regulations.

### ***1. Registration for exams***

Students must register for each exam no later than eight days prior to the commencement of the examination in question. Registration is by means of the University's registration system TIS (the automated Examination Information System). TIS is accessible via <http://tis.vu.nl>. Failure to register may result in your being unable to take part in the exam. You can only take part if there is room in the examination hall and if there are sufficient examination papers. You can only get the result of your exam after you have paid a fine.

### ***2. Examination timetable***

Students are given details of the examination timetable well in advance. This is done via the website [www.feweb.vu.nl](http://www.feweb.vu.nl) and via the programme secretariat. When drawing up the timetable for final examinations, the examination board can only take in account those public holidays and other free days that have been designated as such by the Executive Board of the Vrije Universiteit.

### ***3. Starting times and examination halls***

On the day of the examination, the starting times and examination hall layout will be displayed on the monitors or notice-boards in the hall near the programme secretariat. Information displayed on the monitors is also accessible via the faculty website: [www.feweb.vu.nl](http://www.feweb.vu.nl)

### ***4. Code of conduct for examinations***

1. During a written examination, students are required to hand over their university registration card (or other means of identity bearing a photograph) so that their student number can be checked against the list of students registered for the examination.  
During written examinations, students are required to follow the invigilator's instructions concerning the maintenance of order in the examination room.
2. There is no free choice in seating: seating is allocated.
3. You may only bring with you: pen, pencil, pencil sharpener, eraser, ruler and calculator. Sometimes a graphic calculator may be used, subject to approval by the examiner. Other attributes may not be used and may not be present on your writing desk.
4. Students arriving after the examination has started may be excluded from participating in the examination.
5. Students may not leave the examination room until one hour after the start of the examination.

6. You will not be permitted to leave the examination hall within one hour of the start of the examination;
7. The use of mobile phones during the written examination is prohibited.
8. Students must hand in their examination papers to one of the invigilators and are required to sign the list of registered examination candidates.
9. Students are prohibited from removing examination writing paper after the examination has ended.
10. At the end of the examination students must remain seated until the invigilators have collected all examination papers.
11. If fraudulent acts are detected during a written examination, the relevant article of the Academic and Examination Regulations comes into effect.

### ***5. Fraud***

In cases of fraud, the examination board awards the student in question a mark of zero points. The examination board can also bar the student from sitting one or more future examinations for that programme, for a period of no more than twelve months.

### ***6. Examinations can also cover lecture notes***

Insofar as a given examination component includes teaching, questions may also be asked concerning the material covered in the lecture notes for the most recent academic year.

### ***7. Examinations, marking and inspection***

Examiners must award the results of written examinations ten working days after the examination in question. You will subsequently be entitled to inspect the marked work. Such inspection usually takes place at one or more set times. Details of these times will be published by the examiner. During the inspection you will be able to familiarize yourself with the questions and assignments, the standard working involved, and means of standard setting.

### ***8. Marking***

#### ***a. Marking International Business Administration, for years one and two***

Students must obtain a 'satisfactory' grade in all subjects. 'Satisfactory' is equivalent to a grade of 5.5 or above on a scale of 1 - 10. The final mark for a given subject is usually derived from the constituent mark for a written examination and the constituent mark for the case lectures or practical classes. In such cases, the constituent mark for the written examination is worth 60% of the total mark, while the constituent mark for the case lecture is worth 40%. These constituent examinations are subject to a threshold. This means that students must obtain a grade of at least 5.0 in both the written constituent examinations and the cases/practical classes. Credits will only be assigned if students obtain a satisfactory final mark for the subject in question.

Sub-results are awarded for:

- a written examination (grade on a scale of 0.1 to 10, to one decimal place)

- working and presentation of a case/practical (grade on a scale of 0.1 to 10, to one decimal place)

***Marking International Business Administration, for year three***

Students must obtain a ‘satisfactory’ grade in all subjects. ‘Satisfactory’ is equivalent to a grade of 5.5 or above on a scale of 1 - 10. The final mark for a given subject can be arrived at by means of various separately assessed components. To this end, no constituent marks are awarded in the third year. The only grade awarded is the final grade for the complete examination.

***b. Marking Econometrics & Operations Research***

Examinations are either awarded a whole number grade in the series 1,2,...,10 or are marked as ‘satisfactory’ or ‘unsatisfactory’. Constituent marks are graded to one decimal place. In special cases, such as fraud, a grade of 0 can be awarded. The result of an examination is considered to be satisfactory if it is awarded a grade of at least six, is marked as ‘satisfactory’, or if an exemption has been awarded by the examination board. A sub-result is considered to be satisfactory if the grade is 5.5 or above.

***c. Marking Economics, year one and two***

Students must obtain a ‘satisfactory’ grade in all examination components. ‘Satisfactory’ is equivalent to a grade of 5.5 or above. Throughout the period of activating learning methods you can be awarded a bonus point of up to a single grade point. However, you will only be awarded this grade if you have satisfied the attendance requirement and the participation requirement. If you miss one in three of these occasions, or if one of the assignments was unsatisfactory, then your maximum possible entitlement falls to half a bonus point. If you are absent on more than one occasion, or if more than one assignment is unsatisfactory, then you will forfeit your entitlement to a bonus point. If a subject includes six rather than three periods of activating learning methods, then at least five of your six assignments must be graded satisfactory if you are to retain your maximum entitlement of a single bonus point, and three out of four assignments must be satisfactory for half a bonus point. If less than three assignments are satisfactory then no bonus point will be awarded. ‘satisfactory’ means that you must be present! The lecturer retains the right to withhold your bonus if you fail to meet all reasonable requirements when it is your ‘turn’ in your working group.

A bonus is only awarded at the first opportunity to sit the examination for the subject in question and at the ‘resit’ that follows immediately afterwards. Once these have passed, the bonus point will be nullified.

Subjects which are worth three ECTS credits have only a single written examination. Accordingly, only a single grade is awarded. Where applicable, a case/assignment is an integral part of this written examination. Those theme assignments, courses, and subjects given in a practical period, are evaluated in the period in question.

***Marking Economics, year three***

Students must obtain a ‘satisfactory’ grade in all subjects. ‘Satisfactory’ is equivalent to a grade of 5.5 or above. The final mark for a given subject can be arrived at by means of various separately assessed components. To this end, no constituent marks

are awarded in the third year. The only grade awarded is the final grade for the complete examination.

***9. Sitting the same examination more than once***

If a student sits the examination for a given subject more than once, then it is the most recent mark that counts.

***10. Period of Validity***

Successfully completed Bachelor's examination components from the first year remain valid until the end of the second year of registration (31 August). For example, if you started in September 2006 and you obtained a 'satisfactory' grade for *Introduction to IBA* in October 2006 (period 1.1), then this result will remain valid until 31 August 2008.

A fully completed first-year programme remains valid until the end of the fifth year of registration. Using the example shown above: if you pass all of the first-year subjects within a period of two years, then all subjects will remain valid until 31 August 2011.

The results of the subjects from the second and third year have a period of validity that lasts until the end of the fifth year of registration.

In brief, this means that you can take two years to complete the first year of the Bachelor's programme, and five years for the entire Bachelor's Programme.

***11. Non-validity of examination results***

Sometimes students must have express permission from the examination board to sit an exam. This applies, for instance, if you want an extra opportunity to sit the examination, if you want to take the examination in a non-standard way (e.g. oral rather than written) or if you have failed to satisfy the registration requirements for examinations. In such cases, lecturers (examiners) are not permitted to conduct examinations nor, as the case may be, to announce the results of an examination without the express permission of the examination board. If, in such cases, an examiner announces the results without the permission of the examination board, students cannot appeal to the examination board concerning the validity of the examination results.

***12. Admission to components of the second and third year of the Bachelor's programme***

You are only permitted to take part in the examinations, cases, practicals etc. of the second and third years of the programme if you obtained at least 39 ECTS credits during the first academic year. At the end of your second year of registration you can only continue your studies if you have passed all of your first year examinations.

