Academic Guide Exchange 2026-2027

Faculty of Business, Finance & Marketing





let's change
YOU. US. THE WORLD.

Study Programs:
International Business
International Financial Management & Control
Marketing Management

THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES

Academic Guide Exchange 2026-2027

Faculty of Business, Finance & Marketing

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Disclaimer

The information contained in this guide is, to the best of our knowledge, true and accurate at the time of publication and is solely for informational purposes. Changing circumstances may cause alterations in its outline at any time. The faculty of Business, Finance & Marketing of The Hague University of Applied Sciences accepts no liability for any loss or damage howsoever arising as accessed via any links from the Web pages.

Foreword

Welcome to the Faculty of Business, Finance and Marketing!

The goal of international education at our faculty is to help students become responsible business professionals with the competencies to succeed in society and in the international labor market.

To reflect the international dimension our academic programs offer many modules with an international perspective; moreover, we have also taken care to provide language modules at various levels to ensure that students can take languages at their own level and further enhance these skills. We believe this is vital in helping you become global citizens able to meet the challenges of modern society, thus increasing both your employability and social awareness. These are important considerations in our university and ones we are happy to share with you.

This guide aims to outline the study programs available for our guest students. The information given in this guide will give you the information you need to make the course/module choices that best fit your study interests.

We hope that all our guest students enjoy their stay in The Netherlands and that they will thrive from the challenges and opportunities we have to offer them. We shall certainly do everything possible to make your stay with us rewarding and look forward to having you here.

BFM Global Office – Team Exchange
Faculty Business, Finance & Marketing
The Hague University of Applied Sciences

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1. Welcome to the Faculty BFM

Meet the BFM Global Office

NAME	Role
Mr Casper Verschoor	Head of Global Office & Internationalization
Ms Noor Verwoerd	Exchange Coordinator
Ms Angelique le Guillou	Partner Manager
Mr Pieter de Vos	Partner Manager
Ms Ranu Paltantewari	Internationalisation at Home
Ms Liselotte van der Vaart	International Mobility Officer



Desks and Questions

There are several desks on campus that you can contact for questions on various topics and issues.

BFM Global Office
For exchange students, **Ms. Noor Verwoerd – Exchange Coordinator** is the first point of contact during your study here. She can answer questions related to course selection, course registration, timetables, etc. Ms. Verwoerd will also sign Learning Agreements and finalize Transcripts.

E-mail: BFM-inboundexchange@hhs.nl
Phone: +31 (0)6 43 56 83 67
BFM Global Office: Strip 2.73

We are also on Instagram! Follow **BFM Worldwide Exchange** by scanning the QR code:

Front Office Faculty BFM
The Faculty Business, Finance & Marketing's Front Office can redirect you to the right person or department within the faculty.
Telephone +31 70 445 7958
E-mail bfm@hhs.nl
Location: ST 2.55

International Office THUAS
For any questions about housing, your general application at THUAS, residence permits and visas, health insurance, medical care, and registering at the municipality.
Telephone: +31 70 445 8505
E-mail: exchange@hhs.nl
Location: OV1.02

IT Front Office
For IT-related questions and issues, log-in details, and campus card.

Telephone: +31 70 445 7777
E-mail: Frontoffice@hhs.nl
Location: OV1.67

BFM Exam Office
For written exam related questions
E-mail: bfm-examoffice@hhs.nl
Location: Sl.1.17

2. Facilities

Library and Study Plaza

The library has a large collection of books, nearly 900 magazines, Dutch and foreign newspapers, and a large collection of graduation essays. Because of its digital catalogue and excellent electronic sources of information, the library provides excellent facilities to students and staff. It is open to students registered at THUAS and to members of staff.
The library is located on the first floor (entrance/exit, self-service unit for borrowing and returning items, Study Plaza) and ground floor (books, periodicals). Most library services are free of charge.

Most of the books, graduation essays and videotapes are available for borrowing. Magazines are not, but there are facilities for copying magazine articles. There is a limit to the number of items that can be borrowed.

There is also a digital library (for the most part accessible any time, from any computer, once you are logged in as a student) which includes (international) databases, E-journals, standards database, E-books, THUAS theses and publications in digital form, information about copyright regulations and tools available for managing references. If you have any questions, you can visit the library and ask a staff member or contact the library via email: bibliotheek@hhs.nl.

Student Counselors

THUAS has a counselling system in place to help students facing problems that may affect their study results. Our Exchange students are also encouraged to speak to our faculty Student Counselors and/or the Coordinator Inbound Exchange in order to alleviate their problems.

The Student Counselors may be approached when students have more personal problems affecting their studies. They need to be contacted if you have any special needs during your exchange at our faculty (extra time for exams, extra aids etc.). They can also help students with any appeals against decisions judged to be unfair or incorrect.

They are there to listen to students and help them as best they can. Any conversations with the student counselors or the faculty staff are strictly confidential. Students may be referred to expert agencies outside the university if needed.

Campus Card

We use an electronic purse system at THUAS to buy food and drinks and make copies on the copy machines. It is not possible to pay in cash inside the university. During the mandatory Introduction Days, we will assist you to collect a Campus card.

To load credit on this card, you will need to have a PayPal account or a Dutch bank account (with a Dutch bank account you can charge your card using Ideal or the THUAS building machines). It is not possible to charge the Campus Card with foreign bank cards, so make sure you get a credit card or PayPal account so you can use it upon arrival at THUAS. Alternatively,

food and drinks can be bought at THUAS with a Dutch bank card, which you will receive upon opening a Dutch bank account.

Canteen

Food and beverages may be obtained from the central restaurant, a smaller restaurant called The Bridge, from the West 75 cafe and from vending machines. In all cases payment is through chip cards. The central food court has the largest selection of items, also serving vegetarian and halal products. It is open during term-time from 8am to 8pm (5 pm on Fridays). During the holiday periods the opening hours may vary.

Moreover, the university has microwaves that can be used for heating up food, multiple coffee corners on various floors, and a restaurant called the “West 75”. Please note that students can only pay by Campus Card or a Dutch (European) Maestro bank card. The university does not accept cash or credit cards.

There is also a small grocery store outside the main building called “Albert Heijn To Go”*, which sells a selection of meals and snacks and drinks. There are also various vending machines with drinks and snacks on multiple floors of the university.

Medical Care

There are numerous General Practitioners around the university and in the areas of student housing. More information will be provided by our International Office upon arrival.

In case of illness, you should contact a General Practitioner (“huisarts”) first. They are your main link to any specialist or hospital. Most GP's speak English, but it is important to check if they participate in your health care system.

Make sure to bring proof of your health insurance to the appointment, otherwise you’ll have to pay for the consult directly after you’ve visited the doctor.
A regular consult costs around € 30 - € 50. Blood tests, psychological support a.o. cost a lot more. Do not forget to ask for a receipt, as after your visit you can declare these costs to your insurance company.

In the Netherlands, you will need a prescription for most medication. With a prescription you can go to a pharmacy (“apotheek”) to collect your medication. You pay for it when it's ready, and if you have medical insurance, you can usually claim the expenses from the insurer. Certain medicines are available over the counter, either in a pharmacy or at a chemist (drogist). Pharmacies and chemists usually have the same opening hours as shops. There is always a pharmacy open, even on weekends. The telephone directory of The Hague and surroundings contains an extensive list of pharmacies in The Hague.

During the mandatory Introduction Days, more information and contact numbers will be provided.

3. Information on the Academic Programme

As an exchange student at the Faculty of Business, Finance and Marketing you can attend the following three of our bachelor programmes that offer courses to exchange students:

- International Business (IB)
- International Financial Management & Control (IFMC)
- Marketing Management (CE)

In this course guide you will find the information per programme. Most modules are offered by our International Business programme (IB). The programme International Financial Management & Control (IFMC) offers minors (15 or 30 ECTS courses). You can choose modules from International Business (IB) and combine these with a 15-ECTS minor from IFMC within a semester. Please note that next to a minor from IFMC you cannot follow other modules from IB at the same time, only in sequence. We recommend a maximum of 30 ECTS per semester.

The Marketing Management (CE) programme offers a fixed set of modules of 30 ECTS in the Spring semester only. You cannot choose to follow separate modules from our marketing programme. Furthermore, if you choose to study at the Marketing Management program you cannot choose any modules from the other study programs.

Attendance

Students are expected to be on time for classes. If a student comes to class late, the lecturer concerned may refuse him/her entry.

How students contact lecturers

If students wish to contact staff outside class hours or want to hand in an essay, paper or other assignment, they must follow the following procedures:

- Handing in assignments (including essays and papers) is done via e-mail or via The Digital Learning environment “BrightSpace”. The lecturer will inform you which medium to use.
- Members of staff can be asked short questions through e-mail. Students can normally expect to get an answer to e-mail questions within 3 working days. Some lecturers will respond to the chat in Microsoft Teams.

How staff contact students

If a member of staff wishes to contact a student, the following methods are used:

- Through e-mail. All THUAS students have their own THUAS e-mail address. The Digital Learning environment “Brightspace ” is also commonly used.
- Through study-related announcements published on the university portal (http://intranet.hhs.nl/).
- If necessary, for example reasons of confidentiality, programs of the faculty may try to contact a student through other methods, for instance by phone or by post. For that reason, it is absolutely necessary that the faculty has up-to-date information about a student’s address and phone number. Should any changes occur during the academic year, please inform us via email at BFM-inboundexchange@hhs.nl

Timetables / schedule / courses

There are two semesters (four blocks) in an academic year. The timetables will differ from block to block. These are numbered sequentially: Block 1 and 2 belonging to the first (Fall) semester, and Block 3 and 4 belonging to the second (Spring) semester. Please note that the IFMC Programme uses the word *term* instead of block.

Prior to your arrival, the BFM "Course Choice Form" will be sent to you by email. Here, you give your preference for the modules you would like to take at the faculty BFM. **The final enrollment for courses will take place during the introduction week.**

It could be the case that some modules of your choice are full upon your arrival; in such cases you will be able to select other available modules. Your learning agreement will be finalized after the enrollment for courses during the introduction week.

Class hours

Classes are allotted by slots. Some classes last 45 minutes, and others 90 minutes. The slots are as follows:

1. 08.45 am – 09.30 am
2. 09.30 am – 10.15 am
3. 10.30 am – 11.15 am
4. 11.15 am – 12.00 pm
5. 12.15 pm – 13.00 pm
6. 13.00 pm – 13.45 pm
7. 13.45 pm – 14.30 pm
8. 14.45 pm – 15.30 pm
9. 15.30 pm – 16.15 pm
10. 16.30 pm – 17.15 pm
11. 17.15 pm – 18.00 pm

In weeks with fewer than five working days the timetable is adjusted so that as many classes as possible can take place.

BFM Introduction Days

The academic calendar runs from 24 August 2026 to 16 July 2027. Both the Fall and the Spring Exchange Semester start with (mandatory) Introduction Days.

Fall semester Introduction
The mandatory introduction days for exchange students will take place from Tuesday 25 August 2026 to Thursday 27 August 2026. Classes start directly after the Introduction in the week of 31 August 2026.

Spring semester Introduction
The mandatory introduction days for exchange students will take place from Wednesday 3 February 2027 to Friday 5 February 2027. Classes start directly after the Introduction in the week of 8 February 2027.

Attendance during the introduction week is mandatory. Exact times of this event will be announced in due time.

Documentation

Official Erasmus+ / Exchange documentation for exchange students, such **as Learning Agreements** (Before- and During Mobility) can be sent via Erasmus Without Papers portals or as PDF documents via email to BFM-inboundexchange@hhs.nl for processing.

Signage on behalf of THUAS – faculty of BFM, on all documentation will be done by:

Ms. Noor (E.J.) Verwoerd
Exchange Coordinator

The Hague University of Applied Sciences | Faculty of Business, Finance & Marketing
Johanna Westerdijkplein 75 | 2521 EN The Hague | The Netherlands
Telephone: +31 643568367| bfm-inboundexchange@hhs.nl| ERASMUSCODE: NL sGrave-13

4. Student Activities

Campus Life & Sports at THUAS

THUAS organizes numerous sporting activities, such as volleyball, football/soccer, basketball, badminton, yoga, Pilates, Zumba, boxing, capoeira, body shape etc. and students pay a small contribution to participate. The THUAS gym is accessible to students with a sport and fitness card, which can be purchased for a reduced amount for a semester or an entire academic year. For further information, please consult their webpage.

The main campus is also home to various sports clubs (rowing, korfball, lacrosse, rugby, tennis, football, volleyball, hockey, basketball, athletics etc.) and organises events and parties for international students from time to time. More information is available via email at campus@hhs.nl.

Student Associations

The **FOCUS** Study Association is “focused” on making an impact within the trIBe, the **International Business** community, through networking events, academic growth, and friendship building. Our association has five committees, Academic Development, Introduction Days, Events, Merchandise and Funding and Excursions. Academic Development works to organize events; guest lectures and company visits to further education outside of the classroom. Introduction Days organizes fun activities for students coming to the Hague University of Applied Sciences for the first time and is a stepping tool to starting connections and friendships with other first-time students in IB. The events committee organizes social events throughout the entire year promoting camaraderie among students. The merchandise and funding committee puts their efforts towards creating trIBe and FOCUS merch and sponsorships. And lastly but certainly not least, the Excursions committee organizes amazing opportunities for IB students to travel to different locations during breaks with other IB and FOCUS students. FOCUS supports IB students to further their involvement from just school to really being a part of the trIBe. We hope this gives you more insight to what FOCUS does and stands for and for more information, please follow us on our Instagram, @focus_studyassociation:

https://instagram.com/focus_studyassociation?igshid=YmMyMTA2M2Y=

FESA is a study association founded in November 2019 by **Finance & Control** students. The study association was already open for the FC program and also the IFMC program. Accountancy has now also been added from this school year.
A lot is possible at the study association, and we hope to be able to offer a lot of support to the students in the future. If you think it would be fun to join the study association, sign up via the site! Would you also like to do something more than just be a member, you can also join one of the committees and show what you can do or develop yourself more.
Follow us on our social media for updates on what's going on and fun upcoming events.

https://www.instagram.com/fesathehague/

For more information about FESA, check out our website or socials or send an email to: bestuur@fesathehauge.com.

The **CE/Marketing** Exchange students will join an "**International Classroom**" during their exchange at THUAS. In this classroom, regular students are directly paired with exchange students. Therefore, intercultural interactions will naturally grow. During the semester, several extra-curricular activities will also be organized for all participants of the International Classroom.

5. International Business (IB)

The International Business program awards a bachelor's degree. The program is offered over the course of 3 or 4 years and is fully taught in English. This chapter will give you an overview of the course offer from the International Business program.

The curriculum offered by the International Business program to International Exchange students is divided into 2 broad sections, namely Core and Expanded curriculum.

Core curriculum

Our core curriculum is categorized according to 4 business functions:

- People and Organization (P&O) – also known as Human Resources Management (HRM)
- Finance
- Marketing
- Supply Chain and Operations

Additionally, we offer modules that address the following competencies:

- Ways of Thinking
- Ways of Working
- Living in the World

Within each function or competency, we offer modules at different knowledge levels, as follows:

- Foundation (mostly year 1 modules)
- Intermediate to advanced (mostly year 2 or year 3 modules)

Expanded curriculum

Furthering our offer, we make available Specialized topics modules, which we commonly name “Minors”:

- Asia *(Spring semester)*
- Sustainability *(Fall semester)*
- Purposeful Marketing *(Fall and Spring semester)*
- Entrepreneurship *(Spring semester)*
- Business Analytics *(Spring semester)*

Please note:

- Minors can only be selected as the full 15-ECTS course; no sub-parts of the Minor can be selected as individual courses.
- Per Minor, spots available for exchange students are very limited. If the Minor of choice is full upon enrollment during the introduction days, you will be able to select other courses.
- We also offer a set of language and culture modules and a selection of electives.
- Our aim is to provide you with a comprehensive overview of the modules that are made available to exchange students.
- We recommend a maximum of 30 ECTS per semester, as to manage workload and timetables.

Semesters

Please note that our academic year is divided into two semesters; each semester is divided into two blocks and that some modules that you can register for are offered only in the Fall or the Spring semester. As stated in the Course overview below, courses can be taking place in the first and / or second block of the semester.

Semester 1 (Fall semester)

- Semester 1 starts with mandatory introduction days on Tuesday the 25th of August 2026.
- Semester 1/ block 1 runs from 31 August 2026 to 16 October 2026.
- Exams block 1 take place in the week of 2 November 2026. Resit exams take place in the week of 18 January 2027.
- Semester 1/ block 2 runs from 16 November 2026 to 15 January 2027.
- Exams block 2 take place in the week of 25 January 2027. (Apart from the module Management of Information II; this exam takes place in the week of 14 December 2026). Resit exams block 2 take place from 26 april 2027 – 4 May 2026, live on campus.
- Modules that run through the entire semester have their exams in the week of 25 January 2027.
- Semester 1 ends on the 29th of January 2027.

Semester 2 (Spring semester)

- Semester 2 starts with mandatory introduction days on Tuesday the 2nr of February 2027.
- Semester 2/ block 3 runs from 8 February 2027 to 2 April 2027.
- Exams block 3 take place in the week of 5 April. Resit exams take place in the weeks of 18 May – 4 June.
- Semester 2 / block 4 runs from 12 April to 11 June 2027.
- Exams block 4 take place in the week of 14 June 2027. Resit exams year 1 courses take place from 12 – 16 July 2027. Resit exams year 2 – 4 courses take place after the summer break, end of August 2027. The semester ends on 16 July 2027.
- Modules that run through the entire semester have their exams in the week of 14 June 2027.

Exams / tests

At the end of each block there is an exam/test period (TP1, TP2, TP3 and TP4 noted as in the Academic Calendar). These periods will last one week. You are allowed one resit for exams if you have not passed them. There are specific dates where students can re-take exams/test (noted as RP1, RP2, RP3 and RP4 in the Academic Calendar).

For students joining the IB Exchange programme in Semester 1 please be aware of the following:

- **The exams for the second block of Semester 1, as well as the resit exams for the first block of Semester 1, take place on campus in January after the Christmas holidays.**

- **The resit exams for the second block of Semester 1 take place live on campus in the week of 26 April 2026.**

For students joining the IB Exchange programme in Semester 2 please be aware of the following:

- **The resit exams for block 3 of Semester 2, will be spread out over 3 weeks, between 18 May and 4 June 2027.**

- **The resit exams for block 4 of Semester 2 take place live on campus. The resits of Year 1 courses will be from 12 – 16 July 2027, live on campus. The resits of Year 2 – 4 courses will take place at the end of August, live on campus.**

Each exam you take can be reviewed with your respective lecturer during review sessions, which are scheduled at specific dates during the semester.

During the first weeks of your Exchange, a special mandatory presentation will be organized for you by our Exam Office and Exam Board, to inform you on the exam policy at THUAS.

6. International Business – Course overview

IB Year 1 Modules

ECTS	OSIRIS Code	Course/Module	Semester	Block
3	IB-P116-19	Business Mathematics	Fall	1
3	IB-P101-26	Thinking in Action I: Introduction to Critical Thinking *	Fall	2
6	IB-P104-23	Marketing & Sales Fundamentals	Fall	1 & 2
3	IB-P117-19	Accounting I	Fall	1 or 2
3	IB-P107-23	Introduction to Business Communication	Fall	1
6	IB-P119-24	People, Organisation & Environment	Fall	1 & 2
3	IB3-P100-21	People & Organisation (TYP)	Spring	3
3	IB-P112-24	Applied Statistics I	Fall & Spring	2 or 3
3	IB-P118-19	Finance I	Fall & Spring	2 or 3
3	IB-P108-19	Economics	Fall & Spring	1 or 4
3	IB-P110-19	Business Communication: Public Speaking for Business	Spring	3 & 4
6	IB-P109-22	International Business Law	Spring	3 & 4
6	IB-P111-23	Introduction to Operations & Supply Chain	Spring	3 & 4

IB Year 2 Modules

ECTS	OSIRIS Code	Course/Module	Semester	Block
3	IB-S223-19	Accounting II	Fall	1
3	IB-S224-24	Applied Statistics II	Fall & Spring	2 or 4
6	IB-S214-20	Operations & Supply Chain	Fall	1 & 2
6	IB-S220-24	Corporate Social Responsibility	Fall	1 & 2
3	IB-S201-24	Economics II	Fall & Spring	1 or 3
3	IB-S227-21	Thinking in Action II: Argumentation in Writing & Film *	Fall & Spring	1 & 2 or 3
3	IB-S228-19	Management of Information I	Spring	3 or 4
3	IB-S229-19	Finance II	Fall & Spring	2 or 4

6	IB-S226-24	Advanced Marketing & Sales	Fall & Spring	1 & 2 or 3 & 4
3	IB3-S230-24	People & Organization 2 (TYP)	Fall	2
6	IB-S230-24	People & Organization 2	Spring	3 & 4
3	IB3-S320-21	Glocal Challenge	Fall	1

** students are only allowed to enroll for one Thinking in Action (I or II) course per semester.*

IB Year 2 - L&C Business Communication I & II

** Please note that only one foreign language can be selected per semester, to avoid time table conflicts.*
*** L &C courses / levels will be offered based on demand by our regular student population and might be subject to changes.*
**** for the Elementary and Pre-intermediate level, pre-knowledge of the language is required*

ECTS	OSIRIS Code	Course/Module	Semester	Block
3	IB-K005-24	Language & Culture I: Chinese – Absolute beginners	Fall	1 & 2
3	IB-K003B-24	Language & Culture I: French - Absolute beginners	Fall	1 & 2
3	IB-K103E-24	Language & Culture I: French - Elementary	Fall	1 & 2
3	IB-K001B-24	Language & Culture I: Spanish - Absolute beginners	Fall	1 & 2
3	IB-K001E-24	Language & Culture I: Spanish - Elementary	Fall	1 & 2
3	IB-K105-24	Language & Culture II: Chinese - Elementary	Spring	3 &4
3	IB-K003E-24	Language & Culture II: French - Elementary	Spring	3 & 4
3	IB-K103P-24	Language & Culture II: French – Pre-Intermediate	Spring	3 & 4
3	IB-K001E-24	Language & Culture II: Spanish - Elementary	Spring	3 & 4
3	IB-K101P-24	Language & Culture II: Spanish – Pre-Intermediate	Spring	3 & 4

IB Year 3 Modules

ECTS	OSIRIS Code	Course/Module	Semester	Block
6	IB-S313-22	Management of Information II	Fall & Spring	1 & 2 or 3 & 4

BFM (faculty-wide) Minors

**Please note that a limited amount of spots in Minors are available for exchange students; if the Minor of choice is full upon enrollment, students can select other courses from the curriculum. Minors can be subject to change on basis of the number of enrollments.*

ECTS	OSIRIS Code	Course/Module	Semester	Block
15	BFM-HMVT25-SB	Minor: Sustainable Business	Fall	1
15	BFM-HMVT20-ENTRE	Minor: International Entrepreneurship	Spring	3
15	IB-HMVT23-CBG	Minor: Purposeful Marketing Challenge	Fall	1
15	BFM-HMVT23-BA	Minor: Business Analytics	Spring	3
15	BFM-HMVT25 - BIA	Minor: Business in Asia	Spring	3

IB Electives

**Please note that a limited amount of spots in Electives are available for exchange students; if the Elective of choice is full upon enrollment, students can select other courses from the curriculum. Electives can be subject to change on basis of the number of enrollments.*

ECTS	OSIRIS Code	Course/Module	Semester	Block
9	IB-K203-25	Business in Latin America	Spring	4
6	IB-K208-22	Behavioral Economics	Spring	4
3	IB-DBCFES-21	Survival Dutch	Fall & Spring	1 & 2 or 3 & 4
3	IB-K804-24	Business in Europe	Fall & Spring	1 or 3
3	IB-K305-25	Fintech	Spring	4
6	IB-K211-23	Content Marketing	Spring	4
3	CE-KVCHAL1-17	Challenge Innovation Quarter** ***Pre-enrollment assessment mandatory*	Fall & Spring	2 or 4
3	TBD	Action Team International Marketing Week (BIP)	Spring	4
15	IB-K212-24	People Strategy, Sustainable Careers & Conscious Leadership	Spring	4
15	IB-Z004-25	Operations & Supply Chain Specialization	Fall	1 & 2
5	IB-K213-25	Ethical Implications of AI in Marketing	Fall	1 & 2

7. International Financial Management & Control (IFMC)

International Financial Management & Control (IFMC) bachelor programme prepares you for your future financial career. You learn the basics in Year One and you will take a deep dive into finances and controlling in Year Two. Year Three covers risk management and controlling courses as well as a 15-week practical orientation internship. Year Four has minors in semester one and a graduation (research) project in semester two.

IFMC is well-known in the business because of its practical courses, hands-on competencies and 21st century skills. This is the main reason why IFMC students obtain excellent job opportunities only within a couple of months after their graduation. Today, IFMC students are specializing in the fields of blockchain technologies, cryptocurrencies, data sciences, digital trading, and financial investments. These are the specialization minors that IFMC offers to IFMC students and to students from other universities worldwide.

Schedule of IFMC minors

The IFMC semesters are divided into two blocks of each 10 lesson weeks. Classes are in week 1 to and including week 6. Exams and assignments hand-ins are in week 7. Week 8 and 9 are project weeks where you will work on a self-chosen challenge in group form. At the end of week 9 you will hand in an advisory report and present it to your class. Rework activities in lesson week 10. You can find the dates of each semester and block in the table below.

Semester 1	Introduction days	25 - 27 August 2026
	Block A	31 Aug 2026 - 13 Nov 2026
	Block B	16 Nov 2026 – 5 Feb 2027
Semester 2	Introduction days	3 – 5 Feb 2027
	Block C	8 Feb 2027 - 23 Apr 2027
	Block D	26 Apr 2027 – 9 Jul 2027

REMINDER
You can choose modules from International Business (IB) and combine these with a 15-ECTS minor from IFMC within a semester. Please note that next to a minor from IFMC you cannot follow other modules from IB at the same time in the same block, only in sequence.

Exams

There is an exam period at the end of each block. This exam periods last one week. Please be aware that courses that run the whole semester (two blocks) have two exam periods. All exams have a resit exam for students who did not pass the first exam. You can review your exam results with your lecturer. These review dates will be announced at the start of the course. Some courses have an individual or group paper instead of an exam. In this case, the presentation dates will be announced at the start of the course.

8. International Financial Management & Control - Course Overview

ECTS	Osiris Code	IFMC Inbound Exchange minors	Semester	Block /Term
15	BFM-HMVT25-BAI15	#HYF Blockchain, AI & Quantum (15 ECTS)	Fall & Spring	A, B or C
30	BFM-HMVT25-BAI30	#HYF Blockchain,AI & Quantum (30 ECTS))	Fall & Spring	A & B C & D
15	BFM-HMVT25-TRADE	#HYF Trading Digital & Financial Assets (TDFA)	Fall & Spring	A, B or C
30	BFM-HMVT25-FIT	#HYF FinTech: Investing & Trading (FIT)	Fall & Spring	A & B C & D

Note: The Block Chain Minor has two versions, i.e. a 15 ECTS and a 30 ECTS.

General notes:

1. The 15 ECTS minor starts in blocks A, B and C and has a duration of one block.
2. The 30 ECTS minor start at block A and in block C and have a duration of 2 blocks. Students can choose to take it in A & B or C & D.
3. The Trading & Investing Minors will mostly consist of online education. The Blockchain Minors will have both physical and online streamed classes.

9. Marketing Management (CE)

Marketing Management (CE) prepares you as marketer for the future. You will engage with current topics and trends in both online- and offline marketing management. You will learn about marketing form an entrepreneurial, ethical as well as a multicultural perspective with a practical approach.

The Marketing Management program awards a Bachelor's degree. Marketing Management is a Dutch taught program, with one full semester in English. This chapter will deal with the information, rules and regulations of being part of the exchange program. The inbound exchange students will be part of a so-called International Classroom where the students are mixed with Dutch speaking students.

The first part of the exchange semester in marketing evolves around export marketing whereby you will elaborate an export marketing plan for a real-life company. The course is supported with theories regarding export marketing as well as intercultural management and financial management. The results will need to be presented to the company as part of the assessment. The second part of the semester is about strategic marketing using theories and current business cases. For personal development electives are offered in both block 3 and 4 in order to complete 30 ECTS.

Schedule/Calendar

Only exchange students who come in Spring to our faculty can take part in courses of the program Marketing Management (CE). Classes for the Marketing Management program run in the Spring semester of the 2026-2027.

Semesters

Please note that our spring semester is divided into 2 blocks:

- Semester 2 / Block 3 runs from February 8th 2027 onwards.
- Exams Block 3 in the week of 12th of April.
- Semester 2/ Block 4 for runs from 19th of April onwards.
- Exams Block 4: in the week of June 21st. Resit exam week Block 4 week of July 5th 2027.
- Semester ends on Friday the 9thJuly.
- Only the module Business Communication runs through the whole semester.

Exams / tests

At the end of each term there is an exam/test week. Modules that run the whole semester have 2 test weeks. You are allowed to re-take exams/tests if you have failed them. These are called resits. There are specific dates where students can re-take exams/test. Each exam you take can be reviewed with your respective lecturer during review sessions, which are scheduled at specific dates during the semester.

During the first weeks of your Exchange, a special mandatory presentation will be organized for you by our Exam Office and Exam Board, to inform you on the exam policy at THUAS.

Important information:

Please be aware, that if you would like to study at our Marketing Management program you follow a fixed set of modules in marketing of 30 ECTS. You cannot choose to follow separate modules from our marketing program. If you choose the marketing program you cannot choose any modules from the other study programs i.e. at International Business.

10. Marketing Management – Course Overview

The first part of the exchange semester at the Marketing Management program evolves around export marketing whereby you will elaborate an export marketing plan for a real-life company. The course is supported with theories regarding export marketing as well as intercultural management and financial management. The results will need to be presented to the company as part of the assessment. The second part of the semester is about strategic marketing using theories and current business cases. For personal development, electives are offered in both block 3 and 4 in order to complete 30 ECTS.

ECTS	OSIRIS Code	Course/Module	Semester	Block
3	CE-S300-20	Export plan (EP)	Spring	3
3	CE-S301-24	Intercultural Management (ICM)	Spring	3
3	CE-S302-20	Financial Management (FM3)	Spring	4
3	CE-S303-22	Marketing 7	Spring	4
6	CE-V203-23	CMS	Spring	3
3	CE-S304-24	Business English communication 4 (BC4)	Spring	3 & 4
3	CE-S306-22	Social Value Creation (SCV)	Spring	4
		Electives (select 2 electives of 3 ECTS each) *	Spring	4
3	CE-KVAK-21	Asia Studies	Spring	4
3	IB-K804-24	Business in Europe	Spring	4
3	CE-KVNMP-19	Neuro-Marketing & Psychology of advertising	Spring	4
3	CE-KVCMI-15	City Marketing	Spring	4
3	CE-KVCHAL1-17	Challenge Innovation Quarter* **Pre-enrollment interview mandatory*	Spring	4

*Students might be moved to a different elective if a course is overbooked.

11. Module Descriptions International Business

Below you will find a list of the courses within the bachelor programme. These courses are offered in English, unless stated otherwise.

IB Year 1 Modules

Module Description: Business Math

Module Description: Business Math	
Credits	3 ECTS
Course Code	IB-P116-19
Entry requirements	
Programme Year	Year 1 FYP
Semester / Block	1 / 1
Weeks	7
Teaching Method	Lecture, Blended, Workshop
Coordinator	Ms. S. Oussoren-Supanantaroek
Lecturer(s)	
Course content/outline	During this course, the student develops basic mathematical knowledge and skills. After successful completion of this course the student is expected to be able to calculate in relevant business courses: Statistics & Research, Economics, Finance, Accounting. Break-even analysis, maximizing profit, finding future value of an investment are among the applications that are covered.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO2	TWM24WT3 TWM18TWM19	Carry out basic arithmetic operations with fractions, square root, exponents, etc. by following the correct order of operations.	1
PLO1, PLO2	TWM24WT3 TWM18TWM19	Solve linear, quadratic and exponential equations.	1
PLO1, PLO2	TWM24WT3	Connect algebraic and graphical representations of linear and quadratic functions.	1
PLO1, PLO2	TWM18TWM19	Calculate percentage changes.	1

	PLO1, PLO2	TWM18TWM19	Calculate the present value, future value, interest rate or number of investment periods of an investment with compound interest.	1
	PLO1, PLO2	TWM18TWM19	Calculate the present value, future value, payment, interest rate, number of payments or remaining debt of an annuity.	1

Course Material (literature/tools)

REQUIRED
Course materials available on ***Grasple***

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture, Blended, Workshop	2 x 2 = 4	Students need to self-study different mathematics topics on ***Grasple*** before coming to the workshops.

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written exam	100%	5.5	Remindo on campus. The exam is a MCQ exam.	I

ECTS Breakdown

3 ECTS = 84 hours

Workshops: 2 hours x 2 /week for 7 weeks = **28 hours**
Class preparation and self-study: 4 hours/week for 7 weeks = **28 hours**
Grasple weekly test: 2 hours/week for 7 weeks = **14 hours**
Exam Practice: 12 hours = **12 hours**
Exam: 2 hours = **2 hours**

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026 -2027
For more information consult the conversion table		

Module Description: Thinking in Action I

Credits	3 ECTS
Course Code	IB-P101-26
Entry requirements	
Programme Year	Year 1 FYP
Semester / Block	Semester 1 / Block 2
Weeks	7
Teaching Method	Workshops
Coordinator	Ms Nanna Freeman
Lecturer(s)	
Course content/outline	Critical thinking, when taught, is an interactive process between participants: lecturers and students alike. It involves, at its core, seeing both/all sides of an issue, being open to new evidence that disconfirms your ideas, reasoning with a strong foundation, demanding that claims be backed up with evidence, and deducing and inferring conclusions from available facts. To kickstart and facilitate this process, all participants must be able to identify what makes a strong or weak argument, (de)construct an argument, and develop a shared vocabulary. Furthermore, we explore how System 1 (fast thinking) and System 2 thinking (slow thinking), as defined by Kahneman, affect our day to day lives, thoughts, and decision making. These skills will then be put to use in modules throughout the IB programme, for instance to help develop world citizenship and ethical decision making, to contribute to innovation and to solve problems using primary and secondary research. It will be followed up in year 2 with Thinking in Action 2.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT1	MLO1: Name/list the different parts of an argument, using Toulmin method	1
PLO1, PLO4	WT1	MLO2: Recognize and create components of an argument, according to Toulmin	2
PLO1, PLO4	WT1	MLO3: Classify errors in thinking and/or reasoning according to fallacies, biases, heuristics	2
PLO1, PLO4	WT1	MLO4: Differentiate inductive from deductive reasoning and assess the strength of these arguments	2

Course Material (literature/tools)

REQUIRED
An online syllabus will be provided via Brightspace no later than the week before the module starts.

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	This course is taught blended and makes use of online tools and materials. Instead of homework,

			there is pre-work which students must complete before coming to the workshop. The pre-work is posted on Brightspace and takes between 4-6 hours to complete each week.

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Administered in Remindo on campus. The exam consists of multiple choice questions.	I

ECTS Breakdown

3 ECTS = 84 hours

Workshops = 2 hours/week for 7 weeks = 14 hours
Prep work = 6 hours/week for 7 weeks = 42 hours
Exam practice = 10 hours
Exam revision = 16 hours
Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Marketing & Sales Fundamentals

Credits	6 ECTS
Course Code	IB-P104-23
Entry requirements	
Programme Year	Year 1 FYP / Year 1 TYP
Semester / Block	Semester 1 / Blocks 1 - 2
Weeks	14
Teaching Method	Lectures, Workshops
Coordinator	Mr. Sanson
Lecturer(s)	
Course content/outline	Marketing and Sales are fundamental functions for big and small organizations, for business and for individual success. In these dynamic and exciting fields, there are challenges posed by globalization, digital innovation and ever-changing markets, cluttered with brands under constant reinvention. General public often confuses Marketing with advertising and persuading people to buy products and services that they don't need. However, what lies at the heart of Marketing is the understanding of consumers and organizational customer journeys, and the need to generate genuine customer value for them. In this introductory course all basic principles of marketing will be covered: - identify customer needs and motivations, - satisfy those needs in a distinctive way with the right products and/or services, - ensure customers access through the best distribution channels, - use promotional activities in the right place at the right moment, enhancing their experience, and - determine the price to boost the firm's profitability while also maintaining customer satisfaction and loyalty. In a similar way, Sales is commonly stereotyped with the image of a pushy retail salesclerk, or a glad-handing "used-car salesman". Far from that, sales professionals do not succeed by taking advantage of customers, but by listening to their needs and helping to forge solutions. In this introductory course students will learn the importance of sales function to build powerful relationships with customers (especially in the B2B context). Students will also understand Sales role related to Marketing, not only as a promotional mix tool, but as a key strategic partner in direct contact with the customer. In addition, this course also integrates the impact of digital developments in Marketing & Sales, and the call to integrate purposeful marketing practices, aligned with corporate ethics and social responsibility. This 6 ECTS module provides the foundation for the Integrated Project 2 (Semester 2) and all other IB Marketing & Sales courses (Year 2 and beyond). Given the practical nature of this course, students are strongly encouraged to attend all lectures and workshops throughout the 14 weeks of this module to maximize their chances of success. Class participation is critical to demonstrate the achievement of the learning goals. This involves presentations

and active in-class contributions, which shape the final assignment and are therefore components of the assessment.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	TWM15	MLO 1: Apply fundamental marketing concepts and marketing plan elements in a well-defined simple business context. Key areas are: - Marketing concepts and process, - Marketplace and customer value, - Marketing strategy and marketing mix	1
PLO1	TWM17	MLO 2: Explain the critical role of digital development in the marketing context.	1
PLO1 PLO3	TWM16	MLO 3: Explain the role and the key concepts of Sales in business in support of durable relationships.	1
PLO1	LW10	MLO 4: Explain Ethical and Social Responsibility in Marketing & Sales practices.	1

Course Material (literature/tools)

REQUIRED
Principles of Marketing Global Edition, Philip T. Kotler & Gary Armstrong, Pearson, 19ed, ISBN-13: 978-1-292-44936-4; ISBN-10: 1-292-44936-5

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1	The course format has a waved approach with blended learning, involving class preparation through readings, videos, pre-class assignments, in-class presentations and diverse activities that contribute to the final Assignment.
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	5.5	Multiple Choice. Remindo in campus. No compensation.	I
Assignment	50%	5.5	Group Assignment: portfolio and video, including individual members contribution component. Active in-class contributions and presentations, which shape the final Assignment, are components of the assessment. Format of the Portfolio must be PDF; format of the video must be a link included at the end of the portfolio. No compensation.	

ECTS Breakdown

6 ECTS = 168 hours

Lectures = 1 hour/week for 14 weeks = 14 hours
Workshop = 2 hours/week for 14 weeks = 28 hours

	Coaching hours = 10 hours for 10 weeks = 10 hours Self study = 4 hours/week for 14 weeks = 56 hours Group assignment = 2.3 hours/week for 14 weeks = 32 hours Exam Practice = 26 hours Exam = 2 hours
Conversion Information in case of Changes to the Module	<table><tr><td>Predecessor Module Name</td><td>Osiris Code</td><td>Last Chance Exams to be offered in 2026-2027</td></tr><tr><td>Marketing Fundamentals</td><td>IB-P104-20</td><td>NO</td></tr><tr><td colspan="3">For more information consult the conversion table</td></tr></table>

Module Description: Accounting I

Credits	3 ECTS
Course Code	IB-P117-19
Entry requirements	
Programme Year	Year 1 FYP / Year 1 TYP
Semester / Block	Semester 1 / Block 1 or 2
Weeks	7
Teaching Method	Recorded lecture, workshop.
Coordinator	Mrs. Martina
Lecturer(s)	
Course content/outline	This module introduces students to the world of accounting and finance and prepares them to understand next accounting and finance courses. Students learn the sequence of accounting and how accrual-based accounting concepts apply in making periodic adjustments in the books of Accounts. From the basic double entry system, students are taught the importance of accounting beginning with a business transaction, journal entries, ledgers, trial balance, Adjustments, and Adjusted Trial Balance according to the International Financial Reporting Standards. The process makes students able to prepare and evaluate key financial statements (income statement, statement of retained earnings and balance sheet.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO 1	TWM18	MLO1: The student can analyse the effect of business transactions on the Accounting Equation and can prepare and interpret a company's income statement and balance sheet.	1
PLO 1	TWM18	MLO2: The student can use journal entries to record economic transactions and prepare the Trial Balance	1
PLO 1	TWM18	MLO3: The students can apply accrual accounting to prepare adjusted journal entries and the adjusted Trial Balance	1
PLO 1	TWM18	MLO4: The student can identify the sections of a classified balance sheet	1

Course Material (literature/tools)	**REQUIRED** Financial & Managerial Accounting, Weygandt Kimmel & Mitchell, Wiley, **5th edition**, ISBN 9781394249008 (paperback) | ISBN 9781394248964 (adobe pdf) | ISBN 9781394248957 (epub)

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1	
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Remindo on Campus. The exam is a closed book digital exam consisting of open questions.	I

ECTS Breakdown

3 ECTS = 84 hours

Lectures = 1 hour/week for 7 weeks = 7 hours
Workshop = 2 hours/week for 7 weeks =14 hours
Selfstudy = 2 hours/week for 7 weeks =14 hours
Selfstudy = 180 pages at 5 pages/hour = 36 hours
Exam Practice = 11 hours = 11 hours
Exam = 2 hours = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Introduction to Business Communication

Credits	3 ECTS
Course Code	IB-P107-23
Entry requirements	none
Programme Year	Year 1 FYP
Semester / Block	Semester 1 / Block 1
Weeks	7
Teaching Method	Workshops
Coordinator	Ms Bojana Petrova
Lecturer(s)	
Course content/outline	This course will equip students with the essential skills needed for professional communication in a business setting by covering two main areas: (1) format and structure of short professional emails, and (2) synthesizing information from written sources on current international business issues into comparison and contrast paragraphs. Students will learn to craft well-structured and professional emails, develop their skills in selecting, paraphrasing, summarizing, and synthesizing written information, and learn how to reference sources properly. During this course students will improve their theoretical knowledge and practical application of Academic & Business Communication Skills. These skills will be useful in future courses and will help them effectively communicate in the business world.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1, PLO2	WT1, WW4	MLO1: Write accurate, coherent and well-structured sentences and paragraphs in short business and academic contexts.	1
PLO3	WT1, WW4	MLO2: Apply the correct format, structure and tone for short business and academic emails.	1
PLO1, PLO2	WT1, WW4	MLO3: Select and synthesize the main information from two texts into a comparison and contrast paragraph with clear topic and concluding sentences and examples to illustrate the main points.	1
PLO1, PLO2	WT1, WW4	MLO4: Apply a correct pattern for organization, precise and concise wording when paraphrasing and summarizing, and consistent and appropriate tone and style in a synthesis paragraph.	1

Course Material (literature/tools)	**REQUIRED** To be shared via the Brightspace learning platform

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	4	Two workshops per week allowing for practice and feedback opportunities.

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Administered in Remindo on campus. The exam consists of open questions.	I
Portfolio	P/F	P	Portfolio assessed at the end of the course, but includes deliverables to be completed weekly. The portfolio must be submitted in a PDF format.	I

ECTS Breakdown

3 ECTS = 84 hours

Workshops: 4 hours/week for 7 weeks = 28 hours
Homework (participation): 4 hours/week for 7 weeks = 28 hours
Self-study
Exam preparation: 1 x 20 hours = 20 hours
Mock exam in Feedback Fruits 1 x 6 hours = 6 hours
Exam: 1 x 2 hours 1 x 2 = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Introduction to Business Communication	IB-P107-21	No, last chance was in 2023-2024
For more information consult the conversion table		

Module Description: People, Organization & Environment

Credits	6 ECTS
Course Code	IB-P119-24
Entry requirements	
Programme Year	Year 1 FYP
Semester / Block	Sem 1 / Block 1 & 2
Weeks	14
Teaching Method	Lectures, Workshops
Coordinator	Ms. T.N.C.Nguyen
Lecturer(s)	
Course content/outline	Internationally-operating companies operate in an ever-changing, increasingly globalized environment. This course aims to give students an introduction into managing an international business. The course introduces the core concepts of organization and management through topics such as organizations and their business environment, strategic management, organizations and people, motivation and collaboration, management roles and skills, as well as organizational structure and change, innovation and information management. During the workshop students will deepen their understanding of core concepts and theories through solving business cases and exercises.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT3	MLO1 - Explain the impact of external and internal environments and their changes in internationally operating companies	1
PLO1	LW14, TWM22, TWM23	MLO2 - Describe the components of an organization's business strategy, people strategy and their influence on each other	1
PLO1	WW7	MLO3 - Recognize the implications of advancements in Information Technology on international business	1
PLO2	LW10, TWM22 TWM23	MLO4 - Recognize how managers lead an organization taking into account the role of ethical decision making	1

Course Material (literature/tools)

REQUIRED
MGMT, Principles of Management, C.Williams, Cengage, 12th, ISBN 9780357137727

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1	Recorded
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam 1	50%	4.5	Remindo on Campus. Close-book exam	I

			The exam consists of multiple choice questions. Compensation	
Written Exam 2	50%	4.5	Remindo on Campus. Close-book exam The exam consists of multiple choice questions. Compensation	I

ECTS Breakdown

6 ECTS = 168 hours

(Recorded) Lectures = 1 hour/week for 12 weeks	= 12 hours
Workshop = 2 hours/week for 14 weeks	= 28 hours
Selfstudy = 3 hours/week for 14 weeks	= 42 hours
Selfstudy = 300 pages at 5 pages/hour	= 60 hours
Exam Practice = 22 hours	= 22 hours
Exam 1 = 2 hours	= 2 hours
Exam 2 = 2 hours	= 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2025-2026
n.a		
For more information consult the conversion table		

Module Description: People and Organization

Credits	3 ECTS
Course Code	IB3-P100-21
Entry requirements	None
Programme Year	Year 1 TYP
Semester / Block	Sem 2 / Block 3
Weeks	7
Teaching Method	Lectures, Workshops
Coordinator	Ms. T.N.C.Nguyen
Lecturer(s)	
Course content/outline	Internationally operating companies operate in an ever-changing, increasingly globalized environment. This course aims to give students an introduction into managing an international business. The course introduces the core concepts of organization and management through topics such as organizations and their business environment, strategic management, organizations and people, motivation and collaboration, management roles and skills, as well as organizational structure and change, innovation and information management. During the workshop students will deepen their understanding of core concepts and theories through solving business cases and exercises.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT3	MLO1 - Explain the impact of external and internal environments and their changes in on internationally operating companies	1
PLO1	LW14, TWM22, TWM23	MLO2 - Describe the components of an organization's business strategy, people strategy and their influence on each other	1
PLO1	WW7	MLO3 - Recognize the implications of advancements in Information Technology on international business	1
PLO2	LW10, TWM22 TWM23	MLO4 - Recognize how managers lead an organization	1

Course Material (literature/tools)

REQUIRED
MGMT, Principles of Management, C.Williams, Cengage, 12th, ISBN 9780357137727

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	2	Recorded
Workshop	3	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Remindo on Campus. Close-book exam The exam consists of multiple choice questions.	I

ECTS Breakdown

3 ECTS = 84 hours

Recorded Lectures = 2 hour/week * 3 + 1 hour/ week *4 = 10 hours
Workshop = 3 hours/week for 7 weeks = 21 hours
Self-study (book, quizzes) = 51 hours
Exam = 2 hours = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Applied Statistics I

Credits	3 ECTS
Course Code	IB-P112-24
Entry requirements	
Programme Year	Year 1 FYP / Year 1 TYP
Semester / Block	Semester 1 or 2 / Block 2 or 3
Weeks	7
Teaching Method	Lecture and workshop
Coordinator	Mr. Davidse
Lecturer(s)	
Course content/outline	During this course, the student will gain a solid foundation of basic applied statistics. Students will develop familiarity with key statistical concepts and acquire skills in data analysis, visualization, and interpretation. Lectures and workshops are organized around the application of statistical concepts into software-aided data analysis for business decision-making.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1,PLO2	TWM24	Identify key statistical concepts concisely for practical application.	1
PLO1,PLO2	TWM24	Create tables and graphs that show patterns in business data.	1
PLO1,PLO2	TWM24	Compute central tendency and variability by using Excel.	1
PLO1,PLO2	TWM24	Use the concept of probability distribution in business settings.	2
PLO1,PLO2	TWM24	Find probabilities or outcomes in a normal distribution.	2
PLO1,PLO2	TWM24	Use correlation analysis to find relationships in business data.	2
PLO1,PLO2	WT1	Interpret statistical results to draw valid decisions in various international business cases	2

Course Material (literature/tools)

Grasple environment for Applied Statistics I and other materials available on Brightspace.

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	2 hours	
Workshop	2 hours	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Application with Excel/Word	I

ECTS Breakdown	3 ECTS = 84 hours Lessons and workshops = 4 hour/week for 7 weeks = 28 hours Self study (reading) = 2.5 hours/week for 7 weeks, plus 1.5 hours for the entire module = 19 hours Self study (Grasple practice) = 4 hours/week for 7 weeks = 28 hours Self study (Grasple tests)= 1 hours/week for 7 weeks = 7 hours Exam = 2 hours = 2 hours
Conversion Information in case of Changes to the Module	**Predecessor Module Name** / **Osiris Code** / **Last Chance Exams to be offered in 2026-2027** Statistics I / IB-P112-18 / For more information consult the conversion table /

Module Description: Finance I

Credits	3 ECTS
Course Code	IB-P118-19
Entry requirements	
Programme Year	Year 1 FYP / Year 1 TYP
Semester / Block	Semester 1, Block 2 / Semester 2, Block 3
Weeks	7
Teaching Method	Lecture, workshop
Coordinator	Mr. Robbani
Lecturer(s)	
Course content/outline	Short description of the course content In this course students will understand how businesses are organized in the forms of sole-proprietorship, partnership, and corporations. They will be able to look at a firm from different perspectives: from the viewpoint of managers, shareholders, and creditors (such as banks). They will learn how to prepare cash flow statements and how to analyze financial statements. They will also use time value of money (TVM) technique in Finance. Using the TVM, students will know how to calculate present value, future value of ordinary, annuity, and perpetual cash flows. Students will be able to apply these TVM techniques to make decisions on mortgages, car loans, etc. by calculating the monthly installments for their loans. Also, students will learn how to use different interest rates—stated or applied—such as annualized percentage rate (APR), and effective annual rate (EAR).