***13. Decisions Examination Board***

Students who submit a request to the examination board can request a verbal exemption from the administrative secretary of the examination board on the day after it meets. A written reply will be sent as soon as possible. Examination Board

decisions of a general nature are published in the university newspaper, Ad Valvas, and on the Faculty's homepage.

#### ***14. The Bachelor's degree examination***

You will have passed the Bachelor's degree examination if you obtained 'satisfactory' grades in all examination components. 'Satisfactory' is equivalent to a grade of 5.5 or above. You must apply to the programme secretariat for the Bachelor's degree examination, in person. The examination board checks whether you have met all of the examination requirements, and officially records the result of your Bachelor's degree examination. You will subsequently receive an invitation to a degree ceremony. The date on your degree certificate is the last day of the month in which you applied for the certificate. Degree ceremonies are held on several occasions during the year. The dates of these ceremonies are displayed at the Student Services desk. Unless you are able to show a valid proof of identity (passport, local authority identity card, or driving licence) at the degree ceremony, you will not be able to collect your degree certificate.

#### ***15. Right of appeal***

If you disagree with a decision made by an examiner or a board, contact the study advisor as soon as possible after the decision in question has been made known. The study advisor can provide you with information concerning possible avenues of appeal and the associated procedures. With regard to the possible avenues of appeal, further details are contained in the institute-specific section of the student statute.

##### ***1.5.1 Study recommendations for first-year students***

Before 1 July in the first academic year, you will receive from the examination board a non-binding study recommendation on whether or not to continue your studies.

##### ***1.5.2 Monitoring study progress***

Examination components that are graded as 'satisfactory' confer credits. The European Credit Transfer System (ECTS) is used for this purpose. In this system, one academic year is worth 60 ECTS credits. These 60 ECTS credits are equivalent to a study load of 1680 hours. Thus, in order to obtain 1 ECTS credit, you must study for approximately 28 hours. The progress of your studies is measured in terms of the number of ECTS credits obtained. Each year, around March and before 1 October, you will receive from the examination board a summary of your study progress. If you fail to achieve the standard, which is set out in the Student Finance Act, then the Informatie Beheer Groep (IBG; the body charged with the implementation of a number of laws and regulations governing finance and administration in the education sector in the Netherlands) will be notified before 1 November. In a case like this, the VU's Department of Student Services van de VU will inform you in good time (before 1 November) about the repercussions in terms of the professions that are open to you.

##### ***1.5.3 Conditions for admission***

Economics and (International) Business Administration: a pre-university diploma (VWO within the Dutch system) with at least Mathematics A1,2 and Economics 1 (upper secondary phase) or Maths A or B ('old style').

For Econometrics and Operations Research: a pre-university diploma (VWO within the Dutch system) with at least Mathematics B1 and Economics 1 (upper secondary phase) or Maths A or B ('old style').

Those holding a foundation year certificate (from an institute of higher vocational education or a university) can also be admitted to the Bachelor's programme. With diplomas of this type, the examination board will determine whether the holder has sufficient background knowledge of mathematics.

***Bringing a student's knowledge of mathematics up to standard***

If your examination subjects did not include mathematics, then your knowledge of this subject will be deficient (i.e. not up to the required standard). This deficiency must be eliminated before you can register for the programme. One way to eliminate a deficiency in your knowledge of mathematics is to obtain a certificate elsewhere, one that is equivalent to the pre-university subject Mathematics A1,2 or B1. To obtain admission to the programme in Economics or Business Administration, you have two opportunities each year to take a mathematics A1,2 examination given by the Faculty. Anyone wishing to sit such examination should contact one of the study advisers (+31-(0)20- 5986116).

***University admissions test (Colloquium Doctum)***

If you cannot meet the above mentioned conditions for admission and if you are above the age of 21, then you have the option of sitting a university admissions test. Further details can be obtained from the Student General Counselling Service at the Department of Student Services: [www.vu.nl/diensten/studentenzaken](http://www.vu.nl/diensten/studentenzaken).

**1.5.4 Further information**

Further information, and the rules on which these regulations were originally based, can be found in the:

- WHW (Higher Education and Scientific Research Act), Article 7.12 fourth paragraph, 7.13
- VU statutes, Chapter II
- Faculty regulations
- Academic and Examination Regulations (OER);
- Rules and guidelines for interim and final examinations (R&R);
- and at the Faculty's website: [www.feweb.vu.nl](http://www.feweb.vu.nl).

## 2 Bachelor's Programme International Business Administration

### 2.1 General

#### 2.1.1 Introduction

The bachelor's programme International Business Administration is set up according to the Bachelor's–Master's structure. This system was introduced to harmonize European university programmes, so as to make them more easily comparable. Accordingly, the degree programme International Business Administration consists of a three-year Bachelor's programme, which can be followed by a one-year Master's programme.

The IBA programme gives you a thorough theoretical grounding in business administration. At the same time, considerable attention is devoted to applying this theoretical knowledge to specific problems. This involves various academic skills, such as making reports and giving presentations.

This guide gives a detailed description of the programme. It contains all sorts of information relevant to your studies. It also describes which Master's programmes you can take after you graduate. For the Master's programmes themselves, see the study guide entitled *Master's Programmes*.

The paragraph *Rules and Regulations* is especially important. This contains the rules of the game, as it were, of the study programme. While such rules are undeniably important, bear in mind that they may change over time. Accordingly, no rights may be derived from the information contained in this study guide. The most up-to-date information can be found at the Faculty's website ([www.feweb.vu.nl](http://www.feweb.vu.nl)), on *Blackboard* and on the notice-boards at the programme secretariat. Details of amendments and other information will also be sent to the e-mail address that was given to you by the Faculty. You are advised to check this e-mail account regularly.

#### 2.1.2 Academic Calendar

The planning for the 2006-2007 academic year is as follows:

04.09.06 – 13.10.06 lectures for period 1

16.10.06 – 20.10.06 self-study period

23.10.06 – 27.10.06 exams period 1

30.10.06 – 08.12.06 lectures for period 2

11.12.06 – 15.12.06 self-study period and resits period 1

18.12.06 – 22.12.06 exams period 2

08.01.07 – 02.02.07 lectures for period 3

29.01.07 – 02.02.07 exams period 3

05.02.07 – 16.03.07 lectures for period 4

19.03.07 – 23.03.07 self-study period and resits periods 2 and 3

26.03.07 – 30.03.07 exams period 4

02.04.07 – 14.05.07 lectures for period 5  
15.05.07 – 23.05.07 self-study period and resits period 4  
24.05.07 – 01.06.07 exams period 5

04.06.07 – 29.06.07 lectures for period 6  
02.07.07 – 06.07.07 exams and resits period 5 and 6

20.08.07 – 24.08.07 resits period 6

**No lectures or examinations will be held on the following dates:**

25 December 2006 - 5 January 2007: Christmas Holidays

Friday 6 April: Good Friday

Monday 9 April: Easter Monday

30 April: Queen's Birthday

Thursday 17 and Friday 18 May: Ascension Day; Bank Holiday

Monday 28 May: Whitsun

15 July - 03 September: Summer Holidays

## **2.2 The programme**

### **2.2.1 *Description of the programme***

The IBA programme is geared towards professional business services. It focuses on business service providers and how they operate. Think for instance of banks and insurance companies, distributors and transport companies, consultancy firms, software houses, and Internet-based companies. However, industrial companies also have service-based processes. Some examples of these are internal consultancy services, an IT department, and a distribution centre.

International Business Administration focuses - as the name implies - on professional business services in an international context. As a bonus, special attention is also paid to professional business services in a specifically European perspective.

The professional service industry is entirely different from manufacturing companies or commercial concerns. Rather than manufacturing tangible products, companies in this sector supply intangible services. They maintain frequent contacts with their customers, the service is often specially attuned to the customer in question, and human aspects have a crucial part to play in the service process. Service implies made-to-measure products. It necessitates familiarity not only with the 'hard' aspects of the organization, such as structure, processes, and finances, but also with the 'soft' side, such as the people that are employed and the culture they work in. This is why you will learn to view business aspects from four different angles:

- economic sciences, which in turn focus on the economic and financial background to operational management
- technology, both in its support role in existing business processes and information systems, as in its innovative role in organizing (or re-organizing) the service-based processes

- social sciences, which address the issue of human behaviour in organizations
- strategy and organisation, which focuses on the pivotal aspect of business administration. This discipline also involves efforts to integrate the above three disciplines.