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	TWM18	MLO1: The student will remember what the different forms of business organizations are; understand how a corporation is managed and controlled; and recognize how financial markets work, and what are the role of a financial manager [Ch1].	1
PLO1	TWM19	MLO2: The student will understand different financial statements and their interrelationships; will be able to prepare cash flow statement and analyze a firm's performance applying different ratios. [Ch2].	1
PLO1	TWM18	MLO3: The student will understand the valuation principles using Time Value of Money; will be able to calculate present value and future value of series of cash flows [Ch3].	1
PLO1	TWM18	MLO4: The student will be able to calculate present value and future of perpetuity and annuity cash flows. They will be able to apply their TVM and know how to calculate periodic (i.e., monthly) instalments of a mortgage, price of an asset, and future value of savings or loan obligations [Ch4]	1

PLO1	TWM18	MLO5: The student will understand different ways of interest rates are quoted; be able to calculate effective annual rate (EAR) and apply the EAR to calculate loan payment and outstanding loan balance [Ch5].	1

Course Material (literature/tools)

REQUIRED
Fundamentals of Corporate Finance, Global Edition, 6th edition
Published by Pearson (October 1, 2024) © 2024
Link: Fundamentals of Corporate Finance, Global Edition
E-textbook: **ISBN-13: 9781292478357**
Paperback: **ISBN-13: 9781292470047**

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	2	Online recorded lecture
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Minimum Required Grade	Extra information	*
Written Exam	100%	5.5	Remindo on Campus. The exam consists of open and multiple-choice questions.	I

ECTS Breakdown

3 ECTS = 84

Lectures = 1 hour/week for 7 weeks = 7 hours
Workshop = 2 hours/week for 7 weeks =14 hours
Self-study = 2 hours/week for 7 weeks =14 hours
Self-study = 180 pages at 5 pages/hour = 36 hours
Exam Practice = 11 hours = 11 hours
Exam = 2 hours = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Economics

Credits	3 ECTS
Course Code	IB-P108-19
Entry requirements	
Program Year	Year 1 FYP / Year 1 TYP Block 1 or 4
Semester / Block	2 / 4
Weeks	7
Teaching Method	Workshops
Coordinator	Mrs. Lee
Lecturer(s)	
Course content/outline	After a general introduction of Economics, supply & demand and elasticities, the course focuses on the theory and current practical application of macro-economic factors such as economic growth, unemployment, inflation, balance of payment, and exchange rates. All topics are discussed from a general perspective and that of a business in particular.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT3 – MLO1	Explain and provide examples of different terms and concepts such as factors of production, opportunity costs, economic systems, supply & demand, elasticities and the theory of macro-economic factors such as economic growth, unemployment, inflation, balance of payment and exchange rates.	1
PLO1	WT3 - MLO 2	Calculate, compare, interpret and estimate the effects of economic indicators such as elasticities and other indicators of the theory of macro-economics: growth, inflation unemployment, balance of payment and exchange rates on current international cases.	1
PLO1	WT3 - MLO 3	Apply different formulas and interpret and estimate changes of macro- economic indicators used in production, supply & demand, growth, etc.	1
PLO2	WT3/LW10 - MLO 4	By applying macro-economic theory in real life and business situations, analyse and evaluate the effects of relevant current macro-economic changes on the business environment, society and other economic agents such as households, consumers, governments, etc.	1

Course Material (literature/tools)

REQUIRED
Economics, John Sloman, Jon Guest and Dean Garratt, Pearson, 11th, 9781292405339

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshops	2	2 workshops of 90 min.

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Assignment	40%	4,5	Individual (week 21) Re-sit (week 26) Assignment format: Word or PDF	I
Written Exam	60%	4.5	Individual. Written exam in Remindo TP4 (1st attempt) and RP4 (Re-sit)	I

ECTS Breakdown

3 ECTS = 84 hours

FYP:
Workshop = 2 lectures per week = 28 hrs.
Assignment = 20 hrs.
Exam +mock exam preparation = 8 hrs.
Selfstudy = 4 hrs./week = 28 hrs.

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Macroeconomics	IBMS-P109-14	No
Economics TYP	IB3-P108-18	No
Economics	IB3-P108-19	No
Economics	IB-P108X-18	No
Economics	IBMS-ECO-3-11	No
For more information consult the conversion table		

Module Description: Public Speaking for Business

Credits	3 ECTS
Course Code	IB-P110-19
Entry requirements	
Programme Year	Year 1 FYP
Semester / Block	Semester 2 / Block 3 & 4
Weeks	14
Teaching Method	Workshop
Coordinator	Ms Nazlina Quadir
Lecturer(s)	
Course content/outline	Throughout this course, students practice using a given set of presentation and public speaking techniques. Topics range from achieving a good delivery speed to crafting a singular, impactful key message that will persuade a clearly defined audience. Active participation, speaking up, rehearsing and peer feedback are key elements of this module. At the end of the course, students will deliver an individual persuasive presentation on a business topic and to a business audience to their classmates and lecturers. Together with a self-reflection, delivered within a specified time after the presentation, this counts towards 100% of the final grade. Students will take a deep dive into a business topic of their choosing (within the boundaries of the assignment as posted on Brightspace), (re)structuring, focusing and polishing their speech to a point that they can deliver it with minimal-to-no-notes and minimal, appropriate visual aids. Midway through the module, students will pitch their final presentation plan- key message, structure, other key elements - to their peers using a recorded pitch in FeedbackFruits and will give each other feedback on their final presentation plans. This assignment is formative and will not be graded. However, this assignment will be a condition set for the student to be eligible for the final presentation. In order to receive their final grade, students are required to submit their reflection after their final presentation. The reflection is also a condition and not graded. Given the practical nature of this course, students are strongly encouraged to attend all workshops to maximize their chances of success. Class participation is critical to demonstrate the achievement of the learning goals. This involves presentations and active in-class contributions, which help shape the pitch and final assignment.
Learning outcomes	

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO 1, PLO 2	WW4, WT1	Organize presentation content to put forth a singular and impactful key message aimed at persuading an appropriate (business) audience	2
PLO 1, PLO 2	WW4	Employ cohesive devices to structure a persuasive business presentation	1

PLO 3	WW4	Apply non-verbal techniques effectively to enhance the impact of a business presentation	2
PLO 3	WW4	Use appropriate vocabulary, sentences and register in a business presentation	1
PLO 3	WW4, WT1	Illustrate audience-centered planning/structuring in a business presentation by presenting appropriate and considered arguments and evidence.	2
PLO 3	WW4	Show strong alignment of elements of a dynamic presentation through delivery of a well-timed, naturally delivered speech with appropriate visual aids.	2

Course Material (literature/tools)

Dynamic Presentations, Mark Powell, Cambridge UP, 2010, ISBN-10 0521150043, ISBN-13 978-0521150040

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	The course uses a blended and flipped approach, which means that instead of homework, there is pre-work that should be completed (and web lectures that must be watched) before attending each workshop.
Web lectures	.75	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Presentation	100%	5.5	In order for student to be eligible for their Final Presentation, students are required to pitch their final presentation plan using FeedbackFruits – not graded. This pitch will be set as a condition for student to present their final assignment. Format of the video must be one of the following formats: MP4, MPG, WMV, MOV, AVI, WEBM, FLV, MKV The presentation includes a self-reflection, to be submitted within a given time after the presentation was delivered. If not submitted on time, the presentation cannot be	I

			assessed. The self-reflection is a condition and not graded. Format of the self-reflection must be in a Microsoft Word document or PDF only.	

ECTS Breakdown	3 ECTS = 84 hours Workshops: 28 Web lectures: 5 Pitch: 8 Pre-work: 14 Planning & scripting: 7 Rehearsal: 20 Self-reflection: 2

Conversion Information in case of Changes to the Module			
	Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
	For more information consult the conversion table		

Module Description: International Business Law

Credits	6 ECTS
Course Code	IB-P109-22
Entry requirements	None
Programme Year	Year 1 FYP
Semester / Block	Semester 2 / Block 3 & 4
Weeks	14
Teaching Method	Lecture (pre-recorded) and workshop
Coordinator	Mr. van der Molen
Lecturer(s)	
Course content/outline	The purpose of this course is to give students a broad perspective on the legal, ethical and political environment of internationally operating companies and help the students recognize potential legal problems when entering into contract with other parties. This course will introduce the role of law and compliance in international business and provide students with a thorough understanding of the legal basics of international sales and transportation contracts, as well as the knowledge of fundamental legal aspects relevant for the development of an internationalisation strategy of a company, such as WTO and GATT rules, national and international regulation on banking and payments across borders, trade agreements, foreign investment, taxation, and intellectual property rights, in the context of relevant legal instruments of international public and private law such as international conventions and treaties and the Law of the European Union in the field of international business. After the course students will have gained a deeper understanding of the role of legal and ethical standards in business and have the basic knowledge on how to assess

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT3	Students can apply fundamental rules, concepts and instruments of International Public and Private Law to basic business operations such as incorporation, negotiation and contracts of sale & carriage.	1
PLO1	WT3	Students can solve basic legal questions regarding trade, banking and payments across borders, and foreign investment, taxation and intellectual property through application of fundamental international rules and legal concepts.	1
PLO1	WT1	Students can solve a more complex legal problem in through logical argumentation using relevant legal concepts and instruments of International Public and Private law in a Moot Court Setting.	1

Course Material (literature/tools)	**REQUIRED** A Basic Guide to International Business Law, Wevers, H, Wolters-Noordhof, 6th, 9789001298975

Teaching Form

Teaching Form	Class hours/Week	Extra information
Recorded Lecture	2	
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	I/G *
Written Exam	50%	4,5	Mid Term Exam, Multiple Choice	I
Written Exam	50%	4,5	Final Exam, Multiple Choice	I
Participation	P/F		Moot Court 1 (Ind.)	I
Participation	P/F		Moot Court 2 (Ind)	I

The average of both exams needs to be at least 5.5. If students miss participation in the Moot Court Assignment an alternative written assignment is provided as resit opportunity.

ECTS Breakdown

6 ECTS = 168 hours

Workshop Contact hours	= 28
Online Lecture	= 28
Reading/Class Preparation 14x6	= 84
Moot Court Preparation 2x5	= 10
Review/Exam Practice	= 14
Exam	= 4

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027

Students still needing to finish old style IBL-I/IBL-II module can enroll for and take the IBL-Midterm and IBL-Final exams respectively and take note of any changes of the material through Brightspace.

Module Description: Introduction to Operations & Supply Chain

Credits	6 ECTS
Course Code	IB-P111-23
Entry requirements	
Programme Year	Year 1 FYP / Year 1 TYP
Semester / Block	Semester 2 / Blocks 3 - 4
Weeks	14
Teaching Method	Lecture, workshop
Coordinator	Mr. van Drunen
Lecturer(s)	
Course content/outline	This course introduces students to the key functions and processes of Operations & Supply Chain and their interaction with other business functions. The cycle from sales to delivery to the customer and service take students from identifying market and business requirements to: • The concept of Supply Chains and their participants, including the associated terminology • Planning and Planning Levels (forecasting, S&OP, planning & scheduling, load & capacity) • Production and Delivery (planning & scheduling, load & capacity, quality, inventory, logistics and return logistics). The customer perspective is addressed by relating the Competitive Advantage concept to organizational Performance Objectives. Quality and Quality Management methods are included, as are an introduction to Process Improvement methods and the associated tools and data gathering techniques. **Key words:** Operations processes, planning & scheduling, load & capacity, quality, inventory, (return) logistics, process improvement, analysis tools

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	TWM20	MLO1: Know the general position of Operations and interdependencies between Operations and other business functions. Describe possible consequences of actions for functions up- and downstream. Understand the concept of Competitive Advantage.	1
PLO1	TWM20	MLO2: Explain the Operations processes involved in satisfying customer demand and describe the effectiveness of a business unit or supply chain in terms of performance objectives. Understand the difference between physical products and services and explain the	1

		similarities and differences between these in business Operations.	
PLO2	TWM20	MLO3: Understand key concepts of Operations such as business functions procurement, forecasting, planning & scheduling, manufacturing and logistics.	1
PLO2	TWM20	MLO4: Understand quality concepts and the need for continuous improvement and implement these improvements to an organisation.	1

Course Material (literature/tools)

REQUIRED
Operations Management, Jones, Peter and Robinson, Peter, Oxford University Press, 2nd edition, 9780198724353 (print)

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1	One lesson is 90 minutes, a combination of lecture and workshop
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Exam with MC questions using Remindo; *not* open book	I

ECTS Breakdown

6 ECTS = 168 hours

Preparing lecture/workshop = 4 hrs/week for 14 weeks = 56 hrs
Lecture/workshop = 2 hrs/week for 14 weeks = 28 hrs
Revise = 42 hrs
Study for exam = 40 hrs
Exam = 2 hrs

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

IB Year 2 Modules

Module Description: Accounting II

Module Description: Accounting II

Credits	3 ECTS
Course Code	IB-S223-19
Entry requirements	
Programme Year	Year 2 FYP / Year 2 TYP
Semester / Block	1 / 1 (Semester 1 / Block 1)
Weeks	7
Teaching Method	Lectures, workshops
Coordinator	Mr. Lasantha De Silva
Lecturer(s)	
Course content/outline	This module provides students with an understanding of the tools to assist management in making decisions and to evaluate the effectiveness of those decisions (applied PDCA cycle). In this module, students will learn how costs behave, how to determine and control the costs of material, labour, and overhead, and understand how costs respond to changes in sales volume and the effect of costs and revenues on profits. Students will explore various cost categories and understand how these costs are tracked in a manufacturing setting, starting from raw materials to work-in-process, and finished goods inventory to cost of goods sold (cost of sales) upon the sale of the final product. The course also emphasizes the application of cost-benefit analysis (TWM18) and how to assess firm performance using variances (TWM 18 and 19). Students learn about the use of budgets for planning, and how budgets are used by management to control costs. Students also learn how to evaluate performance using standard costs (TWM 18 and 19).
Learning outcomes	

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO 2: Business transformation	TWM18	MLO1: The student will identify the features of managerial accounting and the functions of management; describe the classes of manufacturing costs and the differences between product and period costs and compute cost of goods manufactured and prepare financial statements for a manufacturer.	2
PLO 2: Business transformation	TWM18	MLO2: The student can identify the different costs behaviour (variable costs, fixed costs or mixed costs) and	2

		relevant range. The student will be able to prepare a CVP income statement, determine contribution margin, calculate breakeven point using different approaches and determine sales required to earn target net income and determine margin of safety.	
PLO 1: international business opportunities	TWM18	MLO3: The student can construct simple costing statements to determine the total cost of products or services on an absorption (full) costing basis. The student will be able to explain the difference between absorption costing and variable costing.	2
PLO 2: Business transformation	TWM18	MLO4: The student will be able to prepare forecasted, actual and flexible costs and revenues and calculate variances to evaluate performance.	2
PLO 2: Business transformation	TWM19	MLO5: The student will learn how to evaluate performance using standard cost. Students will learn how to calculate the standards for the costs of materials, labour, and overhead to be able to control costs. The student will be able to compare budgeted and actual income and expenditure to highlight variances and undertake sensitivity analysis to assess the effect of any changes in budget assumptions.	2

Course Material (literature/tools)

REQUIRED
Financial & Managerial Accounting, Weygandt Kimmel & Kieso, Wiley, Third Edition, ISBN-13: 978-1-119-39160-9

The required literature is an e-book

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1 (45 minutes)	Recorded lectures
Workshop	2 (90 minutes)	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Minimum Required Grade	Extra information	*
Written Exam	100%	5.5	Remindo on Campus The exam is a **closed book** digital exam consisting of **multiple choice and open questions.**	1

ECTS Breakdown

3 ECTS = 84 hours

	Lectures=1 hour/week for 7 weeks = 7 hours Workshop=2 hours/week for 7 weeks =14 hours Self-study=Workshop preparation 2 hours/week for 7 weeks=14 hours Self-study= Reading the book 180 pages at 5 pages/hour =36 hours Exam Practice=7.5 hours =11 hours Exam=2 hours = 2 hours
Conversion Information in case of Changes to the Module	<table><tr><td>Predecessor Module Name</td><td>Osiris Code</td><td>Last Chance Exams to be offered in 2026-2027</td></tr><tr><td></td><td></td><td></td></tr><tr><td colspan="3">For more information consult the conversion table</td></tr></table>

`Module Description: Applied Statistics II

Credits	3 ECTS
Course Code	IB-S224-24
Entry requirements	
Programme Year	Year 2 FYP / Year 2 TYP
Semester / Block	Semester 1 or 2 / Blocks 2 or 4
Weeks	7
Teaching Method	Lecture and workshop
Coordinator	Mrs. Perra
Lecturer(s)	
Course content/outline	During this course, the student will develop a solid foundation of inferential statistics. They will gain the knowledge and skills required for data-driven decision making in business and for applied business research. Lectures and workshops are organized around business cases to teach students how to address business cases using inferential statistics from selecting appropriate statistical tools, to performing tests with statistical software, to interpreting results and drawing valid conclusions.

Assessment Matrix

	Weight
Identify the fundamental elements of inferential statistics in an international business context	**8%**
Compute the probability for the sampling distribution of sample mean and proportion in a given case by applying the central limit theorem utilizing statistical software	**8%**
Estimate population mean or proportion with confidence intervals in a given case utilizing statistical software	**8%**
Apply the p-value method to test a given claim about population mean or proportion, in sample data utilizing statistical software	**14%**
Apply the p-value method in a χ square test to determine if two categorical variables are independent with the use of statistical software	**14%**
Apply the p-value method to conduct a two-sample test for the population means and proportions with both independent and paired samples with the use of statistical software	**12%**
Apply regression analysis to model and predict relationships with the use of statistical software	**9%**
Interpret statistical results to draw valid decisions in various international business cases	**27%**
	100%

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1,PLO2	TWM24	Identify the fundamental elements of inferential statistics in an international business context	1
PLO1,PLO2	TWM24	Compute the probability for the sampling distribution of sample mean and proportion in a given case by applying the central limit theorem utilizing statistical software.	2
PLO1,PLO2	TWM24	Estimate population mean or proportion with confidence intervals in a given case utilizing statistical software.	2
PLO1,PLO2	TWM24	Apply the p-value method to test a given claim about population mean or proportion, in sample data utilizing statistical software	2
PLO1,PLO2	TWM24	Apply the p-value method in a χ square test to determine if two categorical variables are independent with the use of statistical software	2
PLO1,PLO2	TWM24	Apply the p-value method to conduct a two-sample test for the population means and proportions with both independent and paired samples with the use of statistical software	2
PLO1,PLO2	TWM24	Apply regression analysis to model and predict relationships with the use of statistical software	2
PLO1,PLO2	WT1	Interpret statistical results to draw valid decisions in various international business cases	2

Course Material (literature/tools)

Grasple environment for Applied Statistics II and other materials available on Brightspace.

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1 hour	
Workshop	2 hours	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Application with Excel and JASP	I

ECTS Breakdown

3 ECTS = 84 hours

	Lectures = 1 hour/week for 7 weeks = 7 hours Workshop = 2 hours/week for 7 weeks = 14 hours Self study (reading) = 4 hours/week for 6 weeks, 2 hours for the last week = 26 hours Self study (preparation)= 2 hours/week for 7 weeks = 14 hours Self study (Grasple exercises)= 3 hours/week for 7 weeks = 21 hours Exam = 2 hours = 2 hours
Conversion Information in case of Changes to the Module	Predecessor Module Name: Statistics II Osiris Code: IB-S224-19 Last Chance Exams to be offered in 2026-2027: no For more information consult the conversion table

Module Description: Operations & Supply Chain

Credits	6 ECTS
Course Code	IB-S214-20
Entry requirements	-
Programme Year	Year 2 FYP / Year 2 TYP
Semester / Block	Semester 1 / 1 & 2
Weeks	14
Teaching Method	Lecture, workshop
Coordinator	Peter den Hertog
Lecturer(s)	
Course content/outline	While Operations Management focuses on the set of processes that create goods and/or services, Supply Chain Management refers to the global integration of the purchasing, production and distribution processes. The fundamental processes PLAN, SOURCE, MAKE, DELIVER & RETURN are visible in every organisation. In this module students deepen their understanding of the Operations & Supply Chain concepts introduced in the year 1 module 'Introduction to Operations & Supply Chain" and learn to apply these concepts in a case environment.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO 1: international business opportunities	TWM 21	Effectively apply strategic, tactical, and operational planning methods for both Manufacturing and Service industries and demonstrate understanding of how project management contributes to implementation	2
PLO 1: international business opportunities PLO 3: Relationship management	TWM 20, 21	Effectively build a competitive Supply Chain by selecting a) suppliers of materials and services, using their (demand) planning requirements and b) distribution channels based on their capabilities	2
PLO 2: Business transformation	TWM 21	Effectively select an appropriate process strategy that enables competitive priorities to be achieved by manufacturing and services operations, and demonstrate understanding how innovation processes run within and between organisations	2
PLO 2: Business transformation	TWM 20, 21	Select the appropriate delivery and return channels that comply with service level agreements	2
PLO 2: Business transformation	TWM 20, 21	Assess business performance for compliance against an agreed plan and	2

		make appropriate recommendations for improvement	

Course Material (literature/tools)

REQUIRED
Operations Management, Slack & Brandon-Jones, Pearson, 10th edition 2022, 9781800066380

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1	Lecture and workshop are combined in one weekly session
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Remindo on Campus. The exam consists of open and MCP questions based on a short case description	I

ECTS Breakdown

6 ECTS = 168

Preparing lecture/workshop = 4 hrs/week for 14 weeks = 56 hrs
Lecture/workshop = 3 hrs/week for 14 weeks = 42 hrs
Revise = 28 hrs
Study for exam = 40 hrs
Exam = 2 hrs

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Corporate Social Responsibility

Credits	6 ECTS
Course Code	IB-S220-24
Entry requirements	
Programme Year	Year 2 FYP
Semester / Block	Semester 1 / Blocks 1 & 2
Weeks	14
Teaching Method	Workshop
Coordinator	Jochem Vreeke
Lecturer(s)	
Course content/outline	The Corporate Social Responsibility (CSR) module teaches you the importance of good corporate social responsibility in business by focusing on the topics of ethics, corporate governance and sustainability in managing company's stakeholders. Until recently and predominantly corporations and businesses tended to focus mainly on profit and shareholders. Given the recent corporate failures both financial and ethical as well as ecological, businesses are acutely aware that their perspective should be broader and include ethical and ecological footprints. Sustainability as such does not just cover financial, but also social and ecological survival. Hence, the basic framework and attention to the Triple Bottom line model. Understanding the environmental and societal challenges facing business, we will start with a general introduction in ethics, corporate governance, and sustainability (not specifically taught in this order) using the Triple Bottom line model. We will investigate the applied business strategies and business models that ensure that corporations act in a way that benefits different stakeholders. We will look more closely into the underlying ethical foundation of ethical behavior in business, corporate culture, the role of executives. Students will then survey how the changing ideas about the relationship between business and stakeholders will impact on the development of new business models and such as circular models and innovative interaction between society as a whole and business.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO 1,2, 3	WT3	MLO1: Explain the key topics and the relevance of ethics, corporate governance, and sustainability in an international business context	2
PLO 1,2, 3	WT3	MLO2: Identify and understand the business ethics, corporate governance and sustainability trends in international business which influence strategy or the business models	2
PLO 2	WT1	MLO3: Analyze a company's position concerning the application of ethics, corporate governance, and sustainability to define best practices and/or gaps in company strategies or business models	2
PLO 1	WT1	MLO4: Formulate potential business improvements in the field of ethics, corporate	2

		governance and sustainability using a relevant CSR/Sustainability framework	
PLO 4	LW10	MLO5: Understand societal and environmental developments and its relation to responsible business decision making	2

Course Material (literature/tools)

REQUIRED

Collection of articles and content shared on Brightspace.