The first two years of the bachelor's programme revolve around the four basic disciplines economic sciences, technical sciences, social sciences, and strategy and organization. The third year offers room for specialization as well as the possibility to select a number of optional courses. The guaranteed exchange programme is also scheduled in year three. The bachelor's programme is completed with a thesis, after which an official diploma is awarded. You will then be entitled to use the internationally recognized title of Bachelor of Science in International Business Administration (BSc in IBA).

Each year's programme has a study load of 60 ects (European Credit Transfer System) credits. The first two years of the programme each consist of four periods of eight weeks, in which lectures take place, and two periods of four weeks, during which integration projects are carried out and supplementary courses are taught. The exams are held at the end of each period. The resits are held at the end of the period following the first exams.

A competent business administrator can use his comprehensive knowledge to solve issues in everyday situations. This is why International Business Administration is such an intensive study programme. Much of the teaching is done interactively: you have to study the theory, prepare questions about it, work out cases, prepare study assignments, and present your work to your own group.

Many assignments have to be completed during the courses. These assignments help you to keep up with the content of the lectures, and teach you to apply theory to practice. In many courses, the grades obtained in these assignments influence the final mark.

Studying successfully takes a lot of time. You must be prepared to make a forty-hour working week. Part-time jobs that take up much of your time will interfere with your studies, since a great deal of time is spent working on group assignments at the university. If you are entertaining any doubts about your abilities, your part-time job, or other issues, and their effect on your studies, you should discuss this with your tutor or the study advisers. They can assist you with any decisions on what would be best for you to do (or not to do) about this.

There is a tutor system for honing students' studying skills. Using an informal approach, issues such as study progress and problems relating to study are explored. During the tutor's consultation hours, you can discuss study methods with your fellow students and your tutor, and to see how others get along with the programme and tackle problems.

### **2.2.2 Objectives and final attainment levels**

#### ***Academic objectives***

The objective of the programme is to train business administrators who are capable of using their advanced multidisciplinary knowledge, and are capable of evaluating such use within the context of a specific situation. The emphasis of this academic

programme is on critical reflection. The focus is very much on the production or development of knowledge, and on the application of that knowledge. This production and use of knowledge must meet a number of criteria, such as objectivity, convincing arguments, and critical analysis.

### ***Professional objectives***

The objective of the programme is to train academically educated business administrators with special expertise in the field of professional business services. The programme provides well-founded knowledge that enables its graduates to analyse everyday problems using relevant theoretical elements. They are also able to develop solutions within the context of a multidisciplinary team, and to convey these solutions to customers, taking particular care with the implementation aspects.

### ***Target profile for graduates***

The programme trains individuals for management and consultancy roles in the framework of the professional service industry. While such individuals may work directly for service-based organizations (such as banks and insurance companies, consultancy firms, and Internet-based companies), they could equally well be employed in the service departments of large industrial companies. Using their wide sweep of expertise, students can take on specific professional roles in a variety of sectors, such as manager, consultant, contractor, or researcher (Finance, Banking and Insurance; Electronic Business and ICT-Industry; Transport, Distribution and Logistics and Consultancy Industry).

For instance, graduates should be capable of taking on projects such as:

- the implementation of new organizational structures and working methods;
- the introduction of new technology
- organizing a range of new products to meet customers' needs
- designing organizational changes that result from mergers, take-overs, or the hiving off of activities, and
- establishing funding arrangements.

### ***Effectuating the objectives as final attainment levels***

#### ***Appreciation of academic disciplines***

Students have an appreciation of the theoretical and methodological field of knowledge associated with business as an academic discipline, together with the academic disciplines of economics, social sciences and technology.

Students who have completed this programme will have sufficient basic knowledge to analyse business issues, and to develop solutions using business methods and techniques for collecting and analyzing data. In addition, these students will have had experience in setting up, conducting, and reporting on research projects in a scientifically sound manner.

#### ***Access to academic knowledge***

Students must be capable of locating academic articles and professional publications that they need for their (academic or social) professional life, and of critically evaluating such publications.

After completing the bachelor's programme, students will be capable of conveying the central academic issues and theoretical frameworks, and of furnishing them with knowledgeable comments.

Holders of a bachelor's degree will also have developed sufficient expertise in the field of business services in their chosen specialization to enable them to tackle specific business issues.

### ***Academic attitude***

Holders of a bachelor's degree:

- have an understanding of the nature of academic knowledge, and how this is generated
- are able to describe and explain business issues, using an academically sound approach
- have an open mind when it comes to academic and social developments, as well as the attitude and skills needed for lifelong learning and professional growth
- are capable of producing clear written reports and oral presentations, attuned to a given forum, and can express themselves adequately orally as well as in writing
- have the conceptual and reasoning skills needed to conduct and apply academic work.

### ***Practical skills***

Holders of a Bachelor's degree are able to set up and implement projects systematically, and to operate as team players. They also possess the communicative and social skills needed when working in labour organizations, for cooperating with others, and when dealing with customers and opponents.

Once they have completed the Bachelor's programme, students are able to describe the bottlenecks and pitfalls commonly encountered during project implementation. They will be able to present solutions in the areas of organization, people (acceptance), and systems (both the production systems and the information systems).

### ***Professional skills***

After completing the programme, graduates have acquired the professional skills to work in a variety of markets. They are quality-conscious by habit; taking the set conditions into account, they deliver professional-quality products and services.

Holders of a bachelor's degree are able to recognize circumstances in which independent, rational, disciplined thought is of the essence. At such times, they also have the strength and courage to put their abilities to the test.

The programme's broad international outlook means that holders of a bachelor's degree are able to operate in an international context.

Students who have completed this programme will approach business issues by integrating the views of economics, technical sciences, social general business administration.

## **2.2.3 Teaching**

The methods of teaching used are geared to the final objectives of the programme. This means that knowledge must be garnered, but also that students must acquire sufficient insight to evaluate the practical value of such knowledge and the skills to

apply it. It is for this reason that great emphasis is placed on interactive ways of learning, such as discussion classes, case tutorials and projects. The process of working with theories and models provides valuable insights into their potential and limitations. You can employ cases and study assignments to practice using the application. Many lectures take the form of practical classes, relatively little use is made of formal lectures (about one third of all face-to-face contact time). These lectures are used to introduce students to the theoretical aspects.

Teaching during the first and second year involves formal lectures, discussion classes, case tutorials, and practical classes. The discussion classes, case tutorials, and practical classes involve groups of 20 to 25 students. Formal lectures involve large groups of students.

- Lecturers use formal lectures to introduce students to the theoretical aspects. On average, you should expect to have two formal lectures per week, each lasting for two hours.
- There are also discussion classes. In the course of a discussion class, a lecturer guides a group of students in a critical discussion of the literature. As part of this, you will often be asked to complete short assignments.
- In case tutorials, you get the chance to apply what you have learned to real cases, derived from everyday life. You will usually work on a case as part of a team, consisting of two to three individuals. When working on a case, you have to define clearly the problem at hand, before determining how you are going to go about developing a solution for this problem. Finally, you resolve the case and draw up a written report. The teams present their case solutions during the case tutorial, after which they are discussed by the group. The main purpose of the practical assignments and cases is to promote understanding and to teach students how to apply the results. These lectures are subject to an attendance requirement.
- Practicals involve discussions of completed assignments. These lectures are subject to an attendance requirement.

Third-year courses involve a variety of teaching methods. Most courses are taught by means of formal lectures. In addition, working either individually or in small groups, you will prepare an essay or paper. The instruction in professional skills will be intensely interactive in nature. For more detailed descriptions of the learning methods, see the course descriptions.

#### **2.2.4 Examinations**

Material that is taught in formal lectures is assessed by means of written examinations. These can contain both open and multiple choice questions. For further information on the marking of these examinations, see the section entitled *General information for Bachelor's students*.