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4.5	Remindo on Campus. The exam consists of 40 MCQ questions.	Individual
Portfolio	50%	4.5	Assignment delivered via Brightspace	IndividualAllowed fileformat: Word

ECTS Breakdown

6 ECTS = 168

Activity Workshops: 2 hours/week for 14 weeks = 28
Reading: ± 550 pages at 5 page/hour =118
Assessment: 20 hours = 20
Exam: 2 hours = 2

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Corporate Social Responsibility	IB-S220-20	No
Corporate Social Responsibility	IB-S220-19	No
Business Ethics & Sustainability	IBMS-S209-15	No
For more information consult the conversion table		

Module Description: Economics II

Credits	3 ECTS
Course Code	IB-S201-24
Entry requirements	
Program Year	Year 2 FYP / Year 1 FYP
Semester / Block	Semester 1, Block 1 / Semester 2, Block 3
Weeks	7
Teaching Method	Workshops
Coordinator	Mrs. Arce Salazar
Lecturer(s)	
Course content/outline	The Economics II module builds on both micro- and macro-economic topics from the previous Economics module. It provides students with deeper knowledge and understanding of the terminology, concepts and foundations of topics such as elasticities, production theory, market structures, governmental and environmental policies, money and banking, and the trade-offs of economics activities with the environment. These topics are brought in workshops where students get familiar with the theory, but also they work on the practices and exercises and participate in the discussions and reflection about the shortcomings and developments in the area. At the end of block, knowledge and understanding will be tested in week 8 by means of a written exam with open questions. The aim is that relevant parts of the Economics module offered in this course are applied in subsequent projects, for instance the main characteristics of the different market structures explained in this course and this knowledge in applicable when a specific industry is investigated.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT3	International Business Awareness: Analyze patterns in global macro-economic factors and policies that drive international trade and business development **MLO 1**. Identify and asses the Demand and Supply determinants and associate this to the Production theory **MLO 2**. Identify and explain the characteristics of different market structures and apply to the aims of the firms	2
PLO1	TWM24	Analyze data and characteristics from markets and organizations in an international business setting and translate into opportunities or weaknesses **MLO 4**. Understand and evaluate banking and monetary theories in relation to financial and foreign exchange markets	2

	PLO2	WT1	Critical Thinking: use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion **MLO 3**. Explain and apply different environmental and governmental policies and its effects for consumers, producers and government	2

Course Material (literature/tools)

REQUIRED
Economics Sloman, John et.al. Pearson 11th 978-1-292-40533-9 (print)

See also: (Optional)

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshops	2	2 times per week (90 min. each)

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Written exam in Remindo TP1, RP1	Individual

ECTS Breakdown

3 ECTS = 84 hours

Workshops: 2 hours/ 2 times per week for 7 weeks (block1) = 28
Reading: 2 hours/week for 7 weeks = 14
Self-study: 4 hrs./week = 28
Mock exam & exam preparation = 14

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
IP3: Globa Business and Economic Analysis	IB-S225-20	No

Module Description: Thinking in Action II

Credits	3 ECTS
Course Code	IB-S227-21
Entry requirements	
Programme Year	Year 2 FYP / Year 1 TYP
Semester / Block	Semester 1, Block 1 & 2 / Semester 2, Block 3
Weeks	7
Teaching Method	Workshops
Coordinator	Nanna Freeman
Lecturer(s)	
Course content/outline	To enhance students' critical thinking Abrami's meta-study showed that a combination of using authentic material, dialogue and coaching yields the best results. In this module students - with the vehicle of the documentary and film as authentic material - are going to explore arguments presented in the documentaries and use this for a group discussion and individual essays – and deconstruct the argument in the documentary. The documentaries used in the module will be unfamiliar to many students, but the topics they cover will be transparent rather than obscure. They are widely known issues**, related to the business environment**, on which a breadth of knowledge and research is accessible to students. The task of holding a stakeholder discussion about each documentary, as well as writing an argumentative essay, is relatively complex, but a clear (possible) structure is provided to students as part of the module. Students will hold a group discussion, incorporating stakeholder perspectives on a central theme or question from the documentaries, in order to aid critical thinking about the contents and create an accompanying playlist. Finally, students will write an argumentative essay on a given thesis statement relating to one or more of the documentaries.
Learning outcomes	
Course Material (literature/tools)	**REQUIRED** Online manuals and documentary links will be provided via Brightspace.

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1, PLO3, PLO4	WT1	MLO1: Select and frame scenes from given documentaries to foster and enhance dialogue in a group setting, applying the theory of framing.	2
PLO1, PLO4	WT1	MLO2: Relate the documentary and its main themes/stakeholders to its wider business context.	2
PLO1, PLO4	WT1	MLO3: Compose a persuasive five-paragraph essay with arguments using Toulmin method	2
PLO1, PLO4	WW4	MLO4: Write accurate, coherent and well-structured sentences and paragraphs appropriate to argumentative essays in the business context	2

Another platform, Movielearning, will be used for film clips and the group assignment.

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop framing	2	First workshop, for documentary/film dialogue and framing techniques
Workshop essay writing	1	Second workshop, for essay writing practice with Toulmin argumentation

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	60%	4.5	Individual Essay exam – to be planned during TP3 Resit during corresponding resit period	I
Assignment	40%	4.5	Group assignment – with online playlist, podcast and teaching in class	G

ECTS Breakdown

3 ECTS = 84 hours

Workshops framing = 2 hours/week for 7 weeks = 14 hours
Workshops essay writing = 1 hour/week for 7 weeks = 7 hours
Web lectures and prep = 3 hours/week for 7 weeks = 21 hours
Watching documentaries = 5 hours
Group Assignment = 16 hours
Essay exam practice = 18 hours
Essay Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027

Weavers need to be aware that documentaries can change each year – and should enrol for the current Brightspace module to keep up to date.

For more information consult the conversion table

Module Description: Management of Information I

Credits	3 ECTS
Course Code	IB-S228-19
Entry requirements	
Programme Year	Year 2 FYP / Year 1 TYP
Semester / Block	Semester 2 / Block 3 or 4
Weeks	7
Teaching Method	Workshop
Coordinator	Mr. Rasim Mollayev
Lecturer(s)	
Course content/outline	In this module students will learn the essentials of management of information. Students will increase their information literacy by learning an analytical tool (for example Microsoft Excel). Students will learn to produce management information based on a business case and a given dataset, and how this can be visualized in order to support different levels of management in making business decisions.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO2	WW7	MLO1: Analyse raw data by using an analytical tool and writing expressions and using functions	2
PLO2	WW7	MLO2: Produce relevant management information based on a business case and a given dataset	2
PLO2	WW7	MLO3: Create visualisations to support decision making and or storytelling in an international business organization	2

Course Material (literature/tools): Syllabus on BrightSpace and free online reading material from Microsoft

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2 hours/week	1 workshop of 2 class hours per week, for 7 weeks

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Application with Excel/Word (APPEX)	I

ECTS Breakdown

ECTS = 84

Workshops	2 hours/week for 7 weeks	14

	Reading (online)	100 pages at 5 page/hour	20
	Homework	Approx. 5 hours/week for 7 weeks	38
	Exam practice	10 hours	10
	Exam	2 hours	2

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Finance II

Credits	3 ECTS
Course Code	IB-S229-19
Entry requirements	
Programme Year	Year 2 FYP Year 2 TYP
Semester / Block	Semester 1, Block 2 /Semester 2, Block 4
Weeks	7
Teaching Method	Recorded lecture, workshop
Coordinator	Mrs. Martina
Lecturer(s)	
Course content/outline	The Module continues building on the basic techniques learned in Finance I such as Present Value, Future Value, Annuities and Perpetuities with the purpose of computing the price and yield to maturity of a coupon bond, analysing why bond prices change over time, understanding the trade-off between dividends and growth in stock valuation and calculating the value of a stock using the Dividend Discount Model. Students receive information about the financial methods used to analyse and choose between investment alternatives (Net Present Value, Payback Rule and Internal Rate of Return) and apply the most commonly used method, which is the Net Present Value considering that the company has limited resources. Students also learn to forecast incremental earnings in a pro forma income statement and to convert forecasted earnings to free cash flows and compute a project's NPV. Finally, students have a second look at the Stock valuation by learning to value a stock as the present value of the company's free cash flows (Discounted Free Cash Flow Model). Specialized knowledge such as in-depth Financial Statement Analysis, Company Valuation, Risk and Return, Capital Structure (long term financing) and Cost of Capital, which builds upon the concepts learned in Finance II, will be dealt with in the Specialization in Finance for those willing to pursue a career in the Finance field
Learning outcomes	

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO 2	TWM19	MLO1: The student is able to compute the price and yield to maturity of a coupon bond. The student is able to analyse why bond prices change over time. The student will know how credit risk affects the expected return from holding a corporate bond. (Ch 6)	2
PLO 2	TWM19	MLO2: The student is able to understand the trade-off between dividends and growth in stock valuation. The student will be able to describe the basic of common stock, preferred stock and stock quotes. The student is able to calculate the value of a stock using the Dividend Discount Model.(Ch 7)	2

PLO 2	TWM19	MLO3: The student is able to use the alternative decision rules and their drawbacks to make investment decisions and choose between mutually exclusive alternatives (Ch 8)	2
PLO 2	TWM19	MLO4: The student is able to identify the types of cash flows needed in the capital budgeting process, to forecast incremental earnings to produce a pro-forma income statement and to convert forecasted earnings in Free Cash Flows(Ch 9)	2
PLO 2	TWM19	MLO5: The student is able to value a stock as the present value of the company's free cash flows and to understand how information is incorporated into stock prices through competition in efficient markets. (Ch 10)	2

Course Material (literature/tools)

REQUIRED
Fundamentals of Corporate Finance, Global Edition, Jonathan Berk, Peter DeMarzo, Jarrad Harford, Pearson, Fifth Edition, ISBN 9781292437156

Teaching Form

Teaching Form	Class hours/Week	Extra information
Recorded Lecture	1	
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5.5	Remindo on Campus. The exam consists of open questions. A formula sheet is provided in Remindo during the exam	I

ECTS Breakdown

3 ECTS = 84 hours

Lectures = 1 hour/week for 7 weeks = 7 hours
Workshop = 2 hours/week for 7 weeks =14 hours
Selfstudy = 2 hours/week for 7 weeks =14 hours
Selfstudy = 180 pages at 5 pages/hour = 36 hours
Exam Practice = 11 hours = 11 hours
Exam = 2 hours = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Advanced Marketing & Sales

Credits	6 ECTS
Course Code	IB-S226-24
Entry requirements	
Programme Year	Year 2 FYP / Year 2 TYP
Semester / Block	Semester 1, Blocks 1 & 2 / Semester 2, Blocks 3 & 4
Weeks	14
Teaching Method	Lecture and workshop
Coordinator	Ms Maria Angeles Aragon
Lecturer(s)	
Course content/outline	Building on the knowledge and competences students gained in Year-1 Marketing & Sales Fundamentals, the Advanced Marketing & Sales course provides participants with the knowledge and management skills to accomplish successful marketing decisions in the international business landscape. It offers the future International Business professionals the necessary knowledge on how Marketing and Sales works strategically in an international environment, including the integration of contemporary digital development, to exceed competition in customer value creation and delivery. This course has been designed to encourage students self-learning, activate participation and develop marketing analytical skills. Along the course, students will work on several marketing challenges (problem-solving on business cases) which will include: – Problem analysis (support with videos, articles, references in Brightspace) – Research (finding data, reports, reference other business cases, Euromonitor training) – Creation (ideation and solution proposal) – Pitch (class presentation, including formative assessment and peer feedback) Due to the wide range of subjects, the lecture materials will be tailor-made specifically by various lecturers. They will consist of different learning activities to ensure knowledge and skills are practiced. Given the practical nature of this course, students are strongly encouraged to attend all lectures and workshops throughout the 14 weeks of this module to maximize their chances of success. Class participation is critical to demonstrate the achievement of the learning goals. This involves presentations and active in-class contributions, which help shape the final assignment and are therefore components of the assessment.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
1	TWM15	MLO 1: Develop the key elements of a well-founded International Marketing Plan independently. Key elements are: - Analyze the complex international marketing environment by applying the key concepts and tools, including digital marketing. - Justify the strategic marketing decisions in the International Marketing Plan applying fact-based reasoning	2
1	TWM17	MLO 2: Apply digital marketing concepts correctly with significant contribution to the full customer journey.	2
1,3	TWM16	MLO 3: Analyze sales strategies in a well-defined international business context by applying key sales management concepts. - Construct customer-focus sales operations by applying relationship selling techniques and digital tools - Justify strategic sales management decisions in B2C and B2B environments, applying fact-based reasoning	2
1	LW10	MLO 4: Analyze and apply ethical and social responsibility decisions in Marketing & Sales practices.	2

Course Material (literature/tools)

REQUIRED
Brightspace references (videos, articles, business cases)

See also: (Optional)
Principles of Marketing, Global Edition, Philip T. Kotler & Gary Armstrong. Pearson 19 edition / ISBN-13: 978-1-292-44936-4 / ISBN-10: 1-292-44936-5

Teaching Form

Teaching Form	Class hours/Week	Extra information
Presentations students + workshop	2	
Lecturing + introduction case	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Assignment	60%	5.5	Portfolio including group assignments (5 Marketing challenges) and individual assignments (5 Marketing challenges).	I

			The portfolio must be submitted as a PDF file via Brightspace. Active in-class contributions and presentations, which shape the final Assignment, are components of the assessment. No compensation, each assessment needs to pass with a minimum of 5.5	
Written Exam	40%	5.5	Remindo on Campus. Multiple Choice. No compensation, each assessment needs to pass with a minimum of 5.5.	I

ECTS Breakdown

6 ECTS = 168 hours

Lectures = 1 hour/week for 14 weeks	= 14 hours
Workshop = 2 hours/week for 14 weeks	= 28 hours
Reading/video watching = 1 hours/week for 14 weeks	= 14 hours
Challenges preparation = 4 hours/week for 14 weeks	= 56 hours
Self-study = 1 hours/week for 14 weeks	= 14 hours
Assignment creation = 18 hours	= 18 hours
Exam Practice = 22 hours	= 22 hours
Exam = 2 hours	= 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Advanced Marketing & Sales	IB-S226-22	No
For more information consult the conversion table		

Module Description: People and Organization II

Credits	3 ECTS
Course Code	IB3-S230-24
Entry requirements	
Programme Year	Year 2 TYP
Semester / Block	Semester 1, Block 2
Weeks	7
Teaching Method	Recorded lecture, workshop
Coordinator	Ms. Bea Lopez Pena
Lecturer(s)	Ms. M. Conde, Mrs. C. Meiller Salinas, Ms. B. Lopez Pena
Course content/outline	People and Organization II will introduce the students to the HRM ‘s main goals and functions as well as explaining organizational human behavior and its impact on organizational practices taking into account the global context, cross-cultural, ethical and compliance issues. The module is divided in two main components: - People’s practices: Students will learn the fundamentals of people’s practices and policies through the Employee Life Cycle (ELC) as well as how those practices interact with the business strategy and contribute to the consecution of strategic business goals. - Organizational Behavior (managing the human capital) Students will learn the fundamentals of human behavior and how to maximize individual and group potential in order to drive organizational effectiveness

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO2	TWM 22	MLO 1: 1.1Identify and discuss the fundamental goals of HRM function 1.2. Describe main HR functions and people practices throughout the Employee Life Cycle (ELC) 1.3. Explain how processes and policies connect to an organization’s business strategy (including HR metrics and technology)	2
PLO1 PLO2	TWM 23	MLO 2: 2.1 Explain organizational human behaviors in relationship to the impact of organizational practices (motivation, change management, engagement, ...) 2.2. Identify how to maximize individual and group potential in order to drive organizational effectiveness	2
PLO4	LW9	MLO3: 3.1 Learn how to respond towards change in a business environment	2

<table>
<tr><td>Course Material (literature/tools)</td><td>Required
Human Resource Management, Crawshaw, Budhwar and Davis, third edition, ISBN: 9781529600674

“MGMT, Principles of management” used in POE year 1. A pdf copy of the used chapters can be found in Brightspace</td></tr>
<tr><td>Teaching Form</td><td>
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<tr><th>Teaching Form</th><th>Class hours/Week</th><th>Extra information</th></tr>
<tr><td>Lecture</td><td>1</td><td>recorded</td></tr>
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<tr><td>Assessment Form

Individual/Group * (Last column)</td><td>
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<tr><td>Written Exam</td><td>100%</td><td>5.5</td><td>Remindo on Campus.

The exam consists of multiple choice and open questions.</td><td>I</td></tr>
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<tr><td>ECTS Breakdown</td><td>3 ECTS = 84 hours
<table>
<tr><td>Recorded lectures = 1 hour/week for 7 weeks</td><td>7 hours</td></tr>
<tr><td>Contact hours (workshops) = 2 hours/week for 4 weeks</td><td>14 hours</td></tr>
<tr><td>Self-study = 2 hours/week for 7 weeks</td><td>14 hours</td></tr>
<tr><td>Self-study = 200 pages at 5 pages/hour</td><td>40 hours</td></tr>
<tr><td>Exam Practice</td><td>7 hours</td></tr>
<tr><td>Exam</td><td>2 hours</td></tr>
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<tr><td>Conversion Information in case of Changes to the Module</td><td>
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<tr><td>Predecessor Module Name</td><td>Osiris Code</td><td>Last Chance Exams to be offered in 2026-2027</td></tr>
<tr><td>People & Organization II</td><td>IB –S230-22</td><td>No</td></tr>
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Module Description: People and Organization II

Credits	6 ECTS
Course Code	IB-S230-24
Entry requirements	
Programme Year	Year 2 FYP
Semester / Block	Semester 2 / Blocks 3-4
Weeks	14
Teaching Method	Recorded lecture, workshop
Coordinator	Ms. Bea Lopez Pena
Lecturer(s)	
Course content/outline	People and Organization II will introduce the students to the HRM ‘s main goals and functions as well as explaining organizational human behaviour and its impact on organizational practices taking into account the global context, cross-cultural, ethical and compliance issues. The module is divided in two main components: - People’s practices: Students will learn the fundamentals of people’s practices and policies through the Employee Life Cycle (ELC) as well as how those practices interact with the business strategy and contribute to the consecution of strategic business goals. - Organizational Behavior (managing the human capital) Students will learn the fundamentals of human behavior and how to maximize individual and group potential in order to drive organizational effectiveness
Learning outcomes	

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO2	TWM 22	MLO 1: 1.1Identify and discuss the fundamental goals of HRM function 1.2. Describe main HR functions and people practices throughout the Employee Life Cycle (ELC) 1.3. Explain how processes and policies connect to an organization’s business strategy (including HR metrics and technology)	2
PLO1 PLO2	TWM 23	MLO 2: 2.1 Explain organizational human behaviors in relationship to the impact of organizational practices (motivation, change management, engagement, ...) 2.2. Identify how to maximize individual and group potential in order to drive organizational effectiveness	2
PLO4	LW9	MLO3: 3.1 Learn how to respond towards change in a business environment	2

<table>
<tr><td>Course Material (literature/tools)</td><td>REQUIRED
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<tr><td>Lecture</td><td>1</td><td>recorded</td></tr>
<tr><td>Workshop</td><td>2</td><td></td></tr>
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<tr><td>Written Exam</td><td>100%</td><td>5.5</td><td>Remindo on Campus.

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<tr><td>ECTS Breakdown</td><td>6 ECTS = 168 hours
<table>
<tr><td>Recorded lectures: 1 hour/week for 14 weeks</td><td>14 hours</td></tr>
<tr><td>Contact hours (workshops) = 2 hours/week for 14 weeks</td><td>28 hours</td></tr>
<tr><td>Self-study = 2 hours/week for 14 weeks</td><td>28 hours</td></tr>
<tr><td>Self-study = 400 pages at 5 pages/hour</td><td>80 hours</td></tr>
<tr><td>Exam Practice</td><td>16 hours</td></tr>
<tr><td>Exam</td><td>2 hours</td></tr>
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<tr><td>People & Organization II</td><td>IB –S230-22</td><td>No</td></tr>
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<table>
<tr><td>Course Material (literature/tools)</td><td>REQUIRED

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<tr><td>Workshop</td><td>2</td><td></td></tr>
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<tr><td>ECTS Breakdown</td><td>6 ECTS = 168 hours

Lectures = 1 hour/week for 14 weeks = 14 hours
Workshop = 2 hours/week for 14 weeks = 28 hours
Selfstudy = 2 hours/week for 14 weeks = 28 hours
Selfstudy = 400 pages at 5 pages/hour = 80 hours
Exam Practice = 1 hour weekly = 14 hours
Exam = 2 hours(for each exam) = 4 hours</td></tr>
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<tr><td>Predecessor Module Name</td><td>Osiris Code</td><td>Last Chance Exams to be offered in 2025-2026</td></tr>
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Module Description: Project Glocal Challenge

Credits	3 ECTS
Course Code	IB3-S320-21
Entry requirements	
Programme Year	Year 2 TYP
Semester / Block	Semester 1 / Block 1
Weeks	8
Teaching Method	Blended, Workshop
Coordinator	Marloes Ambagts-van Rooijen
Lecturer(s)	
Course content/outline	In this intense eight-week module, students will explore the impact of a global challenge from different cultural, local and disciplinary perspective and collaborate in an intercultural team to come up with a plan to address a wicked problem in close consultation with their beneficiaries. Besides exchanging their own perspectives, all team members will continuously interact and connect to stakeholders in their challenge in different local communities to test their assumptions and validate their ideas. In the first weeks of the project, the students will be introduced to a 'wicked problem' in the context of a real-life international supply chain and investigate and map the interconnected network of actors, interests and consequences within this supply chain. Using a design thinking approach, each team will zoom in on a particular group of beneficiaries, define their core problem and design and propose solutions to this challenge in close consultation with their beneficiaries and teams zooming in on other stakeholders. In the course of the project, students will create a platform and organize a symposium to share and exchange their ideas with each other and stakeholders in their challenge to start a dialogue and move towards new, sustainable solutions together. Throughout the project, students will keep track of their own development in a reflection log that culminates in a multimedia reflection product. In doing so, students will develop their intercultural proficiency, perspective taking skills and their agency as global citizens and business professionals of tomorrow.
Learning outcomes	

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
3	LW11, 12, 13	Apply strategies for effective interaction and communication in a glocal design project, considering the perspectives, needs and interests of multiple stakeholders involved.	2-3
1	LW11,14	Examine a wicked problem in the context of a global supply chain from multi-disciplinary, multi-cultural and multi-stakeholder perspective with a local and global scope.	2-3

4	LW9, 8	Critically reflect on personal intercultural interactions for personal, academic and professional development.	2-3
		Demonstrate flexibility by managing ambiguity and adjust expectations and behaviour in the context of a virtual exchange project.	2-3
1,2	WT3	Design a prototype to address a wicked problem in the context of a global value chain in consultation with multiple stakeholders involved in the problem and/or proposed solution.	2-3
2	WT3	Analyse the impact on people and planet of a (wicked) problem and on proposed solution to address this problem.	2-3

Course Material (literature/tools)

REQUIRED
Available on Brightspace

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshops/ guest lecture	2	In the workshops and guest lectures, students are introduced to key tools and different stakeholders in their intercontinental challenge.
Work sessions	2	Student teams independently work towards the project deliverables during the work sessions based on online instructions. Coaches are present for check in and consultation.

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Portfolio	P/F		Process portfolio, presented in a criterion based vlog (MP4, link)	G
Multimedia reflection	P/F		Individual (PDF, MP4)	I

ECTS Breakdown

3 ECTS = **84 hours**

Workshops/in class work sessions: 1.5 hours x 2 /week for 7 weeks = **21 hours**
Fieldwork: **20 hours**
Collaborative work towards portfolio deliverables: **23 hours**
Individual desk research, preparation and reflection: **20 hours**

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

IB Year 2 L&C Business Communication I & II

Module Description: L&C I Chinese Business Communication – Absolute beginners

Module Description: L&C I: Chinese Business Communication – Absolute Beginners

Credits	3 ECTS
Course Code	IB-K005-24
Entry requirements	
Programme Year	Year 2 FYP
Semester / Block	1 / 1 - 2
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	Ms. Yabo Qian
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: Chinese. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. The Absolute beginner student starts learning Chinese at this level, which is the most basic level of language use. Students at this level can handle very simple and routine tasks that deal with everyday situations. They are able to talk about themselves and their environment. They can use Chinese to understand dates/times/numbers, meet people, ask and respond to simple questions in their work/ business and direct surroundings. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. You can register for this course only if you have: • no knowledge of the language to be studied

- been exposed to the language in a passive way or only studied it for a duration of 1 year, provided that you studied the language not earlier than 3 years ago, making you a “false beginner”.

At the end of the course, you will reach the level A1.1

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **2. <u>MLOs linked to the written skills.</u>** 2.1. **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions.	1

			2.4. **Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED

- Experiencing Chinese - Basic Course 1 Text Book, Higher Education Press, ISBN 978-7-04-020313-4
- Experiencing Chinese - Basic Course 1 Work Book, Higher Education Press, ISBN 978-7-04-025488-4

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Chinese Written Exam will be paper-based, on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the	• Oral exam on campus • Open questions • Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	I

		written exam grade. To pass students need to have a minimum average of 5,5.		