### **2.3 First-year programme**

The first year consists of four periods of eight weeks and two periods of four weeks. In each eight-week period you will take two subjects, each worth six ECTS credits. The first six weeks are devoted to lectures, and the eighth week to exams. The two

four-week periods, which each have a study load of six credits, are devoted to integration projects and supplementary courses.

The first year starts off with two introductory *Skills Lab* and *Introduction to International Business Administration*. In *Skills lab* students familiarize themselves with the expected level of proficiency speaking and writing academic ‘business’ English. In addition, attention is given to other skills such as presentation skills, basic academic skills such as using the library, case analysis and problem definition, and basic cross cultural skills (as in recognising and working with cultural diversity within the IBA student population).

*Introduction to International Business Administration* offers an introduction to the whole programme, by providing students information about the object of business administration: organisations in their international environment.

In addition to its academic aspects, the International Business Administration programme incorporates practical elements. You will require a number of skills to deal with the periods described in the following sections. This is why a number of introduction activities are planned at the start of the year and why tutor’s lectures are given during the first two periods of the academic year.

Furthermore, you have tutor classes, in which you will focus on specific studying skills, such as sitting exams. In addition, there will be lectures devoted to academic skills, such as writing texts, carrying out research, data collection, interviewing techniques, and working within the framework of projects and teams. The tutor classes also provide scope for study advice and studying skills. The tutor will pay attention to how you are progressing with your studies. If you have any questions or problems then you can approach the lecturer for advice. Where necessary, the tutor will refer you to the study advisors. The make-up of the working groups will remain the same throughout the year, to give you the opportunity of getting better acquainted with your fellow students in the group.

A study manual is made available via *Blackboard* at the start of every period. This contains extensive information about the objectives, working methods, and contents of a course. The descriptions of the various courses themselves can be found at the back of this guide.

The schedule below shows the structure of the first-year teaching programme

Period 1 (Sept-Oct)	<b>Introduction</b> Skills Lab Introduction to International Business Administration Tutor classes	6 credits 6 credits
Period 2 (Nov-Dec)	<b>Logistics and Marketing</b> International Marketing Logistics and Operations Research Tutor classes	6 credits 6 credits
Period 3 (January)	<b>Integration and Supplement</b> Integration Project I Business Research Methods	3 credits 3 credits
Period 4 (Feb-Mar)	<b>Introduction to Organizations and Research Instruments</b> Organizational Behaviour Statistics I	6 credits 6 credits
Period 5 (Apr-May)	<b>Finance and ICT</b> Finance and Financial Arithmetic Business Information Technology	6 credits 6 credits
Period 6 (June)	<b>Integration and Supplement</b> Cross Cultural Management (Basics) Economics	3 credits 3 credits

In *Skills lab* students familiarize themselves with the expected level of proficiency speaking and writing academic ‘business’ English. In addition, attention is given to other skills such as presentation skills, basic academic skills such as using the library, case analysis and problem definition, and basic cross cultural skills (as in recognising and working with cultural diversity within the IBA student population).

*Introduction to International Business Administration* offers an introduction to the whole programme, by providing students information about the object of business administration: organisations in their international environment.

In addition to its academic aspects, the International Business Administration programme incorporates practical elements. You will require a number of skills to deal with the periods described in the following sections. This is why a number of introduction activities are planned at the start of the year and why tutor’s lectures are given during the first two periods of the academic year.

Furthermore, you have tutor classes, in which you will focus on specific studying skills, such as sitting exams. In addition, there will be lectures devoted to academic skills, such as writing texts, carrying out research, data collection, interviewing techniques, and working within the framework of projects and teams. The tutor classes also provide scope for study advice and studying skills. The tutor will pay attention to how you are progressing with your studies. If you have any questions or problems then you can approach the lecturer for advice. Where necessary, the tutor will refer you to the study advisors. The make-up of the working groups will remain

the same throughout the year, to give you the opportunity of getting better acquainted with your fellow students in the group.

## 2.4 Second-year programme

The second year consists of four periods of eight weeks and two periods of four weeks. In each eight-week period you will take two subjects, each worth six ECTS credits. The two four-week periods, which each have a study load of six ECTS credits, are devoted to integration projects and supplementary subjects.

Period 1 (Sept-Oct)	<b><i>Accounting and Information Systems</i></b> Financial Accounting and Bookkeeping Information Systems	6 credits 6 credits
Period 2 (Nov-Dec)	<b><i>Human Resources Management and Law</i></b> Human Resources Management European Corporate Law, Institutions and Regulations	6 credits 6 credits
Period 3 (January)	<b><i>Integration and Supplement</i></b> Integration Project II Statistics II	3 credits 3 credits
Period 4 (Feb-Mar)	<b><i>Financial Management</i></b> Financial Management Management Accounting Quantitative Business Analysis	3 credits 3 credits 6 credits
Period 5 (Apr-May)	<b><i>Strategy and Marketing</i></b> Strategy Development, Implementation and Evaluation Services Marketing	6 credits 6 credits
Period 6 (June)	<b><i>Integration and Supplement</i></b> Business Plan Philosophy I	3 credits 3 credits

## 2.5 Third-year programme

The third and final year differs from the first two years, in that you are able to select courses you are interested in. A variety of courses is offered; the methods of teaching, however, may differ from year one and two. Some courses are obligatory for all students, some only for a specific specialisation, others are entirely optional. The latter are intended to allow you to follow your own interests, or to prepare for a master other than Business Administration. A BSc in International Business Administration will allow you to enter the Master's programme Business Administration without any difficulty, but other master's programmes usually require you to pass additional courses in your third year.

The third year will also include courses on academic and professional skills and competencies. Academic competencies are necessary for you to carry out scientific research and require you to have insight into how scientific knowledge is gained. Professional competencies are needed in your day-to-day profession, in which social and communicative skills are of great importance.

Finally, as the programme is an international one, part of the third year is reserved for exchange with a University abroad.

### 3 Exam parts

<i>subject</i>	<b>Business Information Technology 1.5</b>
<i>code</i>	61552010
<i>credits</i>	6
<i>contact</i>	36 hours (8 tutorial, 12 discussion group, 16 lecture)
<i>period</i>	5
<i>co-ordinator</i>	dr. B.J. van den Hooff
<i>aim</i>	Business Information Technology is an introductory course concerning the role of information and communication technologies (ICT) in organizations. The primary learning objective is to obtain a general understanding of the fundamental issues concerning management and use of information and communication technologies in organizations.
<i>content</i>	Within Business Information Technology, the focus is on how ICT can contribute to realizing a number of business goals. In today's economy, information and knowledge are crucial resources for an organization's survival. We discuss the importance of these resources, and provide an overview of the most important applications and systems that are available for managing these resources. We briefly discuss the technology behind these applications and systems, and then focus on their role in an organization's strategy and processes. We also discuss the interaction between these technologies on the one hand, and an organization's strategy, processes, structure and culture on the other, as well as the importance of the individual user. On the one hand, an organization will implement technologies that match the current strategy, processes, structure and culture, but on the other, these technologies can also lead to fundamental changes in the organization. With regard to the individual users, something similar is found: on the one hand, certain characteristics of the user lead to certain ways of using ICT (and certain effects), on the other hand, ICT can lead to all kinds of changes in an individual's work and his or her relationship with the organization. Finally, we identify a number of important issues surrounding the successful implementation and management of these technologies.
<i>form of tuition</i>	<ul style="list-style-type: none"><li>• <i>Lectures</i>: the lectures are plenary classes in which the theme for that week is discussed. In these lectures, the literature for the week is leading, but subjects outside of the literature will be addressed as well</li><li>• <i>Case classes</i>: in the case classes, a case is analyzed in some detail. In teams, an analysis is made of business goals, business processes, information needs, possible ICT applications and issues concerning implementation and management. Each team analyses one case throughout the different sessions. The analyses result in presentations and a written end report. Case classes are obligatory</li><li>• <i>Discussion class</i>: the discussion classes offer the opportunity to discuss questions concerning the literature and the lectures with other students. Staff will primarily act as a moderator in these discussions, but will also answer questions. These classes are not obligatory, whoever wants to participate needs to register. Registration implies the obligation to actively participate in the discussion class</li></ul>
<i>literature</i>	<ul style="list-style-type: none"><li>• Boddy, D., A. Boonstra &amp; G. Kennedy, <i>Managing Information Systems; An Organisational Perspective</i>. 2nd edition, Harlow, England: Pearson</li></ul>

Education, 2005

- Journal articles made available on Blackboard

*examination format* written interim examination  
60 %, written case assignment 40 %

*subject* **Business Plan**  
*code* 61662010  
*co-ordinator* drs. J.K. Verduijn  
*lecturer* drs. J.K. Verduijn  
*credits* 3  
*period* 6  
*aim* The course *Business Plan* is an integration project. Aim of the course is to revisit and integrate theoretical concepts of all previous courses by means of writing a business plan for a new business.  
*content* Theory of all previous courses (the first 2 years of IBA)  
*form of tuition* There will be three lectures in total. Students will be working in teams; assistance will be provided through Blackboard.  
*literature* Course manual and all literature of the previous 2 years.  
*examination format* paper  
(business plan)  
*entry requirements* Students have to be familiar with all the courses taught in the first two years of IBA.

*subject* **Business Research Methods 1.3**  
*code* 61532010  
*credits* 3  
*contact* 16 hours (8 case study tutorial, 8 lecture)  
*period* 3  
*co-ordinator* drs. C.M. van der Heijde  
*aim* Goals of this class are:

- Understanding research in its different forms: scientific, applied and/or contract research
- Development of analytical skills. This refers to understanding of texts and to distinguish between key and less important issues
- Application of analytical skills. This goal refers to translating the analysis in research questions and methods
- Ability to name research skills.

*content* During Business Research Methods the student will learn methods and techniques of Business research. The following subjects will be discussed:

- What is research and what types of research can we find
- Research design (problem statement, concepts, hypotheses, literature, data collection)
- Finding literature and dealing with references.

*form of tuition* During the lectures theory and examples will be discussed. Attendance is recommended. During case classes the student will work on group and individual assignments. Attendance is obligatory.  
*literature* Blumberg, Boris, Donald R. Cooper & Pamela S. Schindler, *Business Research Methods*. McGraw-Hill, 2005, ISBN: 0-07-710742-X  
*examination format* written interim examination

60 % and assignment 40 % of the final mark. The University's library web course must be passed in order to receive a final grade.

<i>subject</i>	<b>Cross Cultural Management Basics 1.6</b>
<i>code</i>	61562000
<i>credits</i>	3
<i>contact period</i>	12 hours (4 group assignment, 4 working group, 4 lecture)
<i>co-ordinator</i>	Dr. S.N. Khapova MBA
<i>lecturer</i>	prof.dr. A.M.R. Trompenaars
<i>aim</i>	Learning objectives - knowledge: <ul style="list-style-type: none"><li>• Awareness of own cultural assumptions and respect for other cultural perspectives</li><li>• Develop basic knowledge and understanding about the basic drives behind national and organizational cultural differences and the impact of cultural differences on cross cultural issues in organizations</li><li>• Recognize cultural dilemmas and differences in a business context</li></ul>
<i>content</i>	This course addresses basic principles and models of cross cultural management issues in organizations.
<i>form of tuition</i>	The course consists of three main parts: lectures, seminars and a team assignment. In the lectures fundamentals of culture and models of cross-cultural management will be explained. Interactive seminars will raise students' awareness about cultural dilemmas in business contexts. Before the first seminar students will be asked to complete a web-based Intercultural Awareness Questionnaire (see Blackboard for more details). Students' individual Intercultural Awareness Profiles (IAP) will be used in exercises during the first seminar. Student teams will work independently on a cross cultural dilemma-reconciliation assignment. For this assignment, students will use and integrate knowledge and skills acquired during the first year of the IBA program. The assignment will be presented during a poster conference during the last seminar.
<i>literature</i>	Trompenaars, F. & C. Hampden-Turner, <i>Riding the Waves of Culture: Understanding Cultural Diversity in Business</i> . London: Nicholas Brealey Publishing, 2005
<i>examination format</i>	assignment the final grade for this course will be based on a sum of grades from: team assignment 40 % and individual exam 60 %
<i>entry requirements</i>	n.a.

<i>subject</i>	<b>Economics 1.6</b>
<i>code</i>	61562010
<i>credits</i>	3
<i>contact period</i>	20 hours (8 tutorial, 12 lecture)
<i>co-ordinator</i>	dr. H.G. Bloemen
<i>lecturer</i>	dr. H.G. Bloemen (ao.)
<i>aim</i>	Introduction to the basic principles of economic theory on consumer behaviour, firm behaviour, and market structure.
<i>content</i>	<ul style="list-style-type: none"><li>• <i>Lectures:</i> this 4 weeks course in Economics presents the principles in economics to the students in the international business administration</li></ul>

program. In economics we study the theories of the behaviour of economic agents operating at the different sides of the market, in particular the consumers and producers. We study the different market structures, ranging from perfect competition to monopoly. With game theory we study the interdependent strategic behaviour of firms in oligopolistic markets. With transaction cost economics we pay particular attention to the formation of organizations and firms. Principal agent theory deals with the design of contracts between two sides with diverging interests, to provide the right incentives to get things done. Within organizations, the separation of ownership and control is an important application of principal agent theory. We pay attention to sources of market failure, like lack of information, moral hazard and externalities.

- *Cases:* in Economics the behaviour of consumers, producers, and the functioning of markets are explained by economic models. The cases consist of applications of economic theory to (hypothetical) practical situations.

*literature examination format* D. Begg & D. Ward, *Economics for Business*. McGraw Hill, 2003  
written interim examination  
60 % , cases 40 % of final grade

*subject* **European Corporate Law, Institutions and Regulations**

*code* 61622020

*credits* 6

*contact period* 30 hours (8 question and answer session, 8 case study tutorial, 14 lecture)

*period* 2

*co-ordinator* mr. N.A. Jansen MBA (LLM)

*aim* Developing a basic knowledge and understanding of Dutch, European and International law taking into account a future international career. Knowledge of the topics selected for this module will enable the student to plan and implement strategies and policies on a multi country, regional or global basis while taking into account the opportunities and limitations resulting from the miscellaneous legal environments.

*content* Introduction to:

- law and legal systems
- European law
- property law
- contract law
- company law
- mergers and acquisitions
- accounting law
- international sales contracts

*form of tuition* A weekly theme will be introduced and explained during the lecture. Application of the literature will be exercised at by cases and assignments to be presented in the case lecture. The consultancy hours offer the students an opportunity for personal coaching and help in preparing the assignments..

*literature examination format* To be announced.  
written interim examination  
60 % (true/false format); course project 40 %.

*entry requirements* n.a.

*subject* **Finance and Financial Arithmetic 1.5**

*code* 61552000

*credits* 6

*contact* 32 hours (8 case study tutorial, 24 lecture)

*period* 5

*co-ordinator* prof. L. Keuleneer

*lecturer* prof. L. Keuleneer

*aim* The purpose of Finance and Financial Arithmetic is to provide an understanding of the most important issues in financial management and to learn how to use financial tools in managing companies.

*content* Topics discussed:

- Financial management and the ultimate objective of the company
- Time value of money
- The 'weighted average cost of capital'
- Capital budgeting
- The optimal financial structure of a company and overview of different types of funds
- Valuation of companies and the risk-return relation
- The dividend policy of a company
- Financial risk management: the techniques

*literature* Ross, S.A., R.W. Westerfield & B.D. Jordan, *Fundamentals of corporate finance*, 7th edition, Boston: McGraw-Hill, Alternate International Edition, 2006, ISBN 0-07-2991593

*examination format* written interim examination  
60 %, cases 40 %

*subject* **Financial Accounting and Bookkeeping**

*code* 61612010

*credits* 6

*contact* 34 hours (20 discussion tutorial, 14 lecture)

*period* 1

*co-ordinator* prof.dr. C. Camfferman RA

*aim* To provide students with a basic understanding of financial statements and the bookkeeping process on which they are based.