ECTS Breakdown	3 ECTS=84 hours ▪ **Contact time: 42 hours** - 2 sessions per week: 2 hours (90 min)+1 hour (45 min)/14 weeks = 42 ▪ **Self-study time: 42 hours** - Self-study = 2 hours a week/14 weeks = 28 hours - Exam practice = 12 hours ▪ **Exam: 2 hours** - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last chance Exams to be offered in 2026-2027
Language & Culture I: Chinese	IB-K005-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C I French Business Communication – Absolute Beginners

Credits	3 ECTS
Course Code	IB-K003B-24
Entry requirements	
Programme Year	Year 2 FYP
Semester / Block	Semester 1 / Blocks 1 & 2
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	Ms. Evelyn Armstrong-Murris and Ms. Angelique le Guillou
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: French. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. The Absolute beginner student starts learning French at this level, which is the most basic level of language use. Students at this level can handle very simple and routine tasks that deal with everyday situations. They are able to talk about themselves and their environment. They can use French to understand dates/times/numbers, meet people, ask and respond to simple questions in their work/ business and direct surroundings. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. You can register for this course only if you have: • no knowledge of the language to be studied • been exposed to the language in a passive way or only studied it for a duration of 1 year, provided that you studied the language not earlier than 3 years ago, making you a “false beginner”. At the end of the course, you will reach the level A1.1

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.7 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **3. <u>MLOs linked to the written skills.</u>** 3.1. **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.4 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions. 2.4**. Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages.	1

			Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Quartier D'affaires Francais professionnel et des affaires (collection Pro) Delphine Jegou/ Mari Paz Rossilo, Cle International, (Digital book) ISBN 978-2-09-039817-5
Quartier D'affaires, Francais professionnel et des affaires (cahier d'activités), ISBN 978-2-09-039818-2

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the written exam grade. To pass students need to	• Oral exam on campus • Open questions • Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	I

		have a minimum average of 5,5.		

ECTS Breakdown	3 ECTS=84 hours ▪ **Contact time: 42 hours** - 2 sessions per week: 2 hours (90 min)+1 hour (45 min)/14 weeks = 42 ▪ **Self-study time: 42 hours** - Self-study = 2 hours a week/14 weeks = 28 hours - Exam practice = 12 hours ▪ **Exam: 2 hours** - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last chance Exams to be offered in 2026-2027
Language & Culture I: French Absolute Beginners	IB-K003B-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C I French Business Communication – Elementary

Credits	3 ECTS
Course Code	IB-K003E-24
Entry requirements	Absolute beginners knowledge
Programme Year	Year 2 FYP
Semester / Block	1 / 1 - 2
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: French. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. At the Elementary level, students will be able to perform simple interactions: they will be able to talk about themselves and their immediate social and business/ work related environment. They can handle simple and routine tasks and deal with everyday situations. They have a competence to express their simple needs; they can use French to understand dates/times/numbers, meet people, ask for places/directions, place orders. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. ▪ You can register for this course if you can:

- understand and use sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal, work related and family information, such as nationality, family members, etc.).
- introduce yourself to others and can ask and answer questions about personal details such as where you live, people you know, things you have, etc.
- interact in a simple way in a conversation.
- make very basic phrases in the present tense.

At the end of the course, you will reach the level A1.2

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **<u>2. MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:**	1

			Understand the contents of texts, providing the right answers to related questions. 2.4. **Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Quartier D'affaires, Francais professionnel et des affaires, Delphine Jegou/ Mari Paz Rossilo, (Collection Pro) Cle International, (Digital book) ISBN 978-2-09-039817-5
Quartier D'affaires, Francais professionnel et des affaires (cahier d'activités), ISBN 978-2-09-039818-2

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate	• Oral exam on campus • Open questions	I

			the oral exam grade with the written exam grade. To pass students need to have a minimum average of 5,5.	• Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	

ECTS Breakdown	3 ECTS=84 hours ▪ **Contact time: 42 hours** - 2 sessions per week: 2 hours (90 min) +1 hour (45 min)/14 weeks = 42 ▪ **Self-study time: 42 hours** - Self-study = 2 hours a week/14 weeks = 28 hours - Exam practice = 12 hours ▪ **Exam: 2 hours** - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last chance Exams to be offered in 2026-2027
Language & Culture II: French Elementary	IB-K103E-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C I Spanish Business Communication – Absolute Beginners

Credits	3 ECTS
Course Code	IB-K001B-24
Entry requirements	No knowledge of the language
Programme Year	Year 2 FYP
Semester / Block	1 / 1 - 2
Weeks	14
Teaching methods	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	Ms. Viviana Forero Cubillos
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: Spanish. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. The Absolute beginner student starts learning Spanish at this level, which is the most basic level of language use. Students at this level can handle very simple and routine tasks that deal with everyday situations. They are able to talk about themselves and their environment. They can use Spanish to understand dates/times/numbers, meet people, ask and respond to simple questions in their work/ business and direct surroundings. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. You can register for this course only if you have: • no knowledge of the language to be studied • been exposed to the language in a passive way or only studied it for a duration of 1 year, provided that you studied the language not earlier than 3 years ago, making you a “false beginner”. At the end of the course, you will reach the level A1.1

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **<u>2. MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions. 2.4 **Writing skills:** Communicate clearly and effectively when writing personal	1

		and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. **2.5 Cultural component:** Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Meta profesional 1 (edición internacional). Libro de ejercicios (mandatory), Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-947-2
Meta profesional 1 (edición internacional). Libro del estudiante (optional), Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-946-5
Students can also choose for the digital version of both books ISBN/EAN 978-94-6293-755-0

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the written	• Oral exam on campus • Open questions • Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	I

		exam grade. To pass students need to have a minimum average of 5,5.		

ECTS Breakdown

3 ECTS=84 hours

- **Contact time: 42 hours**
  - 2 sessions per week: 2 hours (90 min) +1 hour (45 min)/14 weeks = 42
- **Self-study time: 42 hours**
  - Self-study = 2 hours a week/14 weeks = 28 hours
  - Exam practice = 12 hours
- **Exam: 2 hours**
  - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Language & Culture I: Spanish Absolute Beginners	IB-K001B-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C I Spanish Business Communication – Elementary

Credits	3 ECTS
Course Code	IB-K001E-24
Entry requirements	
Programme Year	Year 2 FYP
Semester / Block	1 / 1-2
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	Ms. Viviana Forero Cubillos
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: Spanish. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. At the Elementary level, students will be able to perform simple interactions: they will be able to talk about themselves and their immediate social and business/ work related environment. They can handle simple and routine tasks and deal with everyday situations. They have a competence to express their simple needs; they can use Spanish to understand dates/times/numbers, meet people, ask for places/directions, place orders. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. ▪ You can register for this course if you can: - understand and use sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal, work related and family information, such as nationality, family members, etc.).

- introduce yourself to others and can ask and answer questions about personal details such as where you live, people you know, things you have, etc.
- interact in a simple way in a conversation.
- make very basic phrases in the present tense.

At the end of the course, you will reach the level A1.2

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5.**Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **<u>2. MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions.	1

			2.4. **Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages. build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Meta profesional 1 (edición internacional). Libro de ejercicios (mandatory), Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-947-2
Meta profesional 1 (edición internacional). Libro del estudiante (optional), Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-946-5
Students can also choose for the digital version of both books ISBN/EAN 978-94-6293-755-0

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the	• Oral exam on campus • Open questions • Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	I

		written exam grade. To pass students need to have a minimum average of 5,5.		

ECTS Breakdown	3 ECTS=84 hours ▪ **Contact time: 42 hours** - 2 sessions per week: 2 hours (90 min) +1 hour (45 min)/14 weeks = 42 ▪ **Self-study time: 42 hours** - Self-study = 2 hours a week/14 weeks = 28 hours - Exam practice = 12 hours ▪ **Exam: 2 hours** - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Language & Culture I: Spanish Elementary	IB-K101E-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C II Chinese Business Communication - Elementary

Credits	3 ECTS
Course Code	IB-K105-24
Entry requirements	Absolute beginners knowledge
Programme Year	Year 2 FYP
Semester / Block	2 / 3 - 4
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	Ms. Yabo Qian
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: Chinese. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. At the Elementary level, students will be able to perform simple interactions: they will be able to talk about themselves and their immediate social and business/ work related environment. They can handle simple and routine tasks and deal with everyday situations. They have a competence to express their simple needs; they can use Chinese to understand dates/times/numbers, meet people, ask for places/directions, place orders. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. ▪ You can register for this course if you can: - understand and use sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal, work related and family information, such as nationality, family members, etc.). - introduce yourself to others and can ask and answer questions about personal details such as where you live, people you know, things you have, etc.

- interact in a simple way in a conversation.
- make very basic phrases in the present tense.

At the end of the course, you will reach the level A1.2

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **<u>2. MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions. 2.4**. Writing skills:** Communicate clearly and effectively	1

			when writing personal and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5. **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED

- Experiencing Chinese - Basic Course 1 Textbook, Higher Education Press, ISBN 978-7-04-020313-4
- Experiencing Chinese - Basic Course 1 Workbook, Higher Education Press, ISBN 978-7-04-025488-4

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Chinese Written Exam will be paper-based, on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the written exam	• Oral exam on campus • Open questions • Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	I

		grade. To pass students need to have a minimum average of 5,5.		

ECTS Breakdown

3 ECTS=84 hours

- **Contact time: 42 hours**
  - 2 sessions per week: 2 hours (90 min) +1 hour (45 min)/14 weeks = 42
- **Self-study time: 42 hours**
  - Self-study = 2 hours a week/14 weeks = 28 hours
  - Exam practice = 12 hours
- **Exam: 2 hours**
  - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last chance Exams to be offered in 2026-2027
Language & Culture II: Chinese	IB-K105-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C II French Business Communication – Elementary

Credits	3 ECTS
Course Code	IB-K103E-24
Entry requirements	Absolute beginners knowledge
Programme Year	Year 2 FYP
Semester / Block	Semester 2 / Blocks 3 & 4
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: French. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. At the Elementary level, students will be able to perform simple interactions: they will be able to talk about themselves and their immediate social and business/ work related environment. They can handle simple and routine tasks and deal with everyday situations. They have a competence to express their simple needs; they can use French to understand dates/times/numbers, meet people, ask for places/directions, place orders. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. ▪ You can register for this course if you can: - understand and use sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal, work related and family information, such as nationality, family members, etc.).

- introduce yourself to others and can ask and answer questions about personal details such as where you live, people you know, things you have, etc.
- interact in a simple way in a conversation.
- make very basic phrases in the present tense.

At the end of the course, you will reach the level A1.2

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. 2. **<u>MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions.	1

			2.4. **Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Quartier D'affaires, Francais professionnel et des affaires, Delphine Jegou/ Mari Paz Rossilo, (Collection Pro) Cle International, (Digital book) ISBN 978-2-09-039817-5
Quartier D'affaires, Francais professionnel et des affaires (cahier d'activités), ISBN 978-2-09-039818-2

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the	• Oral exam on campus • Open questions • Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	I

		written exam grade. To pass students need to have a minimum average of 5,5.		

ECTS Breakdown	3 ECTS=84 hours ▪ **Contact time: 42 hours** - 2 sessions per week: 2 hours (90 min) +1 hour (45 min)/14 weeks = 42 ▪ **Self-study time: 42 hours** - Self-study = 2 hours a week/14 weeks = 28 hours - Exam practice = 12 hours ▪ **Exam: 2 hours** - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last chance Exams to be offered in 2026-2027
Language & Culture II: French Elementary	IB-K103E-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C II French Business Communication – Pre-Intermediate

Credits	3 ECTS
Course Code	IB-K103P-24
Entry requirements	
Programme Year	Year 2 FYP
Semester / Block	2 / 3 - 4
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Juul Wolters & Ms. Evelyn Armstrong-Murris
Lecturer(s)	
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. At the pre-intermediate level, students can talk about social and work situations. Even if they make some mistakes, students can start and maintain a simple conversation in French. They have command of the language on specific subjects, routine, and simple tasks. They can understand and convey messages in French, respond to simple and direct information, have simple face-to-face conversations, and talk about activities they like or dislike. They can attend to simple needs using their knowledge of French; shopping, planning a meeting, meeting colleagues, or making a restaurant or hotel reservation etc. They can also use the most common forms of politeness and exchange to express themselves on simple daily life and business topics. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. ▪ You can register for this course if you can: - understand and use sentences and frequently used expressions related to areas of most immediate relevance. - describe in simple terms aspects of your background, immediate environment and matters in areas of immediate need.

- make basic phrases in the perfect tense (passé composé) and be able to recognize the imperfect tense (imparfait)

At the end of the course, you will reach the level A2.1

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. **1.6 Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **<u>2. MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions. 2.4**. Writing skills:**	1

		Communicate clearly and effectively when writing personal and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Quartier D'affaires A2, Francais professionel et des affaires (livre de l'élève), Demaret, M Macotta, P. Rosillo, M.P., Cle International, ISBN 9782090386608
Quartier D'affaires A2, Francais professionel et des affaires (cahier d'activités), ISBN 9789462936812

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the written exam	• Oral exam on campus • Open questions • Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	I

		grade. To pass students need to have a minimum average of 5,5.		

ECTS Breakdown

3 ECTS=84 hours

- **Contact time: 42 hours**
  - 2 sessions per week: 2 hours (90 min) +1 hour (45 min)/14 weeks = 42
- **Self-study time: 42 hours**
  - Self-study = 2 hours a week/14 weeks = 28 hours
  - Exam practice = 12 hours
- **Exam: 2 hours**
  - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Language & Culture II: French Pre-Intermediate	IB-K103P-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C II Spanish Business Communication – Elementary

Credits	3 ECTS
Course Code	IB-K001E-24
Entry requirements	Absolute beginner knowledge
Programme Year	Year 2 FYP
Semester / Block	Semester 2/ Blocks 3 & 4
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. The module has a communicative approach as the main goal is to acquire the ability to communicate in the target language: Spanish. All language skills will be included: reading, listening, speaking, writing, and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. At the Elementary level, students will be able to perform simple interactions: they will be able to talk about themselves and their immediate social and business/ work related environment. They can handle simple and routine tasks and deal with everyday situations. They have a competence to express their simple needs; they can use Spanish to understand dates/times/numbers, meet people, ask for places/directions, place orders. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. ▪ You can register for this course if you can: - understand and use sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal, work related and family information, such as nationality, family members, etc.).

- introduce yourself to others and can ask and answer questions about personal details such as where you live, people you know, things you have, etc.
- interact in a simple way in a conversation.
- make very basic phrases in the present tense.

At the end of the course, you will reach the level A1.2

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6. **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **<u>2. MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. **2.3 Reading comprehension:**	1

			Understand the contents of texts, providing the right answers to related questions. 2.4. **Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages. build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Meta profesional 1 (edición internacional). Libro de ejercicios (mandatory), Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-947-2
Meta profesional 1 (edición internacional). Libro del estudiante (optional), Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-946-5
Students can also choose for the digital version of both books ISBN/EAN 978-94-6293-755-0

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus • Multiple choice/closed and open questions • Language skills (writing, reading, grammar and vocabulary) and cultural contents • Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate	• Oral exam on campus • Open questions	I

		the oral exam grade with the written exam grade. To pass students need to have a minimum average of 5,5.	• Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	

ECTS Breakdown	3 ECTS=84 hours ▪ **Contact time: 42 hours** - 2 sessions per week: 2 hours (90 min) +1 hour (45 min)/14 weeks = 42 ▪ **Self-study time: 42 hours** - Self-study = 2 hours a week/14 weeks = 28 hours - Exam practice = 12 hours ▪ **Exam: 2 hours** - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Language & Culture II: Spanish Elementary	IB-K101E-23	Not offered anymore
For more information consult the conversion table		

Module Description: L&C II Spanish Business Communication – Pre-Intermediate

Credits	3 ECTS
Course Code	IB-K101P-24
Entry requirements	Absolute beginners & Elementary knowledge
Programme Year	Year 2 FYP
Semester / Block	Semester 2 / Blocks 3 and 4
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Evelyn Armstrong-Murris
Lecturer(s)	Ms. Viviana Forero Cubillos
Course content/outline	The Language & Culture Business Communication modules offer foreign language courses to prepare our students to use a certain language during their Study Abroad semester, during their internship and/or in a future work situation. Students will study the language in two ways: they will learn how to apply conversation strategies and how to perform in different (business) environments, but they will also get acquainted with the target culture and its differences. At the pre-intermediate level, students can talk about social and work situations. Even if they make some mistakes, students can start and maintain a simple conversation in Spanish. They have command of the language on specific subjects, routine, and simple tasks. They can understand and convey messages in Spanish, respond to simple and direct information, have simple face-to-face conversations, and talk about activities they like or dislike. They can attend to simple needs using their knowledge of Spanish; shopping, planning a meeting, meeting colleagues, or making a restaurant or hotel reservation etc. They can also use the most common forms of politeness and exchange to express themselves on simple daily life and business topics. **Students must follow the same language in both modules, Language & Culture Business Communication I and II.** **Entry requirements:** The Common European Framework (CEFR) provides a way to determine your linguistic ability in any European language. You can register for this course if you can: • understand and use sentences and frequently used expressions related to areas of most immediate relevance. • describe in simple terms aspects of your background, immediate environment and matters in areas of immediate need.

- make basic phrases in the perfect tense and be able to recognize the imperfect tense.

At the end of the course, you will reach the level A2.1

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO3	**WW5** International Business Communication: additional Languages **LW11** Intercultural Proficiency **LW13** Intercultural Proficiency **LW14** Intercultural Proficiency	**1. <u>MLOs linked to the oral skills.</u>** 1.1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 1.2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages. 1.3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6 **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **2. <u>MLOs linked to the written skills.</u>** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions.	2

		2.4. **Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)

REQUIRED
Meta profesional 1 (edición internacional). Libro de ejercicios, Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-947-2 (Mandatoy).
Meta profesional 1 (edición internacional). Libro del estudiante, Diaz Gutierrez e.a, Intertaal, ISBN 978-94-6030-946-5 (Optional).
Students can also choose for the digital version of both books ISBN/EAN 978-94-6293-755-0

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	
Workshop	1	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	• Remindo exam on campus. • Multiple choice/closed and open questions. • Language skills (writing, reading, grammar and vocabulary) and cultural contents. • Cultural component in the written exam.	2
Oral	50%	4,5. Students can compensate the oral	• Oral exam on campus. • Open questions. • Language skills (speaking, listening, interacting)	2

		exam grade with the written exam grade. To pass students need to have a minimum average of 5,5.	and the ability to interact in an intercultural context.	

ECTS Breakdown	3 ECTS=84 hours ▪ **Contact time: 42 hours** - 2 sessions per week: 2 hours (90 min)+1 hour (45 min)/14 weeks = 42 ▪ **Self-study time: 42 hours** - Self-study = 2 hours a week/14 weeks = 28 hours - Exam practice = 12 hours ▪ **Exam: 2 hours** - Exam = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Language & Culture II: Spanish Pre-Intermediate	IB-K101P-23	Not offered anymore
For more information consult the conversion table		

IB Year 3 Module

Module Description: Management of Information II

Module Description: Management of Information II

Credits	6 ECTS
Course Code	IB-S313-22
Entry requirements	
Programme Year	Year 3 FYP & TYP
Semester / Block	Semester 1 - Blocks 1 & 2 / Semester 2 – Block 3 & 4
Weeks	13
Teaching Method	Workshop
Coordinator	Mr. R. Mollayev
Lecturer(s)	
Course content/outline	In this module students will learn the essentials of Business Intelligence (BI). An essential competence of all managers is the ability to make decisions and to communicate these decisions throughout the organization. In order to take the right decision, a manager needs to have the right information at the right time. This information is generated and processed within the company (from data, transactions to reports and analysis) and from the external environment that the company operates in. All this information needs to be gathered together and processed so a manager can use it in their decision-making process. Business Intelligence dashboards form an essential part of the decision-making process for all managers. Within this module the student will work with tabular models and design and create a Business Intelligence dashboard based on a set of big data and company needs/questions.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
2	WW7	Apply technology to one of the International Business fields Marketing & Sales, Finance, Operations & SCM and Organization & People, and create actionable results	3
2	WW7	Define KPIs based on well-argued choices suitable to manage business processes specific to the different international Business fields, with respect to workforce and international business environment	3
2	WW7	Find and select internal and external data sources suitable to support the specific information requirements, while considering legal and ethical issues surrounding sensible data and processes, and evaluating data integrity and reliability.	3
2	WW7	Handle large amounts of data of varied origins and formats using querying tools and creating	3

		a data model with little direction and coaching to explore and analyse complex international business processes for trends and correlations.	

Course Material (literature/tools)

REQUIRED
Syllabus on Bright Space, and free online material from Microsoft

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	During 13 weeks, 1 workshop per week, each workshop is 2 class hours

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	100%	5,5	Application with PowerBI (APPPBI) and Ms Word.	Written Exam

ECTS Breakdown

6 ECTS = 168 hours

Workshops	2 hours/workshop for 13 workshops	= 26
Reading (online)	100 pages at 5 page/hour	= 20
Homework	8 hours/workshop for 13 workshops	= 104
Exam practice	16 hours	= 16
Exam	2 hours	= 2

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Management of Information II	IB-S313-21	No exams offered. Students need to participate in the new module.
For more information consult the conversion table		

IB Electives

Module Description: Business in Latin America

Module Description: Business in Latin America Elective	
Credits	9 ECTS
Course Code	IB-K203-25
Entry requirements	
Programme Year	2026-2027
Semester / Block	Semester 2 / Block 4
Weeks	7
Teaching Method	Lecture, Workshop
Coordinator	C. Meiller
Lecturer(s)	M.C. Martina, E. Islas Salazar
Course content/outline	This elective is designed to provide both theoretical and practical information about how to do business in Latin America and with Latin American companies. Emphasis is placed on practical knowledge. Embassies, export offices, the Dutch government, and private sector guest speakers enrich the content delivered to students. The goal of this elective is to provide labor markets with entry level, junior management candidates with relevant skills to help the set-up, development, and/or expansion of company operations in their respective (Dutch/European Union/Latin American) target markets. The elective is made up of 3 instructional lanes: Latin American Business Practices (LABP) This instructional lane discusses how are specific business functions such as • Management, • Marketing & Sales, • Human Resources, • Logistics/Supply Chain, • Finance are conducted in Latin America. Students will get to learn concepts and practices (for each business function) that are common in Latin America but not taught in European Universities. Latin American Economic Analysis (LADD) In this instructional lane several countries from the region will be highlighted and discussed in detail. Why is this country different, special, or remarkable? Country representatives from Latin American embassies and/or commercial export offices will provide you with a "deep dive" into their respective economies, highlighting economic, trade, and investment conditions/regulations. Latin America Socioeconomic History & Culture (LASH) This module gives you an understanding on Latin America's social fabric, historical background, geographical features, and the economic environment in which businesses in Latin America operate. How are current world trends affecting Latin American businesses? Additionally, several guest lecturers will provide additional insights into relevant topics for Latin American countries today.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO 3	WT3	Understand and analyze LatAm's socio/economic/historic context and the global trends that affects them	2-3
PLO 2	LW11	Understand the impact of cultural differences between the EU and Lat Am and how they are/might affect business practices	2-3
PLO 1	LW14	Understand the impact of cultural differences between the EU and selected LatAm economies and how they are/might affect trade and investments	2-3

Course Material (literature/tools)

REQUIRED
Understanding Contemporary Latin America, Richard S. Hillman, Thomas J. D'Agostino, Lynne Rienner Publishers, 4th (2011) or later, 9781588267917

Doing Business In Latin America: Challenges and Opportunities, John Spillan, Nicholas Virzi, Mauricio Garita, Routledge, 1st (2014) or later, 9781136195730

Business in Emerging Latin America, Fernando Robles, Nila Wiese, Routledge, 1st (2014) or later, 9781135123574

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture LASH	2	
Lecture LADD	2	A few lectures involve guest lecturers: LatAm ambassadors, Managers of certain LatAm commerce offices, regional experts.
Lecture LABP	2	

Assessment Form

Individual/Group *
(Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Competency-based interview	100%	5,5	Lecturer panel interviewing students' competencies (PLOs 1 thru 3 -see learning outcomes section above)..Interview to 15 minutes per student. Individual assessment	Individual

ECTS Breakdown

6 ECTS = 168 hours

Lecture	6 hours/week for 7 weeks = 42 hours
Self-study / topic research	12 hours/week for 7 weeks = 84 hours
CBI preparation	36 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Behavioural Economics Elective

Credits	6 ECTS
Course Code	IB-K208-22
Entry requirements	
Programme Year	
Semester / Block	Semester 2 - Block 4
Weeks	7
Teaching Method	Lecture, Workshop, Consultation
Coordinator	Ms. S. Oussoren-Supanantaroek
Lecturer(s)	Ms. S. Oussoren-Supanantaroek
Course content/outline	The module focuses on explaining how people behave in the way they do. People can make unexplainable decisions on, for example, buying a certain model of car, consume a certain type of food even though it is not a healthy option, etc. Basically, the decisions made on the daily basis and in business settings are considered. The course further focuses on what is considered “efficient and optimal” decision in a given situation. In addition, the students will focus on the factors behind decision making processes of different kinds of stakeholders. Behavioural Economics brings in the psychological, social, cognitive, and cultural perspectives to explain irrational decisions and behaviours which cannot be explained by the traditional economic theories. The students will be guided through how and why Neoclassical Economics fails to address the dynamic changes in our economic systems. The course covers both micro- and macro-level decision making processes and how to mitigate unfavorable results caused by certain decisions made. Last but not least, how Behavioural Economics can be implemented to promote favorable sustainable practices (sustainability) from the perspective of a firm/an organization is also discussed in this course. Unquestionably, optimal decisions and behaviours will contribute to a growth in social welfare and economic well-being.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO4	WT1	Distinguish between the economic and financial behaviours that cannot and can be explained by the traditional economic models.	2
PLO4, PLO2, PLO3	WT1 TWM24	Discuss factors that explain the irrational behaviour and economic and financial decisions made by economic individuals and stakeholders.	2
PLO4, PLO2	WT1 TWM24	Justify why specific (economic and financial) choices have been made.	2
PLO4, PLO1, PLO2	WT1 LW10 TWM24	Conclude what can possibly be the desired economic and financial behaviours that lead to optimal economic outcomes.	2
PLO4, PLO1, PLO2	WT1 LW10 TWM24	Critically analyze and justify the factors contributing to the desired economic and financial behaviours that lead to optimal economic outcomes.	2-3