*content* In this course students learn the basic structure of financial statements (balance sheet, income statement, cash flow statement) and how these are used to provide management, investors and others with insight into the financial position and performance of an enterprise. Students will learn how the financial statements are based on the logic of double-entry bookkeeping, how individual transactions and events can be recorded on the same basis, and how financial statements can then be extracted from an enterprise's accounting records.

*form of tuition* Lectures and case/discussion classes. Accounting is best learned by doing, so students enrolling for this course are expected to attend at the case/discussion classes.

*literature* Belverd E. Needles & Marian Powers, *Financial Accounting*. Boston, New York: Houghton Mifflin, most recent edition (2004 or later).

*examination format* written interim examination

*entry requirements* n.a.

*subject* **Financial Management**

*code* 61642010

*credits* 3

*contact* 12 hours (4 tutorial, 8 lecture)

*period* 4

*co-ordinator* prof. L. Keuleneer

*aim* The purpose of Financial Management is to provide understanding of key concepts in finance (not yet discussed in Finance and Financial Arithmetic in year 1) and to learn how to use these financial tools in practice.

*content*

- Financial statement analysis
- Short term and long term financial planning
- Cash Budgeting, working capital management and cash management
- Financial Risk Management and financial engineering
- Leasing

*literature* S.A. Ross, R.W. Westerfield & B.D. Joedan, *Fundamentals of Corporate Finance*, 7th edition, Boston: McGraw-Hill, Alternate International Edition, 2006, ISBN 0-07-2991593

*examination format* written interim examination

60 % , cases 40 %

*entry requirements*

- Finance and Financial Arithmetic : year 1
- Basic Accounting and Financial Statements

*subject* **Human Resources Management**

*code* 61622010

*credits* 6

*contact* 38 hours (38 lecture)

*period* 2

*co-ordinator* drs. D.A. Driver-Zwartkruis

*aim*

- Introduce students to HRM concepts, principles, and practices
- Heighten students' awareness to the inter-relationship of employee development and organizational goals
- Further develop students' presentation skills

*content* Human Resource Management is the design of formal systems in an organization to ensure the effective and efficient use of human talent. These formal systems should generate activities that involve the utilization and development of an organization's resources which include: personnel, technical equipment and policies. Thereby, an organization is equipped with essential elements to increase both the individual and the organization's potential to achieve stated goals. In this course special attention is given to the service industry.

*form of tuition*

- 8 lectures
- 4 case study sessions (attendance required)
- 7 response/discussion sessions

*literature*

- Noe, Hollenbeck e.a., *Human Resource Management. Gaining A Competitive Advantage*. 5th edition, Boston: McGraw-Hill, International Edition, 2006

- Relevant articles for case study report

*examination format* written interim examination  
multiple choice

*subject* **Information Systems**

*code* 61612020

*credits* 6

*contact* 36 hours (12 discussion group, 8 case study tutorial, 16 lecture)

*period* 1

*co-ordinator* to be announced

*aim* The objective of this course is to teach students how to apply various strategic models to discover business opportunities for information systems to improve and innovate organizations, and how to manage these IS improvements.

*content*

- Strategy and Innovation for Information Technology
- Business models for new services and networked organizations
- Infrastructure for new services
- Business Intelligence
- Supply Chain Management and Customer Relationship Management
- Success factors for new services

*literature* To be announced.

*examination format* written interim examination

The grading for the course depends on the results of the written examination, 60 % and the case grade, 40 %, both with a minimum grade of 5.0. Students have to finish both parts to get a final grade (required minimum final grade is 5.5).

*subject* **Integration Project I**

*code* 61532000

*credits* 3

*contact* 8 hours (8 lecture)

*period* 3

*co-ordinator* dr.ir. I.S. Lammers

*aim* The first objective of this course is to become familiar with basic theory on the importance of innovation and innovation management. After following this course, students will be able to: discuss the importance of innovations for the competitiveness of firms and the economy, discuss some basic concepts within innovation theory and discuss a recent innovation, and explain its importance for the competitiveness of their developer(s).

The second goal of this integration course is the development of student's scientific skills and attitudes. After following this course, students will have strengthened their ability to:

- find a topic and translate it into a researchable problem
- search for, evaluate and choose between scientific theories
- work (as a group) independently, guided by their own research interest
- search for and interpret information from multiple sources
- use theory while building an argument
- learn and apply scientific writing norms

*content* Innovation, creativity, technology management, strategy, process versus product innovation, absorptive capacity, architectural innovations, open innovation & networks.

*form of tuition* This course consists of a mixture of lectures, small group supervisions with tutor and intervision activities (in which students help each other). In the lectures, students will be introduced in the topic of innovation management. Students will form groups and conduct research into a real life innovation, which they will analyse by using innovation management theories. Groups will be able to make a consulting appointment with a supervisor, to discuss the progress of their work. Students will also conduct intervision activities, mainly by commenting on each others work. In the last week groups will present their work to their colleagues.

*literature* Course manual and articles.

*examination format* report  
and presentation of own research.

*subject* **Integration Project II**

*code* 61632010

*credits* 3

*period* 3

*co-ordinator* drs. F.E.J.M. Derksen

*aim* The objective of this course is for students to demonstrate their scientific approach in the application of concepts and principles that were explained in the courses *Marketing* and *Information systems*. Furthermore students should demonstrate their ability to communicate in writing their findings to the academic community.

*content* Each team should evaluate the way in which a selected company's website contributes to the marketing strategy of that company. In order to do so teams start with describing the marketing strategy of the company in such way that the website's *fit* with the marketing strategy can be measured. In a similar way the website has to be made measurable. For this purpose literature (papers) on measuring all kind of aspects of websites are available in blackboard. All the findings have to be reported in a paper written for the academic community. This means that the report should have the structure of an academic paper. Each team focuses on one company.

*form of tuition* Integration Project II is a 3 erts credit project, with an equivalent of ca. 80 hours. The project is done in teams of 3 students (this means 3 times 80 hours equals 240 hours available for the project). The final mark of the project is based on a written team report.

*literature* Literature from second year, period 1 courses and research papers.

*subject* **International Marketing 1.2**

*code* 61522000

*credits* 6

*contact* 34 hours (18 case study tutorial, 16 lecture)  
attendance is obligatory for the case tutorials.

*period* 2

*co-ordinator* drs. M.H.P. Kleijnen

*aim* *Conceptual objectives:*

- To provide you with a basic knowledge about marketing and recent developments in this field
- Understanding behavior of consumers and implications for marketing

- management in an international context
- Understanding how to identify, create and deliver customer value

*Managerial objectives:*

- Understanding and applying (international) marketing concepts in practice
- To enhance practical skills:
- Leadership versus teamwork
- writing versus presenting

*content* This course can be considered as providing a basic level of marketing knowledge. The main objective of this course is to confront you with the most recent developments in marketing, as well as the basic marketing knowledge required for every future academic or marketer. While the first objective of the course is to provide you with a basic knowledge of marketing, special emphasis is placed on international marketing aspects. Therefore this course subsequently deals with

- The latest the developments in marketing (e.g., CRM, new media)
- How to create marketing strategies from a customer-oriented perspective in an international context
- How to learn from the international market and it's environment

Another aim of this course is to provide you with the opportunity to link your theoretical knowledge to practice. This will be realized through a case assignment. These cases are all directed at marketing problems with an international focus.

- literature*
- Kotler and Keller, *Marketing Management*. 12th edition Pearson / Prentice Hall, 2006
  - Additionally, lecture slides as well as material case lectures are part of the obligatory literature
  - Possible changes and/or additions will be announced on Black Board

*examination format* written interim examination  
60 %; cases 40 % final grade.

*subject* **Introduction to International Business Administration IBA 1.1**

*code* 61512010

*credits* 6

*contact* 24 hours (4 discussion group, 8 case study tutorial, 12 lecture)

*period* 1

*co-ordinator* drs. J.K. Verduijn

*aim* The aim of this course is to familiarise students with a number of general business concepts such as organization design, business environment and strategy.