PLO3	WW4	Express thoughts by using professional business English language to convey persuasive messages.	2

Course Material (literature/tools)

REQUIRED
Course materials on Brightspace

See also: (Optional)
- Thinking, Fast and Slow. Daniel Kahneman, Penguin Books UK, 1st edition (2012), 978-0141033570
- Nudge: Improving decisions about health, wealth and happiness. Richard H. Thaler & Cass R. Sunstein, Penguin Books UK, final edition (2022), 978-0141999937
- How to predict the unpredictable: The art of outsmarting almost everyone. William Poundstone, Oneworld Publications (2015), 978-1780747200
- Predictably Irrational: The hidden forces that shape our decisions. Dan Ariely, Harper Collins Publishers USA (2010), 978-0061353246

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	2	2 hour per week x 7 weeks = *14 hours*
Workshop	2	2 hours per week x 7 weeks = *14 hours*
Consultation (group)	1	1 hour per week x 7 weeks = *7 hours*

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Assignment	Weight (40%)	5.5	Individual critical review assignment	I
Presentation	Weight (50%)	5.5	Group presentation (50%) and Individual Q&A (50%)	G,I
Assignment	Weight (10%)	5.5	Learning log (to keep track of the progress and process)	I

ECTS Breakdown

6 ECTS = 168 hours

Lectures: 2 hour/week for 7 weeks = **14 hours**
Workshops: 2 hours/week for 7 weeks = **14 hours**
Consultation (group): 1 hour/week for 7 weeks = **7 hours**
Self-study and self-reflection/learning log: 3 hours/week for 7 weeks and hours for reading the materials before week for 7 weeks = **56 hours**
Read assigned articles and make notes: 2 hours/week for 7 weeks = **14 hours**
Group work on presentation (research and discussion): = **32 hours**
Work on individual critical review assignment – review the lecture notes, search for information online and offline, write a critical review, seek for feedback, make an adjustment: = **30 hours**
Group presentation and individual Q&A: 60 minutes per group = **1 hour**

Conversion Information in case

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027

of Changes to the Module	For more information consult the conversion table

Module Description: Survival Dutch Elective

Credits	3 ECTS
Course Code	IB-DBCFES-21
Entry requirements	
Programme Year	
Semester / Block	Semester 1 / Blocks 1 & 2 or Semester 2 / Blocks 3 & 4
Weeks	14
Teaching Method	Workshop
Coordinator	Ms. Juul Wolters
Lecturer(s)	Ms. Juul Wolters
Course content/outline	The Elective Survival Dutch especially for Exchange students offers an introduction to the Dutch Language & Culture. The aim is to make the students familiar with daily life situations they encounter during their exchange period also they will be familiarized with basic Dutch communication on both oral and written level. The module has a communicative interactive approach as the main goal is to acquire the ability to communicate in the target language. All language skills will be included: reading, listening, speaking, writing and interacting. Students will be required to actively take part in class and will be encouraged to use the target language as much as possible. A cultural trip to a museum in The Hague is also included as part of the module (optional). **Entry requirements:** You can register for this course only if you: • Are an Exchange student • Have no knowledge of the language to be studied Have been exposed to the language in a passive way or only studied it for a duration of 1 year, provided that you studied the language not earlier than 3 years ago, making you a “false beginner”.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO2	TWM24, WT3, TWM18, TWM19	1. **MLOs linked to the oral skills.** 1. **Vocabulary:** Use a basic repertoire of words and idioms related to personal details and certain concrete situations in oral assignments. 2. **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in oral messages.	1

			3. **Pronunciation:** Pronounce and intone clearly and intelligibly, despite any foreign accent. 1.4. **Fluency:** Speak without pauses, without looking for expressions or words, or other aspects that interfere with the global understanding of the message. 1.5. **Coherence:** Link words or groups of words and sentences in oral messages in a logical order, connecting them effectively. 1.6. **Communication:** Communicate and interact in the target language, according to the socio-cultural contexts, by asking and answering questions about personal details, and by conveying information and instructions in everyday situations. **2. MLOs linked to the written skills.** 2.1 **Vocabulary:** Use a correct repertoire of words and idioms related to personal details and certain concrete situations in written assignments. 2.2 **Grammar:** Apply a range of grammatical structures and sentence patterns appropriately in written messages. 2.3 **Reading comprehension:** Understand the contents of texts, providing the right answers to related questions. 2.4**. Writing skills:** Communicate clearly and effectively when writing personal and/or business related short written messages. Build correct sentences using words or groups of words and sentences in written messages in a logical order, connecting all parts effectively. 2.5 **Cultural component**: Identify the main cultural values and beliefs represented in the target language/culture. Compare and contrast how culture influences attitudes and practices by indicating differences and similarities between own culture and the target culture.	

Course Material (literature/tools)	**REQUIRED** Nederlands in gang, Berna de Boer, Coutinho, 2017, ISBN ISBN 978-90-4690560-9 Students also can purchase the online version of ‘Nederlands in Gang’ ISBN 9789046964026

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written Exam	50%	4,5. Students can compensate the written exam grade with the oral exam grade. To pass students need to have a minimum average of 5,5.	- Remindo exam on campus - Multiple choice/closed and open questions - Language skills (writing, reading, grammar and vocabulary) and cultural contents - Cultural component in the written exam	I
Oral	50%	4,5. Students can compensate the oral exam grade with the written exam grade. To pass students need to have a minimum average of 5,5.	- Oral exam on campus - Open questions - Language skills (speaking, listening, interacting) and the ability to interact in an intercultural context	

ECTS Breakdown

3 ECTS = 84 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Business in Europe

Credits	3
Course Code	IB-K804-24
Entry requirements	Basics of Marketing & Research skills
Programme Year	3 IB
Semester / Block	1 / 1 and 2/1
Weeks	36-42 (weeks 1-7 of Block 1) and 6-13 (weeks 1-7 of Block 3)
Teaching Method	lecture, workshop, and a compulsory excursion to Brussels
Coordinator	Mr. de Vos
Lecturer(s)	
Course content/outline	Small- and Medium-sized enterprises (SME's) are considered to be the back-bone of the European economy. SME's are the EU's largest employers. During this course students will be made familiar with the relevance of SME's within the European Union (EU) and within the common market. With the help of assignments and lectures students will be analyzing EU member-states on various levels regarding its role and contribution of its SME's on the EU's common market and how to attract SME's to open a business within certain regions of the member states with the help of funding and the role of lobbying.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
	WT1	Critical Thinking	2
	WT2	Innovation & Creativity	2
	WT3	International Business Awareness	3
	WW4	International Business Communication	3
	WW6	Collaboration	3
	TWM20	Operations & Supply chain management	3
	TWM24	Business Research	3

Course Material (literature/tools)

REQUIRED
Title, Author, Publisher, Edition, ISBN
Europe in 12 lessons, P. Fontaine, 2017, 978-92-797155-0

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1,5	
Group work	15	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Portfolio	100%	5.5	Upload	I

ECTS Breakdown

3 ECTS = 84 hours

	Weeks	Hr/week	
Lecture/Worksh.	7	1,5	10,5
read/search	6	15	21
Assignment 1	3	15	21
Assignment 2	7	15	22
Portfolio	1	4	5
Resit	1	4	5
		Total	84

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
Business in Europe	BFM-HMVT22-BIE	NA
For more information consult the conversion table		

Module Description: Fintech Elective

Credits	3 ECTS
Course Code	IB-K305-25
Entry requirements	
Programme Year	
Semester / Block	Semester 2 / Block 4
Weeks	7
Teaching Method	lecture, workshop
Coordinator	Mr. Robbani
Lecturer(s)	
Course content/outline	The combination of Finance and Technology—commonly known as Fintech—is revolutionizing the way financial services are provided. The availability of the Internet and smart phones is making it possible to take up most of the financial services digitally. This new way of meeting customers' needs is putting enormous pressure on incumbents. Banks are under pressure to provide digital services. But their age-old legacy system is a big problem. In these circumstances, using smart technologies start-ups are disrupting the financial services markets by offering smart solutions to satisfy customer needs better and cheaper. This is equally true for payment, investment, as well as insurance businesses. To cope with this pressure, many financial service providers, including banks, are already busy transforming their services to compete with new entrants. Often, incumbents are cooperating with start-ups to share innovations in the financial services markets. But the questions remain: How will this transformation revolutionize the financial services market? What are disruptive technologies? How are they disrupting existing business models? How are the incumbents going to accommodate disruptive technologies? How are new innovations such as Distributed Ledger Technology going to be used by various players, including governments? This module will cover: • Fintech in general • Banking • Payment • Insurance • Block chain • Distributed Ledger Technology (DLT) • Cryptocurrency • Central Bank Digital Currency (CBDC)
Learning outcomes	

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	TWM19	Identify and understand the development of financial technology (Fintech), its scope, disruption, and depths in financial services industry	3

PLO1	TWM19	Discuss and explain the business models of Fintech start-ups and compare the performance of Fintech startups	3
PLO2	TWM19	Detect new business opportunities with Fintech in financial services industries; and Analyse business opportunities related to Fintech in different countries.	3
PLO2	TWM18	Evaluate the current trends and future direction and determine risks associated with business in Fintech sectors	3

Course Material (literature/tools)

REQUIRED
Required literature: No fixed textbook for this course. However, a variety of materials will be available in Brightspace. Students are advised to use materials from the Internet.

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1	The lecture and workshop will be arranged simultaneously
Workshop	2	Assignment length: 15 - 20 pages (excluding front pages, bibliography, and appendix. Font size: 12 fonts with 1.5-line spacing). Reference style: APA. At least 10 good references are required. Your grade will be seriously affected if you do not use graphs, and good references.

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Report	70%	5.5	Submit reports to Brightspace. File type: PDF. Submissions: Group or Individual depending on the size of the class	I/G
Defense (oral)	30%	5.5		I

ECTS Breakdown

3 ECTS = 84 hours

Lectures = 1 hour/week for 7 weeks =7 hours
Workshop = 2 hours/week for 7 weeks =14 hours
Self-study = 2 hours/week for 7 weeks =14 hours
Self-study = 125 pages at 5 pages/hour = 25 hours
Preparatory activities for assignment = 20 hours
Final preparation and submission = 4 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Content Marketing Elective

Credits	6 ECTS
Course Code	IB-K211-23
Entry requirements	
Programme Year	
Semester / Block	Semester 2 / Block 4
Weeks	7
Teaching Method	Lecture, Workshop
Coordinator	Luis Fabio Viana Rodrigues
Lecturer(s)	
Course content/outline	There is an increasing amount of job opportunities in the Digital Marketing (DM) domain, and this elective module will equip students with more hands on training to be able to take up those jobs right after their studies. It also provides a basis to start a specific learning pathway for those students aiming to pursue a career in the content marketing arena. Content marketing refers to the creation and management of text, audio and video aimed at engaging customers, prospects, and search engines. Exceptional content marketing is key to gaining permission, encouraging sharing and ongoing engagement through elevating people's experience. In a context where the proliferation of channels adds another layer of complexity, this course will equip students with the skills and knowledge to be able to choose the right message, in the right moment, through the right touchpoint (online or offline), along the customer journey. As a next step of the Marketing & Sales specialization submodule Digital Marketing Tools, this elective dives deeper into the practice of Content Marketing, providing students with enhanced knowledge and management skills to make successful content-related decisions in the international business landscape. Building on the specialization, the course prepares students for specialized job opportunities in Content Marketing within both B2C and B2B environments. It also equips them with the content-related skills to contribute to the business creation cycle as marketing and sales professionals, enabling them to apply their knowledge at both strategic and tactical levels to create strong customer value and outperform competitors. Designed to encourage self-learning, participation, and critical thinking, the course includes the development of an individual portfolio. This will cover a Content Marketing plan for a fictional company, a summary of the content competitions (see explanation below), and completion of the HubSpot Content Marketing Certification Course. The course involves: • Support materials (videos, articles, references via Brightspace) • Research (data collection, referencing business cases)

- Content creation
- A content competition, where students will be divided in Content Agencies. For every competition, each agency will be assigned to a company/platform and given a specific challenge.
- During the workshop class, the agencies will pitch their ideas in a head-to-head competition with another agency (two agencies compete on the same case - e.g., managing THUAS's Instagram), with the lecturer and judges (one representative of each agency, a business expert and the lecturer) selecting the best pitch/winning solution, which may be published or rewarded.
- Formative assessments and peer feedback

All of this address more in depth practice on how to:

Learn a content creation framework for producing effective content on a consistent basis, connecting with the marketing strategy

Develop engaging content for a specific marketing campaign and implement it through the digital media mix, impacting customer experience by leveraging the relevant touchpoints along its journey.

Measure, analyze and communicate the performance of the implemented Content Marketing Plan, and propose adjustments with a continuous improvement mindset.

Within all three components, the principles of "international" and "critical thinking" will be applied. The course includes ethical and morally responsible international practices of digital marketing with a connection to the trend of purposefulness.

Class will be conducted in English, therefore students are expected to have a fluent level of English to participate. Students should preferably have Marketing and Digital Marketing basics knowledge.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	TWM17	MLO1: Establish a content creation framework as a key technique for reviewing and producing new effective content types on a consistent basis, connecting with the marketing strategy	3
PLO1/PLO3	TWM17	MLO2: Develop engaging content for a specific marketing campaign, and implement it through the digital media mix, demonstrating a positive impact on customer experience by leveraging the relevant touchpoints along the customer journey.	3
PLO1	TWM17	MLO3: Measure, analyze and communicate the performance of the implemented Content Marketing Plan, and propose adjustments with a continuous improvement mindset	3

Course Material (literature/tools)

REQUIRED
to be shared via Brightspace

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecturing, workshop and consultation	4 hours / 7 weeks = 28 hours	
Self study	3 hours / 7 weeks = 21 hours	
Research and analysis to prepare final assignment	10 hours / 8 weeks = 80 hours	

Assessment Form

Individual/Group * (Last column)
Resit

Assessment Form	Weight or P/F	Minimum Required Grade	Extra information	*
Assignment	Weight	5.5	Individual portfolio Resit: new portfolio for a new B2B company to be delivered on RP4	

ECTS Breakdown

6 ECTS = 168 hours

Lecturing, workshop and consultation	4 hours / 7 weeks = 28 hours
Self study	3 hours / 7 weeks = 21 hours
Research and analysis to prepare final assignment	10 hours / 8 weeks = 80 hours
Group assignment	5 hours / 6 weeks = 30 hours
HubSpot Content Marketing Course	9 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Company Assignment /Challenge Innovation Quarter (IQ) - Elective

Credits	3 ECTS
Course Code	(CE-VKCHAL 1-17)
Entry requirements	Basics of marketing, experience with market research, Excel and analytical skills is required (5 students max). NB: This course is only designed for inbound BFM exchange students.
Programme Year	Academic Exchange Year Programme
Semester / Block	Semester 1 / Block 2 and Semester 2 / Block 4
Weeks	Week 47 – 1 and week 15 through 22
Teaching Method	This course a company assignment representing 84 working hours (=3 ECTS) per student. The assignment is extra-curricular and is not scheduled as a regular course in the course time-tables. The deliverables are scheduled outside the regular scheduled courses in collaboration with the company and our university. Since there is only room for 5 students an assessment will be scheduled in order to select the best student suitable for the job. This is based on the language-, and analytical skills as well as expertise of the students. Depending on the nature of the assignments. The setup is as follows: 1. Assessment & selection 2. Kick-off assignment at the company and signing of an NDA 3. Students get a tutorial on how use business analysis tools 4. Followed by weekly updates and presentations on the progress either via Teams or at the company Resulting in a final presentation and a portfolio with the findings
Coordinator	Mr. P. de Vos
Lecturer(s)	Mr. P. de Vos
Course content/outline	InnovationQuarter (IQ) is the regional economic development agency for the Province of Zuid-Holland, also known as the greater Rotterdam – The Hague area. Their mission is to strengthen the regional economic structure by stimulating the innovation potential of this unique delta region. In close collaboration with all major corporations and many SME's, educational and research institutes as well as government organisations, they align the efforts required to design a brighter tomorrow. The research results as delivered by the HHS students will be applied in the daily practice of the "International Business Unit" employees. Within this unit, the foreign direct investment professionals promote their working area of Zuid-Holland and their main goal is to attract and retain foreign companies which are active in all kinds of economic sectors and segments. The trade professionals on the other hand support Dutch businesses with expanding to foreign markets.

The general aim is to create new jobs, investments, stimulate innovation and collaboration as this will boost economic growth within the province. These activities form part of the field of Economic Promotion and originate from the tasks of the Ministry of Economic Affairs & Climate and the Province of Zuid-Holland, among other public institutes. Innovation Quarter is part of the Invest in Holland network. See www.innovationquarter.nl

The actual assignments will be shared with the students at a later stage since it is based on current topics of the company.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
		Learn to work independently on set goals for an innovating company.	
		The students learns how to use business analysis tools and how to process the findings	
		The student learns how to plan a project with deadlines besides class work	
		The student learns feedback form company supervisors	

Course Material (literature/tools)

REQUIRED
Not applicable

Teaching Form

Teaching Form	Class hours/Week	Extra information

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Assignments				I
Presentations				
Feedback				

ECTS Breakdown

3 ECTS = 84 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module description: Action team International Marketing Week (BIP) Elective

Credits	3 ECTS
Course Code	To be assigned
Entry requirements	Proactive attitude, strong communication skills, and interest in international collaboration. NB: Open to inbound exchange students exclusively!
Programme Year	Academic Exchange Year Programme
Semester / Block	Semester 2 / Block 4
Weeks	Week 47 – 1 and week 15 through 22
Teaching Method	This extra-curricular module represents 84 working hours (=3 ECTS). Activities are coordinated with the organising department and international partners and are not scheduled in the regular timetable. Students work as part of an action team supporting both the online component and the physical mobility week of the Erasmus Blended Intensive Programme (BIP).
Coordinator	P.W. de Vos (p.w.devos@hhs.nl)
Lecturer(s)	Mr. P. de Vos
Course content/outline	In this module, the student supports the organisation and implementation of an Erasmus Blended Intensive Programme (BIP) called the International Marketing Week consisting of an online component and a physical mobility week with incoming international students. For this BIP we are expecting 35 incoming students who will be working on a real case marketing assignment in collaboration with Lucas Bols (www.bols.com) **1. Support of the Online Component** • Assisting in organising and preparing online sessions • Moderating or co-hosting online meetings • Supporting international students with planning, platforms, and collaboration • Stimulating interaction and engagement **2. Support of the Physical Mobility Week** • Welcoming international students and providing practical guidance • Introducing participants to the university and the city • Assisting during excursions to Amsterdam and in The Hague and social activities • Accompanying students to ensure timely arrival at activities • Acting as first point of contact for practical or organisational questions The student represents the university in an international context and contributes to the successful execution of the Erasmus BIP.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
		• Collaborate effectively within an international and multidisciplinary team.	
		• Communicate professionally in an intercultural context.	
		• Carry out organisational and logistical tasks independently.	
		• Respond adequately to unforeseen situations during international mobility activities.	
		• Reflect on their own role, development, and contribution within an international learning environment.	

Course Material (literature/tools)

REQUIRED
Not applicable

Teaching Form

Teaching Form	Class hours/Week	Extra information

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
• Active and demonstrable contribution within the action team				I
• Professional performance during the online and physical programme				
• Reflective report on				

	learning experience, contribution, and development				

ECTS Breakdown	3 ECTS = 84 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: People Strategy Elective

Credits	15
Course Code	IB-K212-24
Entry requirements	None
Programme Year	
Semester / Block	Semester 2 / Block 4
Weeks	7
Teaching Method	Lectures and workshop
Coordinator	Ms. Mercedes Conde
Lecturer(s)	Ms. B. Lopez Peña, Ms. M. Conde
Course content/outline	The elective consists of three main topics: People Strategy (PS): focuses on making a connection between business strategy and Human Resources strategy and the importance of integrating both to achieve a competitive advantage through human capital. They will dive deeper into key Human Resources Management (HRM) concepts, processes, how to translate organizational goals into operational HR goals and executing on those goals on a tactical level. Current trends will be presented, discussed, and applied to real-business situations. Sustainable Careers (SC): focuses on the concept of *flexpertise* and the ability to maintain a certain amount of expertise under changing circumstances and in different situations. Sustainable careers enable individuals to continuously refine perceptions regarding their person-career fit over time under the light of happiness, healthiness and productivity indicators. Conscious Leadership (CL): focuses on practical strategies and tools to equip future leaders to navigate real business situations and explore self-management.
Learning outcomes	
Course Material (literature/tools)	Leading with Presence: Fundamental Tools and Insights for Impactful, Engaging Leadership, A.T. Knoppers, M. Obdeijn, S. R. Giessner, ISBN: 978-78714-600-6 Human Resource Management, Crawshaw, Budhwar and Davis, fourth edition, ISBN: 978-152960-067-4

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
1 & 2	TWM22	MLO1: Reflect on the relationship between an organizational strategy or business process and the core processes within human resources in an international context and explain how this works in a specific company and context.	2
3	LW8	MLO2: Develop actionable strategies for sustainable career management.	2
3 & 4	LW9	MLO3: Practice leadership skills through self-awareness, role playing, feedback and reflection.	2

Teaching Form

Teaching Form	Class hours/Week	Extra information
People Strategy: lecture/workshop	4 hours/week	Literature and articles will be provided on a weekly basis; students can also consult Y2 PO2 recorded lectures if needed.
Sustainable Careers: Workshops	2 hours/Week	
Conscious Leadership: workshops	2 hours/Week	
SC and CL Feedback	6 hours/ Block	
Guest Lecture	4 hours/ Block	2 guest lecturers per block
Company visit	4 hours/ Block	Upon availability

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Written exam	60%	5,5	Remindo on Campus. Business Case (60% of the total grade)	I
Flexi-Project	20%	5.5	Individual Project (20% of the total grade)	I
Assignment Presentation	20%	5.5	Individual presentation (word/PDF) (20% of the total grade)	I

ECTS Breakdown

15 ECTS = 420 hours

People Strategy	**252 hours**
Workshops = 4 hours/week for 7 weeks	= 28 hours
Preparation for workshops = 6 hours/ week for 7 weeks	= 42 hours
Self-study	= 172 hours
Company visit	= 4 hours
Guest lectures	= 4 hours
Exam	= 2 hours
Sustainable Careers	**84 hours**
Workshops = 2 hours/week for 7 weeks	= 14 hours
Working on Project	= 30 hours
Self-study	= 37 hours
Feedback	= 3 hours
Conscious Leadership	**84 hours**
Workshops = 2 hours/week for 7 weeks	= 14 hours
Working on Presentation	= 22 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Specialisation Operations & Supply Chain

Credits	15 ECTS
Course Code	IB-Z004-25
Entry requirements	
Year	3 FYP / TYP
Semester / Block	Semester 1 - Block 1 & 2
Weeks	14
Method	Lecture, Workshop
Coordinator	Michel van Drunen
Lecturer(s)	
Course content/outline	In Operations and Supply Chain managing and improving processes is critical to business performance. This specialization module continues to build upon the management of processes as introduced in the year 2 module Operations & Supply. In addition, it introduces industry proven Business Improvement and Project Management methodologies to create a robust understanding of how to improve operations performance, and effectively implement changes. This includes the ability to identify and resolve ethical issues as well as building a business case (proposal) for change. To effectively achieve these objectives, a setting and behaviour comparable with a business environment will be simulated.

Learning outcomes

PLO New	PLO Cur	Module Learning Outcome	Level (1-3)
PLO 2	TWM 20 TWM 21	Apply Lean principles/tools and techniques to effectively analyse and improve an operations process, positively impacting business performance	3
PLO 2	TWM 20 TWM 21	Utilise Project Management methodologies to facilitate, analyse and implement operations improvement recommendations	3
PLO 1	TWM 20 TWM 21	Apply Operations and Supply Chain principles to create a business case/proposal for change	3
PLO 3	TWM 20 TWM 21	Recognise the impact of advice and solutions on the organisation and recommend how to manage this (Change Management)	3

Course Material (literature/tools)	Freshers Lean, Bicheno, Barnett, Feringa, Wijers, 1st edition, 9789082900811 The Lean Toolbox, Bicheno, John & Holweg, Matthias, Picsie Books, 5th edition, 9780956830753

Operations Management, Slack & Brandon-Jones, Pearson, 9th edition 2019 9781292408248
The Scrum Guide, Ken Schwaber & Jeff Sutherland, Scrum.Org, November 2020,

Introduction to materials management, Chapman, Stephen; Arnold, Tony, Pearson, 8th edition, 2017, 9781292162355

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	4 /Week	For Lean, Project- and Change Management lectures will be given. For Project management, Lean and the content areas coaching will be provided to guide progress resolving the case.
Coaching sessions	2 /By-Weekly	
Substantiation	3/Week	
Guest lectures	4	2 guest lectures
Excursion (upon availability	4	1 company visit

Assessment Form

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	
Consultancy	50%	5.5	Group report, presentation & defense (Professional Product) – docx/pdf	G
Written exam	50%	5.5	Remindo	I
Substantiation assignments	Pass/Fail		80% of in total 6 assignments need to have a pass - excel	G

ECTS Breakdown

15 ECTS = 420 hours

Lectures	4 hours/week for 10 weeks	**40**
Coaching sessions (in person **10h** + preparation/execution 30h)	4 hours/week for 10 weeks	40
Workshops Substantiation	6*3 hours in 7 weeks	**18**
Preparation & Homework workshops	6*2 hours in 7 weeks	12
Guest Lectures	2*2 hours in 7 weeks	4
Case Work		240
Reading	260 pages at 10 pages/hour	26
Presentation Prep + Delivery		16
Exam Prep + Exam (18+2)		20
Company Visit		4

Highlighted in bold = class hours corresponding with OLP.

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

- Module Description: Ethical Implication of Artificial Intelligence (AI) in Marketing

Module Description: Ethical implications of Artificial Intelligence (AI) in Marketing Elective

Credits	5 ECTS
Course Code	IB-K213-25
Entry requirements	None
Programme Year	
Semester / Block	Semester 1 / Blocks 1 & 2
Weeks	10
Teaching Method	Online Lecture, Workshop
Coordinator	Ms. Nazlina Quadir
Lecturer(s)	
Course content/outline	In this ten-weeks student-led project, students will explore the ethical implications of Artificial Intelligence (AI) usage in Marketing to support the United Nations' Sustainable Development Goals (SDGs) 8,9, 10 and 12, in a multidisciplinary and multicultural team of students from THUAS, International Business (IB) and students from international partner institutions Fanshawe College Canada. After understanding the basic concepts of AI, ethics and mapping out the different SDGs (8,9,10 &12), students will zoom into a specific ethical implications of AI usage in marketing related to one of the selected SDGs. They will then develop a plan that could solve the ethical issue by producing a creative prototype. In addition to sharing their individual perspectives, all team members will actively engage in continuous collaboration by exchanging insights, collectively making decisions, and refining their plans as necessary. After exploring the ethical issues in detail, teams will define which issue to focus on based on their selected SDG and propose solutions to this challenge. Additionally, they will create a platform to share and exchange their ideas with each other and move towards new solutions together. Throughout the project, students will keep track of their own development in a reflection video logs that culminates in a multimedia reflection product. In doing so, students will develop their intercultural proficiency, perspective taking skills and their agency as global citizens within their local context. Maybe even more importantly, they will also create the basis for an international community and network to collaborate to make a difference in an interconnected world beyond the scope of this project. Classes will be conducted in English; therefore students are expected to have a fluent level of English to participate. Classes will be taught online to match the time zone with Canada. Students must also have basic knowledge/fundamentals of Marketing.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
3	LW 11, 12, 13	Explore how AI can be used to advance the United Nations Sustainable Development Goals 8,9, 10 & 12, understanding the potential and limitations of using AI in marketing products/services in this context.	2-3
1	LW 10, 11, 14	Analyze the ethical considerations of using AI from multi-disciplinary, multi-cultural and multi-stakeholder perspective with a local and global scope on SDG 8, 9, 10 & 12	2-3
4	LW 8, 9	Critically reflect on personal intercultural interactions for personal, academic and professional development.	2-3
4	LW 8, 9, WW6	Demonstrate flexibility by managing ambiguity and adjust expectations and behaviour in the context of a collaborative virtual exchange project.	2-3
1	WT2, WT3	Develop potential creative solutions to the ethical problems derived from usage of AI in marketing within the SDG Goals 8,9,10 & 12 scope, considering the cost and impact of the solutions together with the multi-cultural and multi-stakeholder perspectives in the process.	2-3

Course Material (literature/tools)

REQUIRED
Online instructions and input to be shared via Brightspace and Padlet

Teaching Form

Teaching Form	Class hours/Week	Extra information
Guest lecture	1	In the guest lectures, students are introduced to key tools and inspiring speakers from different disciplines and parts of the world to support and inspire them in their process. Student teams independently work towards the project deliverables during the work sessions based on online instructions. Coaches check in with them in coaching sessions.
Team coaching	1	
Work sessions	2	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Portfolio	P/F		Team portfolio presenting the team's development towards the MLOs in the course of the project. Format : Microsoft Word or PDF	G
Multimedia reflection	P/F		Individual. Format (multi-media: videos in	I

				MP4, Microsoft Word or PDF)	

ECTS Breakdown	5 ECTS = 140 hours Contact hours: = 40 hours Group work: = 80 hours Individual work: = 20 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

IB Minors

Module Description: Business in Asia Minor

Module Description: Business in Asia Minor

Credits	15 ECTS
Course Code	BFM-HMVT25-BIA
Entry requirements	None
Programme Year	
Semester / Block	2 / 3
Weeks	7
Teaching Method	Lectures, workshop
Coordinator	Mr. van der Molen
Lecturer(s)	
Course content/outline	The minor consists of three submodules: Asia: Politics, Economic & Society (PES, 5 credits) is aimed at placing the current reality of Asian economic dynamism in a broader perspective of history, government policy, international relations and current and future economic, geopolitical and environmental challenges and providing deeper insight in the major economies of the region such China, Japan, South Korea, India and Vietnam, with a look at these countries' history, economy , (business) culture and business opportunities. Asia: Business, Communication and Management (BCM, 5 credits) focuses on the practicalities of doing business in Asian emerging markets. Through the use of articles and analysis of real life business cases we will look at challenges and opportunities for exporting, investing, and doing business in the region from perspectives of marketing, strategic management, branding, market entry, knowledge and innovation, supply chain management, intellectual property protection and corporate social responsibility. Project (5 credits) will ask the students to apply the theories discussed in PES and BCM and research, analyse a business problem relevant to Asia and come up with a solution.
Learning outcomes	

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
1	WT3	Understand the strategic relevance for internationally operating companies of historical developments, key patterns and trends of globalization, international relations and economic development in the Asian Region	2
2	WT3	Understand relevant theories related to doing business in Asia and emerging markets in general..	2

1	LW10	Recognize the cultural differences in behaviour and values when doing business in the main Asian economies.	2
2	WT1/WW4	Apply relevant insights, theories and concepts from academic sources to provide solutions to a business problem in a methodical manner and express these fluently and correctly in speech and writing.	2

Course Material (literature/tools)

REQUIRED

Harukiyo Hasegawa and Michael A. Witt: Asian Business & Management: Theory, Practice and Perspectives, 3rd Edition, Red Globe Press, 2019 ISBN 9781352007428

Additional literature provided through Brightspace

Teaching Form

Teaching Form	Class hours/Week	Extra information
PES lecture/workshop	4 hours/week	
BCM workshops	4 hours/Week	
Project workshops	2 hours/Week	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	I/G*
PES written exam	100% of PES	5,5	Open Questions	I
PES ind.portfolio	P/F		Individual	I
BCM written Exam	100% of BCM	5,5	Open Questions	I
Project Assignment	70% of Project	5,5	Individual	G
Project Presentation	30% of Project	5,5	Individual	G
Remark about resits: BIA has a Group Project . Failure to enroll in a group in week 1 or failure to cooperate with your group members will result in a failed grade and a need to either redo that part of the module again in the following year, or finish the entire project individually during the designated resit period.				

ECTS Breakdown

15 ECTS = 420 hours

PES	Workshops	20	140
	Exam	2	
	Portfolio	30	
	Reading/Study	80	
BCM	Workshop	14	140
	Exam	2	
	Reading/Study	124	
Project	Workshops	28	140

		Presentation	2	
		Research/Study/Writing	110	

Conversion Information in case of Changes to the Module	Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
	Business in Asia	BFM-HMVT20-BIA	Yes
	Business in Asia	BFM-HMVT24-BIA	Yes
	Students still needing to finish old style BiA BCM/PES can do the new PES/BCM Exams. Students still needing to finish assignments are requested to contact the course coordinator for arrangements.		

Module Description: Sustainable Business

Module Description: Sustainable Business Minor

Credits	15 ECTS
Course Code	BFM-HMVT25-SB
Entry requirements	
Programme Year	
Semester / Block	Semester 1 - Block 1
Weeks	7
Teaching Method	Lectures & workshops
Coordinator	Sudhan Balakrishnan
Lecturer(s)	Emmanuel Ekpenyong, Sudhan Balakrishnan
Course content/outline	The minor consists of three sub-modules: **1. Sustainable Business Challenges IB-K705-22 (SBC 5 ECTS)** The module will intrinsically explore sustainable business models and how businesses and stakeholders affect the balance between economy, society and environment in local and global contexts. By the end of this module, students will be able to formulate sustainable strategies and solutions for business to balance environmental, social and economic development. In doing so, they will be changemakers in the international business environment. **2. CSR and Global Supply Chain IB-K702-22 (CSR and GSC 5 ECTS)** Business activities have both significant positive and negative impacts on societies. Whereas efficient supply chain operations help businesses deliver the needed goods and services to consumers, they can also impact the environment and people negatively, when not done responsibly. Some of these impacts include emission of greenhouse gas, poor wages, worker's rights issues, overconsumption

due for example to fast-fashion models, waste generations, and filling of landfills, to mention a few. The course discusses these issues, but more importantly, explores options for firms to run a sustainable supply chain, and the value this can create. In this module, students learn how to identify the impact of supply chain operations on people and the environment, and the role of corporate governance.

3. Guest Lecture Series IB-K703-22 (GLS 5 ECTS)
Sustainable Business is not just theory or a collection of case studies in books and articles; most and foremost it is a reality that is practiced in increasing number of businesses and organizations. In the Guest Lecture Series module, students will be exposed to diverse sustainability practitioners from startups to large corporations, from non-governmental organisations (NGOs) to people from the political field. They will listen to sustainability challenges and best practices and critically engage with guest lecturers via discussions and short workshops. By the end of this module, students will have been exposed to a broad range of practical sustainable business cases.

Each sub-module can be taken separately.

Learning outcomes

PLO NEW	PLO CUR	Module Learning Outcome	Level (1-3)
PLO2 / 3	TWM24	Analyse business organization's sustainability cases in the local to global context including supply chain.	2
PLO2 / 3	WT3	Evaluate business cases towards sustainability transitions using sustainable business models, trends and theories.	2
PLO 1 / 3	WT2/LW10	Formulate sustainable business solutions to challenges considering impact on diverse stakeholders.	2

Course Material (literature/tools)

REQUIRED
TBA

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lectures	2	• 2 hours for GLS every week
Workshops	4	• *2 hours each for SBC + CSR and GSC modules every week*
Presentations	2	• *2 hours each week for SBC in week 6 and 7*

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	I/G*
Assignment	70% SBC	5,5	SBC Individual assignment	I
Assignment	30% SBC	5,5	SBC Group Presentation	G
Assignment	100% GSC and CSR	5,5	GSC and CSR Individual assignment	I
Assignment	100% GLS	5,5	GLS Individual assignment	I

ECTS Breakdown

15 ECTS = 420 hours

	Lectures = 2 hours for 7 weeks = 14 hours Workshop = 4 hours for 7 weeks = 28 hours Presentations = 2 hours for 2 weeks = 4 hours Class preparation / homework (for SBC + GSC and CSR) = 38 hours Individual assignment + Resit = 280 hours Group presentation preparation + Resit = 56 hours
Conversion Information in case of Changes to the Module	<table><tr><td>Predecessor Module Name</td><td>Osiris Code</td><td>Last Chance Exams to be offered in 2026-2027</td></tr><tr><td>Introduction to Sustainable Business</td><td>IB-K701-22</td><td>Individual Assignment (70%) Group Presentation Assignment (30%)</td></tr><tr><td colspan="3">Introduction to Sustainable Business is no longer offered in academic year 25-26. There will be two opportunities offered to complete pending assessments in academic year 25-26. For more information, consult the conversion table.</td></tr></table>

Comments:

Module Learning Outcomes (MLOs) have been updated. Introduction to Sustainable Business module is discontinued. Guest Lecture Series, Sustainable Challenges, CSR and Global Supply Chain module will continue to be offered. Each module has been increased to 5 ECTS to ensure alignment with Education Vision and promote flexibilization.

In implementation of the policy to reduce assessments, the number of assessments has been reduced from 7 to 4 assessments in total and accordingly the weightage has been changed as follows:

- Guest Lecture Series - Individual Assignment (100%)
- Sustainable Business Challenges - Individual Assignment (70%) and Group Presentation (30%)
- CSR and Global Supply Chain - Individual Assignment (100%)

To mitigate the risk of AI use for individual assignments, the following measures are taken:

Assessment Form	**Measures**
Guest Lecture Series - Individual Assignment (100%)	• Students have to guest lectures in person to reflect on the case / problem discussed. • Students need to reflect on a concept or model covered in other modules in the minor Sustainable Business which is also discussed by guest lecturer or reflect on a concept or model not covered in other modules but is discussed by guest lecturer. • Students need to propose solutions to the case or problem discussed. • Students need to support each guest lecture reflection with at least two academic sources.
CSR and Global Supply Chain - Individual Assignment (100%)	• Students need to complete a video assignment investigating a company of their choice and apply concepts discussed in the module to the company being investigated.

	• Map stakeholders in supply chain.
Sustainable Business Challenges - Individual Assignment (70%)	• Students need to complete a written assignment investigating a company of their choice and apply concepts discussed in the module to the company being investigated. • Students need to complete the Doughnut economy model. They need to identify positive and negative elements for the social and environment dimension. Then, they need to propose solutions that connects with both social and environmental dimensions. • Students will need to also discuss the the stakeholders impacted at the local and global level for the challenges and solutions identified.

Assignments need to be submitted in Word, PDF or Powerpoint (for Group Presentation assignment).

Module Description: International Entrepreneurship

Module Description: International Entrepreneurship Minor	
Credits	15 ECTS
Course Code	BFM-HMVT20-ENTRE
Entry requirements	
Programme Year	
Semester / Block	Semester 2 / Block 3
Weeks	7
Teaching Method	Workshop
Coördinators	Ms. Swakhoven, Mr. Kraaij, Mr. Vreeke
Lecturer(s)	
Course content/outline	This minor adopts mostly an action-oriented approach (learning by doing) where students in an explorative way gain business-oriented insights to transform a currently existing business model into a business model which fits local (international) circumstances. Additionally, an analytical approach is being added to support students in developing a strategic vision on their business models' sustainability based on the Sustainable Development Goals (SDGs). Students will be challenged to develop their entrepreneurial mindset & skills and actively apply them by executing several assignments based on Design Thinking & Doing, Business Model Canvas and Frugal Innovation. Newly gained insights will lead to bootstrapped business models which can be the foundation of start-up companies abroad. This is not mandatory. Key words: business model experimentation & generation, frugal innovation, design thinking & doing, sustainability

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
4	LW8	MLO1: Develop entre(/intra-)preneurial skills and mindset with the aim to explore entrepreneurial possibilities in the country of origin	2
1	LW8	MLO2: Analyze sustainable, viable business models in an international business setting with the use of Design Thinking & Doing, Business Model Experimentation /Generation and Frugal Innovation	2
3 & 4	LW8	MLO3: Develop leadership to mobilize different kind of stakeholders, in different cultural, organizational, and political landscapes to contribute to achieving a sustainable business environment	2
4	LW10	MLO4: Respond appropriately to an unfamiliar or unexpected changing business environment	2
2	WT 2	MLO5: Calculate financing possibilities of bootstrapped business models in a dynamic international environment which can be the foundation of start-up companies abroad	2
1	WT2	Visualize the different steps of creating a sustainable, viable business model	2
4	WT2	Present these visuals and the redesigned business model in a convincing, written and verbal form	2

Course Material (literature/tools)

REQUIRED

Osterwalder, A., & Pigneur, Y. (2009), Business Model Generation. John Wiley & Sons.

Brown, T. (2009), Change by Design – how design thinking transforms organizations and inspires innovation, HarperCollins Publishers.

Leadbeater, C. (2014), The Frugal Innovator – Creating change on a shoestring budget, Palgrave MacMillan.

Read, S., Sarasvathy, S., Dew, N., Wiltbank, R., & Ohlosson, A.-V. (2010), Effectual Entrepreneurship, Londen/New York, Taylor & Francis LTD.

Ries, E. (2013), The Lean Startup, New York, Crown Business.

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop	13 hours	

Assessment Form

Individual/Group *

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Assignment	30%	4.5	Group Portfolio of business growth path (Brightspace submission in Word and Excel)	G

	Presentation	40%	4.5	Group Pitch / group visual of summarized portfolio *(for example infographic and/or cut-out style video in /pptx or mov file)*	G
	Individual defense	30%	4.5	Assessment on individual entrepreneurial growth path (verbal) based on individual portfolio	I

ECTS Breakdown

15 ECTS = 420 hours

Activity Workshops: 2 x 4 hours/week for 7 weeks = 56

Reading: ± 550 pages at 5 page/hour = 110

Group assignment and work = 244
Individual defence = 5
Presentation = 5

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Purposeful Marketing Challenge Minor

Credits	15 ECTS
Course Code	IB-HMVT23-CBG
Entry requirements	
Programme Year	Year 4 FYP
Semester / Block	Semester 1 - Block 1
Weeks	7
Teaching Method	Lecture, Workshop, Project
Coordinator	Jennifer Cakir
Lecturer(s)	
Course content/outline	This minor is intended to transform the student's business knowledge and skills to integrated and personalized success through **solving a problem** for a real purposeful business. A purposeful business is defined as a business which exists to benefit society and produce societal value, not just be driven by profit. By succeeding in the course, students will gain the skills of working with a multiple disciplinary team effectively and deliver on a successful business result, through hard skills in multiple disciplines and soft skills in leadership and project management. More specifically, participants will work in a multiple disciplinary team to conduct a stakeholder-driven business project, in which 3 key components of learnings are included: Stakeholder-driven business project: Solving a stakeholder-driven business problem for a real purposeful business. Integrated project management practice. Leadership development practice. Within all three components, the principles of "international", "sustainability" and "critical thinking" will be applied. Class will be conducted in English, therefore students are expected to have a fluent level of English to participate. Classes also involve in-class workshops requiring in-class active participation which are assessed at the end of the course.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT1, WT2	**MLO 1:** Create a well-founded stakeholder-driven solution for a purposeful company that integrates all relevant business disciplines in order for business to win in the complex and dynamic business environment.	2
PLO2	WT1, WW6	**MLO 2:** Apply project management skills to deliver team project as well as own focused-area effectively.	2
PLO4	LW8	**MLO 3:** Practice leadership skills through clear self-awareness, goal setting, feedback and reflection.	2

Course Material (literature/tools)

REQUIRED
n/a
See also: (Optional)
n/a

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture/ Workshop	8	Students will have one class per week for leadership development, one class per week for project management and two classes per week for the purposeful marketing workstream.

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Presentation	70%	5.5	Presentation will be in groups with individual contributions assessed	I
Assignment	30%	5.5	Individual Reflection includes all three workstreams	I

ECTS Breakdown

15 ECTS = 420 hours

Lecture = 1 hour / week for 7 weeks = 7
Workshop = 7 hrs / week for 7 weeks = 49 hours
Self-study= 40 hrs / 7 wks = 280 hours
Assessments= 40 hours / 2 wks = 80 hours
Presentation practice = 2 hours
Presentation = 2 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2026-2027
For more information consult the conversion table		

Module Description: Business Analytics Minor

Credits	15 ECTS
Course Code	BFM-HMVT23-BA
Entry requirements	
Programme Year	
Semester / Block	Semester 2 / Block 3
Weeks	7
Teaching Method	Workshop
Coordinator	Mr. Mourey
Lecturer(s)	Mr Davidse
Course content/outline	The business world has shown an increasing need for talents with advanced data analytic skills and strong capabilities to translate and communicate findings in an accessible way. These highly sought-after skills help organizations to tackle business problems and make decisions based on a deep understanding of hard evidence. Big data analytics helps organizations to get the most out of their data in various aspects, including identifying new opportunities, better-allocating investments, developing better customer insights, designing more innovative marketing strategies, devising more efficient operations, and discovering new products and services. During the course, the students will follow three sub-modules: Data Analytics, Data Visualization and a Capstone project. **Data Analytics** This sub-module provides students with a solid foundation in business data analytics. It introduces key analytical methods and techniques used to extract insights from complex datasets, including statistical analysis and machine learning with tools such as JASP. Students practice structuring analytics projects, applying methods to real business cases, and interpreting outcomes to support evidence-based decision-making. The focus lies on turning raw data into actionable insights for business improvement. **Data Visualization** This sub-module emphasizes the ability to present complex data in an accessible and compelling way. Students learn to use **Power BI** for exploratory data analysis and effective visualization of business data. The focus is on designing clear, professional, and actionable dashboards and presentations that allow stakeholders to quickly understand findings and make informed decisions. **Capstone Project**

In this final integrative sub-module, students apply their acquired data analytics and visualization skills to a comprehensive, practice-oriented project. Working in teams, they address a real or simulated business challenge by analyzing data, developing insights, and presenting solutions. The project culminates in a written report and a professional presentation, demonstrating both analytical rigor and the ability to communicate results effectively to decision-makers.

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	TWM 24	Explain the analytics methods used in a business setting.	3
PLO1	TWM24, WT1	Justify the choice in methodology for problems in different business context.	3
PLO2	TWM24, WW7	Apply Power BI on business data for exploratory data analysis.	3
PLO2	TWM24, WW7	Apply machine learning methods on business data using JASP.	3
PLO3	WW6	Work efficiently in the group to accomplish a common goal within an intercultural team.	3
PLO1	WW4	Present complicated data in an accessible way to a professional audience.	3
PLO2	WT1, WT3	Interpret results from analytics to propose valid business decisions.	3

Course Material (literature/tools)

Teaching Form

Teaching Form	Class hours/Week	Extra information
Workshop (DV)	2h / 4weeks	
Workshop (DA)	4h / 7weeks	4h separated in two workshops of 2h each
Workshop (Capstone)	2h / 7weeks	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Presentation (DV)	100% (DV)	5.5	Accepted format: pptx, pdf	I
Assignments (DA)	100% (DA)	5.5	Accepted fromat: pptx, pdf	G
Report (Capstone)	70% (Capstone)	5.5	Accepted format: word, pdf, odt	G
Presentation (Capstone)	30% (Capstone)	5.5	Accepted format: pptx, pdf	I

ECTS Breakdown

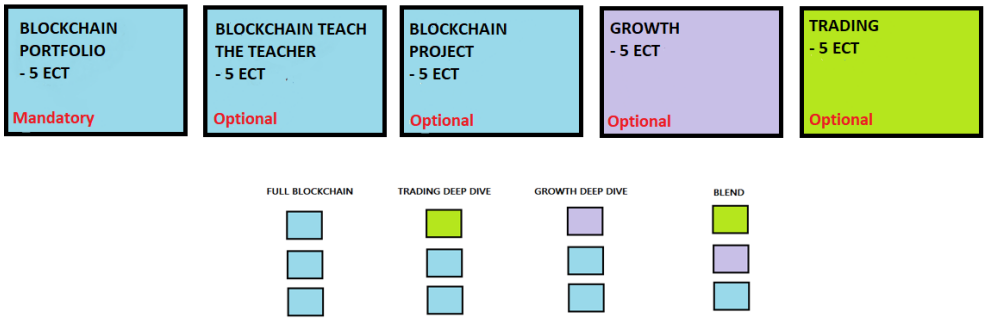
DV: 3 ECTS = 84 hours
Workshop = 2 hours/week for 4 weeks = 8 hours
Selfstudy = 6 hours/week for 7 weeks = 42 hours
Reading= 80 pages at 5 pages/hour = 16 hours
Exam Practice = 16 hours = 16 hours
Exam = 2 hours = 2 hours

	DA: 6 ECTS = 168h Workshop = 4 hours/week for 7 weeks = 28 hours Selfstudy = 10 hours/week for 7 weeks = 70 hours Selfstudy = 180 pages at 5 pages/hour = 36 hours Assignment Preparation = 36 hours = 34 hours Capstone: 6 ECTS = 168h Workshop = 2 hours/week for 7 weeks = 14 hours Selfstudy = 10 hours/week for 7 weeks = 70 hours Selfstudy = 180 pages at 5 pages/hour = 36 hours Writing report = 20hours = 20hours Preparing presentation = 26hours = 26hours Presentation = 2hours = 2 hours
Conversion Information in case of Changes to the Module	Predecessor Module Name / Osiris Code / Last Chance Exams to be offered in 2026-2027 For more information consult the conversion table

12. Module Descriptions IFMC

Minor #HYF Blockchain, AI & Quantum (15 ECTS)

Description of components	Description text
Title & language	#HYF Blockchain, AI & Quantum (15 ECTS) *This minor will be taught in English, and students may submit assignments in Dutch if allowed by their main study program.*
Type	Minor (15 ECTS)
Faculty/program offering the minor	Program: Finance & Control Faculty Business, Finance & Marketing (BFM)
Contact person	**General Co-ordinators Minor:** Koen van den Bergh (K.W.B.vandenBergh@hhs.nl), Jamie Jansen (j.jansen@hhs.nl) & Jordie Jansen (j.m.jansen@hhs.nl)
General Objectives	**General Objective** The main aim is for students to fully understand blockchain technology and its impact on society and every day life. This program is designed in a flexible way, allowing students to mix mandatory elements with personal growth, 21st-century life skills, and a cross-functional program about fintech and trading. All of this is to prepare students for the challenges of a changing world. **Main Learning Goals:** 1. **Understanding Blockchain:** By the end of this minor, students should not only be able to explain the fundamental principles of blockchain technology but also demonstrate its practical application in both personal and professional contexts. 2. **Analyzing Blockchain Impact:** Students should be able to critically assess how blockchain technology affects society at different levels, from local to global. **Optional Learning Goals:** 3. **Personal Growth and Life Skills:** Students should be able to use practical skills like mindfulness, deep learning, and effective communication in both personal and professional situations. 4. **Evaluating Fintech and Trading:** By the end of the program, students should be capable of evaluating strategies and practices in fintech and trading, making informed decisions and recommendations.
Intro	#HackYourFuture – to truly excel in a world that's changing at warp speed, you need to be at the forefront. In this minor, we teach how to apply new

	technologies and how to tap into your true potential. Become an expert in technologies such as blockchain and cryptocurrencies, delve into quantum computing or the application of basic AI in life. Join us and expand the boundaries of your human potential with advanced life skills like mindfulness, peak performance, or how to copy the habits of champions. Awaken your potential and embark on a journey that will fundamentally redefine your academic and personal life. We offer: • A minor rated 9/10 and winner Dutch Blockchain Award for Meaningful Education • Gamified classes, guest speakers, networking opportunities like events and weekly drinks • Strong focus on personal growth & development • Highly flexible study schedule • ECT-assignments that can be done in Dutch • A community approach with a Discord community of over 2000 members • A minor suitable for non-tech students
Structure 15 & 30 ECT Minors	There are two variants of the Blockchain minor, 15 & 30 ECT. Both Minors start simultaneously, so 15 ECT and 30 ECT classes begin together. After ten weeks, the first period, students of the 15 ECT variant are finished. Students of the 30 ECT variant then continue with the second part for more profound knowledge, skills, and network. This second part is another ten weeks. The 15 ECTS consists of three parts, each worth 5 ECTS, while the 30 ECTS comprises six parts, also valued at 5 ECTS each. The minor consists of a main mandatory part worth 5 ECTS, along with two optional parts that students can select based on their interests and skills. The minor can be customized to suit the educational preferences of the student, including the option to swap parts with other minors. For further details, please refer to the 'Description of Tests and the Minimum Pass Rate'. 
Reason for this Minor	The digital world is evolving rapidly. New technologies and services are paving the way to a decentralized internet: Web3.0, a user-centric internet powered by blockchain technology. Unfortunately, current economic models seem unsustainable and unstable. There is an ever-growing inequality, not only between those that have and have not (rich and poor), but also between those that know and don't know the inner workings of technology.