*content* This course is an introduction to organization, organization design and environment.

- literature*
- R.L. Daft, *Organization Theory and Design*. 8th edition, Thomson, South-Western.

- Course manual and case material on Blackboard

*examination format* written interim examination  
multiple choice 60 % and 4 case assignments 40 %

<i>subject</i>	<b>Logistics and Operations Research 1.2</b>
<i>code</i>	61522010
<i>credits</i>	6
<i>contact</i>	34 hours (10 discussion tutorial, 24 lecture) and topic exams. With a total of 40 hours contact.
<i>period</i>	2
<i>co-ordinator</i>	dr. I.F.A. Vis
<i>lecturers</i>	dr. I.F.A. Vis; prof.dr. A.A.I. Holtgreffe
<i>aim</i>	The course Logistics and Operations Research provides you with an introduction to logistics and operational analysis. The objective of the course is to acquire knowledge, skills concerning and insights into qualitative and quantitative approaches for decision support at companies.
<i>content</i>	After following this course you are familiar with terms such as <ul style="list-style-type: none"> <li>• Supply Chain Management and Logistics</li> <li>• Materials Management</li> <li>• Physical Distribution</li> <li>• Linear Programming</li> <li>• Network Models</li> <li>• Project Management</li> </ul>
<i>form of tuition</i>	During the discussion meetings you can interactively work on exercises. All exercises are related to the subjects treated in the lectures and are a good preparation for the topic exams and exam. Topic Exams: each student individually needs to make assignments during four meetings.
<i>literature</i>	To be announced.
<i>examination format</i>	written interim examination The grading for the course depends on the results of the written examination 60 % and on the results of the topic exams 40 %.
<i>remarks</i>	Topic exams are compulsory.
<i>subject</i>	<b>Management Accounting</b>
<i>code</i>	61642020
<i>credits</i>	3
<i>contact</i>	34 hours (20 discussion tutorial, 14 lecture)
<i>period</i>	4
<i>co-ordinator</i>	prof.dr. T.L.C.M. Groot
<i>aim</i>	To introduce students to the use of accounting information for the purpose of managerial decision-making and control.
<i>content</i>	While accounting information as reflected in financial statements (balance sheet, income statements) is useful for managers, it typically needs to be supplemented by far more detailed and specific accounting-based information. Such information is necessary for making decisions (are certain activities profitable?) and to control the activities of subordinate managers and employees (is a department run efficiently?) This course introduces students to various types of costing systems that generate information of this kind.
<i>form of tuition</i>	Lectures and case/discussion classes. Students enrolling for this course are expected to attend at the case/discussion classes.
<i>literature</i>	Horngren, Charles, Srikant M. Datar & George Foster, <i>Cost Accounting</i> . Prentice Hall, 11th edition or more recent.

<i>examination format</i>	written interim examination
<i>entry requirements</i>	Financial Accounting & Bookkeeping 2.4
<i>subject</i>	<b>Organizational Behavior 1.4</b>
<i>code</i>	61542000
<i>credits</i>	6
<i>contact period</i>	36 hours (12 discussion group, 8 case study tutorial, 16 lecture)
<i>co-ordinator</i>	drs. J.S.E. Dikkers
<i>aim</i>	<p>The learning objectives of this course are first to gain knowledge and understanding of concepts and theories related to human behavior in organizations, and second how to apply this knowledge in practical situations. After this course, you are able to:</p> <ul style="list-style-type: none"> <li>• Define and explain key terms or concepts from social sciences relevant to Organizational Behavior</li> <li>• Describe the basic interaction between individual, group, and organization in such terms</li> <li>• Compare different theoretical approaches that deal with this interaction</li> <li>• Apply the above in trying to analyze and solve existing organizational problem</li> <li>• Identify practical solutions to Organizational Behavior related problems</li> </ul>
<i>content</i>	<p>Organizational Behavior (OB) deals with the human factor in organizations. During this course we will look at behavior in organizations from different levels of analysis: the individual, the group, and the organization. The individual level focuses on the person of the employee and his or her job. You will study personality and individual differences, work attitudes, perception and judgement, motivation, satisfaction and stress. The group level deals with teams or departments and the interaction within and between groups in organizations. You will take a look at group and team performance and characteristics. Finally, the organizational level looks at the interaction between managers and individuals, groups and the organization as a whole. You will study organizational consequences of national and organizational cultures, leadership, change and development.</p>
<i>form of tuition</i>	<p><i>Case sessions:</i> during period 4, four case sessions are organized in the same groups of 25 students with the same supervisor as the discussion sessions. Case sessions will take place in week 2, 3, 4, and 5 of period 4. The supervisor will provide more information about the assignments, contents, time schedule, and presentation requirements of the case sessions.</p> <p><i>Discussion sessions:</i> these sessions will take place in groups of 25 students with one supervisor. There will be six discussion sessions in total, in week 1, 2, 3, 4, 5, and 6 of period 4 (see the roster for your session time and supervisor). During a discussion session, the readings of that week and the case will be discussed.</p> <p><i>Hearing lectures:</i> during each lecture, the readings or chapters from the textbook will be discussed. Basic concepts and theories will be discussed, and specific issues related to the literature will be further explained. There will be seven lectures in total.</p>
<i>literature</i>	<ul style="list-style-type: none"> <li>• Course manual and additional information on Blackboard</li> <li>• Book is to be announced on Blackboard</li> </ul>
<i>examination format</i>	assignment

Grading criteria (see also grading forms on the Blackboard site): for case reports: content, structure, the quality of the case analysis, the extent to which an answer is provided to the problem as defined in the report

For presentations: team performance, content, presentation skills, class interaction

The grading for the course depends on the results of the written examination (60%, required minimum grade 5.0), and the case grade (40%, required minimum grade 5.0). Students have to finish both parts to get a final grade (required minimum grade is 5.5).

<i>naam</i>	<b>Quantitative Business Analysis</b>
<i>code</i>	61642030
<i>studiepunten</i>	6
<i>contacturen</i>	30 (18 working group, 12 lecture)
<i>periode</i>	4
<i>co-ordinator</i>	prof.dr.ir. C.A.G.M. van Montfort
<i>lecturers</i>	dr. J.R. van den Brink; dr. B.F. Heidergott; dr. D.A. van der Laan; dr. A.A.N. Ridder; dr. A.F. de Vos; prof.dr.ir. C.A.G.M. van Montfort
<i>aim</i>	This course provides an introduction to the application of quantitative modelling and analyses to business administration problems.
<i>content</i>	The first part of the lectures emphasizes decision trees and game trees. Decision trees and game trees are tools of modern management in analysing financial situations of decision that have a factor of uncertainty and in analysing situations of negotiation that involves a number of participants. These quantitative methods of analysis will be discussed as part of practical applications by using auxiliary software for managerial purposes. The second part of the lectures will enter into skills for simulation, linear regression and forecasting. Simulation is a frequently used managerial skill in obtaining an insight in the influence of factors of uncertainty in situations of decision. The basic principles, the possibilities and the restrictions of computer simulations will be dealt with on the basis of applications in the field of finance. Linear regression and forecasting-skills will also be exemplified on as part of this kind of application. Learning how to deal with Excel-based software is an important element of the lectures.
<i>form of tuition</i>	Six weeks on end there will be a weekly lecture (two hours) and a working group (three hours). The members of each working group have been subdivided into six teams. Each team is expected to give one presentation of a case solution. A second team will be asked to comment on this presentation. Attending the working groups is obligatory. If you miss out on more than one working group session you have to solve an additional case study.
<i>literature</i>	Obligatory literature: <ul style="list-style-type: none"><li>• Montfort, C. van, &amp; J.R van den Brink, <i>Quantitative Business Analysis</i>. Essex, UK: Pearson Custom Publishing, ISBN 1 84479 110 6, Chapter T1, T2, T3, T4, E1, E2, E3 and E4</li><li>• The Powerpoint presentations of the lectures are to be downloaded from VU Blackboard</li></ul>
<i>toetsing</i>	practical test The solutions of the four cases that are handed in will be graded and are

equally important. Your final result will be an average of these grades (40%) and the examination result (60%). The final result has to be 5.5 or higher. Furthermore, the result of the four cases and the result of the examination separately have to be minimally 5.0.

*subject* **Services Marketing**

*code* 61652020

*credits* 6

*contact* 24 hours (8 case study tutorial, 16 lecture)

*period* 5

*lecturer* to be announced

- aim*
- Acquire knowledge of and insight into concepts that are important to marketing of intangible products (services)
  - Being able to apply this knowledge and insight in practice

*content* In services marketing, both customer and competitor orientation is important. Next, being able to translate these orientations into services concepts that help to attain company targets is essential. To be able to understand this, in this course the following topics will be discussed:

- Classification of services and the services environment
- Strategic aspects of services marketing
- Service processes and the services marketing mix
- Services innovation
- Capacity management, and waiting time management
- Quality and quality perception
- Relationships and relationship marketing

Both the consumer market (B2C) and business market (B2B) will be discussed.

- literature*
- Book to be announced on Blackboard
  - Articles
  - Cases provided by the coordinator

*examination format* written interim examination and case analysis

*entry requirements* First year's IBA course: International Marketing

*subject* **Skills Lab 1.1**

*code* 61512000

*credits* 6

*contact* 38 hours (36 active learning methods, 2 lecture)

*period* 1

*co-ordinator* Dr. S.N. Khapova MBA (K. de Haan-Czako a.o.)

*aim* This course aims to teach students a varied selection of skills necessary for active and successful participation in the IBA programme, related to four different but interrelated skill domains: skills in English, basic academic skills, presentation skills and cross cultural skills.

*content* The content for the different skill domains is outlined below.

English - introduction to academic English in a business context 6 x 2 hours:

- Writing Skills: students will work on grammar exercises and written assignments including an academic paper on an international business topic. Students will receive specific feedback to these assignments regarding format, structure, style and grammar

- Conversation skills: students will learn English for business conversation skills to help them feel comfortable participating in courses in the IBA programme and in a variety of international business situations
- Reading skills: students will develop more active reading strategies in order to improve their skills in reading academic text books and scientific journal articles in English

Basic Academic Skills 6 x 2 hours:

- Using the library and its resources (web course digital information skills)
- Writing a case analysis (in the format used in IBA courses)
- Formulating a research question (linked to English academic paper)
- Computer skills (Blackboard, Word, Excel, Powerpoint)

Presentation Skills 3 x 2 hours:

- Making both individual and teams presentations of academic papers and case analyses. Video technology will be used to improve presentation skills. Students will receive explicit feedback on their presentation

Cross Cultural Skills 3 x 2 hours:

- Increasing students' awareness of cross cultural differences among themselves and how to effectively deal with such differences. Exercises, group discussions and role playing will be used in order to increase students' sensitivity to cross cultural issues and help prepare them for a future in international business by working on their social skills.

*form of tuition* This course contains four lectures and four sets of interactive sessions concerning four respective skills domains.

*literature* Blumberg, Boris, Donald R. Cooper & Pamela S. Schindler, *Business Research Methods*. McGraw-Hill, 2005, ISBN 0-07-710742-X

*examination format* written interim examination

Exam 60 % , individual and team course work 40 %

*entry requirements* n.a.

*subject* **Statistics I**

*code* 61542010

*credits* 6

*contact* 36 hours (22 tutorial, 14 lecture)

*period* 4

*co-ordinator* dr. J.M. Sneek

*aim* The purpose of Statistics I is to provide a basic knowledge of descriptive statistics and of the first steps in inferential statistics.

*content* In many areas of economics and business administration one encounters data. In Statistics I we start with an introduction to descriptive statistics, including graphical representations, frequency distributions and measures of central tendency and dispersion.

One also often encounters data specifically collected to answer certain questions about one or more population(s). In Statistics I we provide some elementary knowledge about probability theory (probabilities, random variables, distributions and sample distributions) and use that to get a start in estimation and testing of certain population characteristics (mean, variance, proportion, median). Students are also exposed to the comparison of two populations and if time permits some regression analysis.

*form of tuition* Two lecture hours, one take home assignment and four tutorial hours per

week.

In the lectures an introduction, overview and some examples are given, in the tutorials students make exercises individually. The take home assignments may require the use of specialized computer software and they are marked and returned to the students, and if necessary discussed in class.

- literature*
- M.L. Berenson, D.M. Levine & T.C. Krehbiel, *Basic Business Statistics*. 10th edition, Prentice Hall, ISBN 0-13-153686-9
  - Other materials can be downloaded from Blackboard

*examination format* written interim examination

*subject* **Statistics II**

*code* 61632020

*credits* 3

*contact* 22 hours (14 tutorial, 8 lecture)

*period* 3

*aim* The purpose of Statistics II is to provide students with a basic knowledge of inferential statistics.

*content* This course is a continuation of Statistics I. Many students will later in their professional life be exposed to data analysis (estimation and testing) and/or be required to understand scientific articles or conclusions based on empirical data. In Statistics II - assuming knowledge of the principles of Statistics I - several additional topics from testing and estimation are covered, including tests on means, proportions and variances in one, two or more populations, and including chi-square tests and other non-parametric tests applicable to one, two or more populations. Also regression analysis is one of the topics. There is some emphasis on understanding and analyzing computer output.

*form of tuition* Two lecture hours, one or two take home assignment and four tutorial hours per week.

In the lectures an introduction, overview and some examples are given, in the tutorials students make exercises individually. The take home assignments may require the use of specialized computer software and they are marked and returned to the students, and if necessary discussed in class.

- literature*
- M.L. Berenson, D.M. Levine & T.C. Krehbiel, *Basic Business Statistics. Concepts and Applications*. 10th edition, Prentice Hall, ISBN 0-13-197581-1
  - Other materials can be downloaded from Blackboard.

*examination format* written interim examination

*entry requirements* Some proficiency in Statistics I is assumed, though it is no formal prerequisite.

*subject* **Strategy Development, Implementation and Evaluation**

*code* 61652010

*credits* 6

*contact* 24 hours (8 tutorial, 16 lecture)

*period* 5

*lecturer* to be announced

*aim* Acquire knowledge and insight into developing strategies for service organizations, as well as into their implementation and evaluation of performance.

*content* Strategy concept, strategy development, strategic processes, culture and internal politics, strategic options, evaluation of strategic options, strategic change

*literature* To be announced.

*examination format* written interim examination

## **Index**

Academic objectives, 25  
Alumni, 13, 16  
Appeal, 20, 21  
Bachelor's degree examination, 21  
Blackboard, 7, 8, 23, 29, 43, 45  
Case tutorials, 28  
Computer helpdesk, 8  
Computer rooms, 8  
Credits, 8, 18, 19, 20, 21, 25, 29, 30, 31  
Discussion classes, 28  
Dyslexia, 9  
Ects, 19, 20, 21, 25, 29, 30, 31  
Examination board, 16, 17, 18, 19, 20, 21, 22  
Examinations, 11, 16, 17, 18, 19, 20, 22, 24, 28  
Faculty, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 21, 22, 23  
Faculty registration, 11  
Faculty student council, 13  
Final attainment levels, 25, 26  
First year, 20, 29  
Health insurance, 10, 11  
Inspection, 18  
International students, 9  
Lectures, 18, 23, 24, 25, 28, 29, 30, 31, 33, 35, 38, 40, 41, 44  
Marking, 18, 19, 28  
Practicals, 20, 28  
Professional objectives, 26  
Programme committee, 16  
Programme secretariat, 7, 9, 17, 21, 23  
Registration for exams, 17  
Research, 7, 8, 13, 14, 15, 16, 19, 22, 26, 29, 30, 31, 34, 39, 45  
Residence permit, 9, 10, 11  
Second year, 20, 28, 31  
Secretariat, 7, 9, 17, 21, 23  
Study recommendation, 21  
Target profile for graduates, 26  
Tutor, 25, 29, 30, 31, 40  
Tutorcolleges, 30  
University admissions test, 22  
Validity, 20  
Visa requirements, 10