	New technologies make it possible to quickly reinvent current models, including people from all society layers. First, however, these models need to be tried, tested, and developed further. Education/learning plays an essential role in this. Humanity seems to be at a tipping point. There appears to be a clear understanding that we need to change our behavior and rethink our way forward. Technology can help us in this process. In the next five to ten years, available technologies will provide the infrastructure for this change. The internet was a giant first step. But, our internet is still flawed and is not censorship-resistant, resulting in abuse of power by those that can gain control over parts of it. Blockchains could provide us with a solution to this and many more problems. Furthermore, current financial models exclude a considerable part of the world's population. In the next decade, the internet, mobile phones, AI, the internet of things, and blockchain technology offer us an opportunity to drastically change how the world works. Adding new properties to the web. Creating a new web with data sovereignty, strong financial incentives, and other unique properties. This Minor is grabbing this opportunity with both hands, realizing the problems above can be dealt with. With a focus on, but not limited to, the financial, legal, and technological aspects of the issues that we face, we will educate and prepare people from all corners of our societies. This transition doesn't happen without getting our hands dirty, and we want to be at the frontline of this transition.
Important Educational Elements	1. Multidisciplinary Minor offers theoretical foundations in a blended form via https://app.koios.world/#/worlds and offline university locations (The Hague). Online is the commonly shared foundation and created by an ecosystem of multiple partners. Offline, every entity can deviate and add its regional flavor to the mix. Students run a joined multidisciplinary blockchain-related social assignment for and with an external field partner rather than acquire only theoretical knowledge. An example would be: solve blockchain issue XXX for organization XXX. In short, shared solid online theoretical foundations with offline regional spin-offs in classes and regional field assignments. 2. Another important aspect is that students can determine their paste and route in assignments. Not only can they choose to stick to the regular program or accelerate within the program (for example, select multiple specializations in the second part). In addition, students can pick additional optional-routes by choosing topics & assignments for their portfolio, choosing the field assignment, or participating in many extracurricular activities, like visiting events, joining meet-ups in social communities, participating in hackathons.

	3. Alongside the practical integration, our Lectorates, like 'New Finance' with Martijn van der Linden, are also partly integrated with the Minor and participate in guest lecturers and project guidance. Moreover, together with multiple field experts, they will also facilitate delivering researched content and in-network events, assignments, etc. Therefore, the Minor will be closely intertwined with the Centre of Expertise "Digital Operations & Finance." 4. The KOIOS infrastructure https://app.koios.world/#/worlds hosts this Minor. Therefore, students can also follow lectures and courses of the other minors. 5. Community-Driven Curriculum: Our curriculum is driven by a strong sense of community, promoting collaboration and active involvement among students and partners. This approach involves numerous networking events featuring refreshments, as well as a dedicated blockchain education week in collaboration with field partners. We actively co-create our content with field experts, specialized organizations, and communities to ensure students have access to the most up-to-date knowledge, skills, and an extensive network.
Learning outcomes & Summary of contents	Fundamentals, also separately available as "introduction to blockchain" for 15 ECT's. We describe the first two levels during this period, offered via https://app.koios.world/#/worlds/blockchain, so level 1 and level 2. The primary outcome of the multidisciplinary period A is that students can: **Topics:** - All about Money - Open Financial Systems - Decentralized Autonomous Organisations - Governance - Smart Contracting & algorithmic decision making - Self-sovereign identity - IoT, AI, Big Data (highlights) - Innovation management - Public & private blockchains - Crypto & Token Economics - Network Effects & building ecosystems

	- Layer Solutions - Cyber Security & Risk Management - Blockchain & Accounting (triple entry accounting or single-entry accounting) - Blockchain & Insurance - Blockchain & Banking - Blockchain & Trading Assets - Blockchain in practice & use cases
Target group	As a multidisciplinary topic, this course is open to all. Our experience has shown that students from diverse backgrounds enroll in this course. The minor starts from the basics and is fully adaptable and flexible to meet your educational needs.
Entry requirements	Intermediate English proficiency is required. Assignments may be submitted in Dutch if your main program also allows it. Prior knowledge is not necessary; the minor welcomes students starting from scratch.
Final objectives/ competencies (summary)	**The previously discussed general objectives are tied to learning outcomes derived from F&C program (origin minor).** 1. Selecting and applying appropriate analysis methods to make the right decisions by an organization. 2. Professionals can translate practical questions in organizations based on critical analysis into a concrete knowledge need. And answer these with realistic, feasible advice or designs (e.g., product, process, model), focusing on decision making that leads to improvement or renewal of practical situations. 3. Professionals are advisory. This means, among other things, that they are communicative in word / and writing, also in an international context. In addition, finance professionals are agile because they can reflect on their own actions and learning process and adjust their actions accordingly.
Description of tests and the minimum pass rate	1. **Main Portfolio:** In the lessons, weekly tests are administered, of which four out of five must be passed. Students must not have missed more than three lessons and must pass at least four tests. Additionally, students will actively manage a portfolio in which theoretical knowledge and practical skills are tested. This part must be completed with a pass (pass/fail). It is a mandatory requirement for

	every student of the minor to complete in order to finish the minor. (5 ECTS) 2. **Teach the Teacher:** Students need to submit weekly video assignments, one video per week. In these assignments, students must explain a subject from that week's curriculum. It's a "teach the teacher" assignment. This part needs to be passed (pass/fail). It is an optional route that students can take to earn 5 ECTS. 3. **Growth Course:** The growth course that we are offering requires students to submit a reflection report along with their weekly assignments upon completion. This is an optional route that students can take to earn 5 ECTS. 4. **Field Assignment:** This assignment involves solving a real-life blockchain problem in a group format. The format of the output differs per assignment and assignment provider. Students must achieve a grade of 5.5 or above to pass this component. It is an optional route that students can take to earn 5 ECTS. **Optional:** Students may also replace one of the optional parts of this minor with one of the optional parts of the "Trading Digital & Financial Assets" minor. For more information about these options, please refer to the minor description of this minor and discuss with the teachers. **Total Grade:** Students can fully complete the minor and receive their full points, or they can receive partial points for each completed part.
Teaching methods + study load	**Teaching method(s):** Blended learning, classical education, individual and team assignments, presentations, portfolio's and reports. Tokenized education. **Study load:** ▪ Web colleges at their own pace. Application of blended learning where students prepare the material at home and come to class to discuss the material. In addition, the homework assignments for the portfolio are related to the teaching material. ▪ Classes, Tutorials, plus Lectures from guest speakers. ▪ Intensive contact with industry, i.e., advisory report. ▪ Individual portfolio ▪ We strongly encourage ecosystem learning (on- and offline) via KOIOS. ▪ Minor is considered to be intensive but instructive by students. An example student route has been calculated in the table below. This is the case for a student who follows the full Blockchain programme and doesn't chose to replace parts wit the other optional parts.

Contact time	Weeks	Hours	Total hours
Lectures	8	12	96

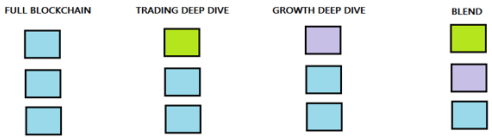
	Weekly test	6	0.5	3
	Feedback session	8	1	8
	Selfstudy			
	Reading time	6	22	132
	Watching time	6	6	36
	Test preparation			24
	Assignments			
	Portfolio assignments	6	12	72
	Field assignment	6	8	48
	Video assignment	6	0,5	3
	Total in hours			422
	Total in studypoints (ects)			15

Contact hours per week	The total amount of lecturing hours is 12 hours per week. Students may follow multiple disciplines or other extracurricular activities. Not all classes are mandatory. Please refer to the schedule to determine which ones are. Many hours are assigned to the portfolio and other assignments. It combines theory and authentic experience in the field ("if you want to learn how to ride a bike, you need to hop and make some mileage on the road").
Study and other aids	Required Reading: - Mastering Bitcoin – A. Antonopoulos (will be provided) - Mastering Ethereum – A. Antonopoulos (will be provided) - THUAS Blockchain Reader (will be provided) - How to DeFi: Beginner – Darren Lau, Daryl Lau, Sze Jin Teh (will be provided) All sources and videos presented per class on https://app.koios.world/en-us/courses/blockchain
Partners	**Connected Lectors**: New Finance (M. van der Linden) & via internal field assignments other lectorates and CoE's as well (cross-functional tasks, like for example trading with the digital assets (New Finance) that are built by the hardware mining rig (IT) that runs on sustainable energy (Energy) **Networking**: - Integration of external field assignments - Guest lectures + blockchain education week - Events - External specialized digital tools (software as well as hardware) - Co-creation of content with specialised organisations, communities and field experts. - We also use the social app Discord for online community elements

<table>
<tr><td></td><td>- Cross-functional with other programs like projects from New Finance Lectorate such as the sustainable investment bank, cybersecurity CoE, zero-emission CoE, and of course digital operations and finance CoE.
Partners:
• International crypto partners of the blockchain minor (> 35 partners). These are mainly companies building applications and infrastructure of blockchain based internet (“web3”)
• Lectorate: New Finance Lectorate.
• Regional: Yes!Delft, Municipality The Hague, Dutch Blockchain Coalition, LOOFC.</td></tr>
<tr><td>Minimum and maximum participation</td><td>Minimum number of students: 5
Maximum number of students: 250</td></tr>
<tr><td>Full-time/ part-time and term</td><td>Full-time minor
In Block 1,2 and 3 a new run will start for the 15 ECTS and the 30 ECTS will run in both semesters.</td></tr>
<tr><td>Subject themes (more than one possible)</td><td>• Economics and Market
• ICT and Media
O International themes
O Management and Organisation
•
O People and Culture
O Law, Security, and Society
• Technology and Design
• Work, Welfare and Education</td></tr>
<tr><td>OSIRIS code</td><td>BFM-HMVT24-BAI15</td></tr>
</table>

Minor #HYF Blockchain, AI & Quantum (30 ECTS)

Description of components	Description text
Title & language	#HYF Blockchain, AI & Quantum (30 ECTS) *This minor will be taught in English, and students may submit assignments in Dutch if allowed by their main study program.*
Faculty/program offering the minor	Program: Finance & Control Faculty Business, Finance & Marketing (BFM)
Contact person	**General Co-ordinators Minor:** Koen van den Bergh (K.W.B.vandenBergh@hhs.nl), Jamie Jansen (j.jansen@hhs.nl) & Jordie Jansen (j.m.jansen@hhs.nl)
General Objectives	**Period 1. Main Introduction to Blockchain (15 ECT)** 1. **Understanding Blockchain:** By the end of this minor, students should not only be able to explain the fundamental principles of blockchain technology but also demonstrate its practical application in both personal and professional contexts. 2. **Analyzing Blockchain Impact:** Students should be able to critically assess how blockchain technology affects society at different levels, from local to global. **Period 2. Deep dive (30 ECT)** 1. **Practical Application Design:** Design, invent, or build a practical application to solve a blockchain-related functional problem. Formulate implementation advice for the application. 2. **Analysis and Impact Assessment**: Recognize opportunities and threats within an organization due to blockchain technology. Provide advice for organizations based on blockchain insights.Discuss the broader impact and possibilities of blockchain technology on global topics such as Sustainable Development Goals (SDG) and financial systems like the monetary system and global exchange systems. **Optional Learning Goals:** 1. **Personal Growth and Life Skills:** Students should be able to use practical skills like mindfulness, deep learning, and effective communication in both personal and professional situations. 2. **Evaluating Fintech and Trading:** By the end of the program, students should be capable of evaluating strategies and practices in fintech and trading, making informed decisions and recommendations.

Intro	#HackYourFuture – to truly excel in a world that's changing at warp speed, you need to be at the forefront. In this minor, we teach how to apply new technologies and how to tap into your true potential. Become an expert in technologies such as blockchain and cryptocurrencies, delve into quantum computing or the application of basic AI in life. Join us and expand the boundaries of your human potential with advanced life skills like mindfulness, peak performance, or how to copy the habits of champions. Awaken your potential and embark on a journey that will fundamentally redefine your academic and personal life. We offer: • A minor rated 9/10 and winner Dutch Blockchain Award for Meaningful Education • Gamified classes, guest speakers, networking opportunities like events and weekly drinks • Strong focus on personal growth & development • Highly flexible study schedule • ECT-assignments that can be done in Dutch • A community approach with a Discord community of over 2000 members • A minor suitable for non-tech students
Structure 15 & 30 ECT Minors	There are two variants of the Blockchain minor, 15 & 30 ECT. Both Minors start simultaneously, so 15 ECT and 30 ECT classes begin together. After ten weeks, the first period, students of the 15 ECT variant are finished. Students of the 30 ECT variant then continue with the second part for more profound knowledge, skills, and network. This second part is another ten weeks. The 15 ECTS consists of three parts, each worth 5 ECTS, while the 30 ECTS comprises six parts, also valued at 5 ECTS each. The minor consists of a main mandatory part worth 5 ECTS, along with two optional parts that students can select based on their interests and skills. The minor can be customized to suit the educational preferences of the student, including the option to swap parts with other minors. For further details, please refer to the 'Description of Tests and the Minimum Pass Rate'.   The structure above is similar for the second block of the 30 ECTS.
Reason for this Minor	The digital world is evolving rapidly. New technologies and services are paving the way to a decentralized internet: Web3.0, a user-centric internet powered by blockchain technology. Unfortunately, current economic models

	seem unsustainable and unstable. There is an ever-growing inequality, not only between those that have and have not (rich and poor), but also between those that know and don't know the inner workings of technology. New technologies make it possible to quickly reinvent current models, including people from all society layers. First, however, these models need to be tried, tested, and developed further. Education/learning plays an essential role in this. Humanity seems to be at a tipping point. There appears to be a clear understanding that we need to change our behavior and rethink our way forward. Technology can help us in this process. In the next five to ten years, available technologies will provide the infrastructure for this change. The internet was a giant first step. But, our internet is still flawed and is not censorship-resistant, resulting in abuse of power by those that can gain control over parts of it. Blockchains could provide us with a solution to this and many more problems. Furthermore, current financial models exclude a considerable part of the world's population. In the next decade, the internet, mobile phones, AI, the internet of things, and blockchain technology offer us an opportunity to drastically change how the world works. Adding new properties to the web. Creating a new web with data sovereignty, strong financial incentives, and other unique properties. This Minor is grabbing this opportunity with both hands, realizing the problems above can be dealt with. With a focus on, but not limited to, the financial, legal, and technological aspects of the issues that we face, we will educate and prepare people from all corners of our societies. This transition doesn't happen without getting our hands dirty, and we want to be at the frontline of this transition.
Important Educational Elements	1. Multidisciplinary Minor offers theoretical foundations in a blended form via https://app.koios.world/#/worlds and offline university locations (The Hague). Online is the commonly shared foundation and created by an ecosystem of multiple partners. Offline, every entity can deviate and add its regional flavor to the mix. Students run a joined multidisciplinary blockchain-related social assignment for and with an external field partner rather than acquire only theoretical knowledge. An example would be: solve blockchain issue XXX for organization XXX. In short, shared solid online theoretical foundations with offline regional spin-offs in classes and regional field assignments. 2. Another important aspect is that students can determine their paste and route in assignments. Not only can they choose to stick to the regular program or accelerate within the program (for example, select multiple specializations in the second part). In addition, students can pick additional optional-routes by choosing topics & assignments for their portfolio, choosing the field assignment, or participating in

	many extracurricular activities, like visiting events, joining meet-ups in social communities, participating in hackathons. 3. Alongside the practical integration, our Lectorates, like 'New Finance' with Martijn van der Linden, are also partly integrated with the Minor and participate in guest lecturers and project guidance. Moreover, together with multiple field experts, they will also facilitate delivering researched content and in-network events, assignments, etc. Therefore, the Minor will be closely intertwined with the Centre of Expertise "Digital Operations & Finance." 4. The KOIOS infrastructure https://app.koios.world/#/worlds hosts this Minor. Therefore, students can also follow lectures and courses of the other minors. 5. Community-Driven Curriculum: Our curriculum is driven by a strong sense of community, promoting collaboration and active involvement among students and partners. This approach involves numerous networking events featuring refreshments, as well as a dedicated blockchain education week in collaboration with field partners. We actively co-create our content with field experts, specialized organizations, and communities to ensure students have access to the most up-to-date knowledge, skills, and an extensive network.
Learning outcomes & Summary of contents	**Period 1 Introduction to Blockchain** Fundamentals, also separately available as "introduction to blockchain" for 15 ECT's. We describe the first two levels during this period, offered via https://app.koios.world/#/worlds/blockchain, so level 1 and level 2. The primary outcome of the multidisciplinary period A is that students can "explain at a detailed level which technological, financial and legal characteristics blockchain technology has. And which socio-economic impact these characteristics have on a national and global scale. **Period 2 Deep dive** The student explains the blockchain technology compared with various parts of the business (finance, control, and management process design, strategy, information analyses) and at the social level. Then, the student designs / invents/builds a practical application in which a blockchain-related functional problem is solved and where implementation advice is formulated. In other words, the student can recognize opportunities and threats within an organization due to blockchain technology and can provide an organization with advice and, in cooperation with fellow students, to come to a (partial) implementation of the proposal. **Topics:**

	- "All about Money" - Open Financial Systems - Decentralized Autonomous Organizations - Governance - Smart Contracting & algorithmic decision making - Self-sovereign identity - IoT, AI, Big Data (highlights) - Innovation management - Public & private blockchains - Crypto & Token Economics - Network Effects & building ecosystems - Layer Solutions - Cyber Security & Risk Management - Blockchain & Accounting (triple entry accounting or single-entry accounting) - Blockchain & Insurance - Blockchain & Banking - Blockchain & Trading Assets - Blockchain in practice & use cases
Target group	As a multidisciplinary topic, this course is open to all. Our experience has shown that students from diverse backgrounds enroll in this course. The minor starts from the basics and is fully adaptable and flexible to meet your educational needs.
Entry requirements	Intermediate English proficiency is required. Assignments may be submitted in Dutch if your main program also allows it. Prior knowledge is not necessary; the minor welcomes students starting from scratch.
Final objectives/ competencies (summary)	1. Provide a contribution to the design of the management control system aimed at managing, controlling, and monitoring an organization, such that the (strategic) goals are achieved. 2. Select and apply appropriate analysis methods to make the right decisions. 3. Finance professionals can translate practical questions in organizations based on critical analysis into a concrete knowledge need and answer these

	with realistic, feasible advice or designs (e.g., product, process, model), focusing on decision making that leads to improvement or renewal of practical situations. 4. Finance professionals are advisory. This means, among other things, that they are communicative in word / and writing, also in an international context. In addition, finance professionals are agile because they can reflect on their own actions and learning process and adjust their actions accordingly.
Description of tests and minimum pass rate	**First block (first 15 ECTS)** 1. **Main Portfolio:** In the lessons, weekly tests are administered, of which four out of five must be passed. Students must not have missed more than three lessons and must pass at least four tests. Additionally, students will actively manage a portfolio in which theoretical knowledge and practical skills are tested. This part must be completed with a pass (pass/fail). It is a mandatory requirement for every student of the minor to complete in order to finish the minor. (5 ECTS) 2. **Teach the Teacher:** Students need to submit weekly video assignments, one video per week. In these assignments, students must explain a subject from that week's curriculum. It's a "teach the teacher" assignment. This part needs to be passed (pass/fail). It is an optional route that students can take to earn 5 ECTS. 3. **Growth Course:** The growth course that we are offering requires students to submit a reflection report along with their weekly assignments upon completion. This part needs to be passed (pass/fail). This is an optional route that students can take to earn 5 ECTS. 4. **Field Assignment:** This assignment involves solving a real-life blockchain problem in a group format. The format of the output differs per assignment and assignment provider. Students must achieve a grade of 5.5 or above to pass this component. It is an optional route that students can take to earn 5 ECTS. **Second Block (Second 15 ECTS)** 1. **Main Portfolio:** In the lessons, weekly tests are administered, of which four out of five must be passed. Students must not have missed more than three lessons and must pass at least four tests. Additionally, students will actively manage a portfolio in which theoretical knowledge and practical skills are tested. This part must be completed with a pass (pass/fail). It is a mandatory requirement for every student of the minor to complete in order to finish the minor. (5 ECTS)

	2. **Teach the Teacher:** Students need to submit weekly video assignments, one video per week. In these assignments, students must explain a subject from that week's curriculum. It's a "teach the teacher" assignment. This part needs to be passed (pass/fail). It is an optional route that students can take to earn 5 ECTS. 3. **Growth Course:** The growth course that we are offering requires students to submit a reflection report along with their weekly assignments upon completion. This part needs to be passed (pass/fail). This is an optional route that students can take to earn 5 ECTS. "Students who have already completed the growth course in the first block will enroll in the advanced program, while students who did not select it in the first block will be placed in the basic program. 4. **Field Assignment:** This assignment involves solving a real-life blockchain problem in a group format. The format of the output differs per assignment and assignment provider. Students must achieve a grade of 5.5 or above to pass this component. It is an optional route that students can take to earn 5 ECTS. **Optional:** Students may also replace one of the optional parts of this minor with one of the optional parts of the "Trading Digital & Financial Assets" minor. For more information about these options, please refer to the minor description of this minor and discuss with the teachers. **Total Grade:** Students can fully complete the minor and receive their full points, or they can receive partial points for each completed part.
Teaching methods + study load	**Teaching method(s):** Blended learning, classical education, individual and team assignments, presentations, portfolio's and reports. Tokenized education. **Study load:** ▪ Web colleges at their own pace. Application of blended learning where students prepare the material at home and come to class to discuss the material. In addition, the homework assignments for the portfolio are related to the teaching material. ▪ Classes, Tutorials, plus Lectures from guest speakers. ▪ Intensive contact with industry, i.e., advisory report. ▪ Individual portfolio ▪ We strongly encourage ecosystem learning (on- and offline) via KOIOS. ▪ Minor is considered to be intensive but instructive by students.

	An example student route for the first block has been calculated in the table below. This is the case for a student who follows the full Blockchain programme and doesn't chose to replace parts wit the other optional parts.

Contact time	**Weeks**	**Hours**	**Total hours**
Lectures	16	12	192
Weekly test	12	0.5	6
Feedback session	16	1	16
Selfstudy			
Reading time	12	20	264
Watching time	12	6	72
Test preparation			48
Assignments			
Portfolio assignments	12	12	144
Field assignment	12	8	96
Video assignment	12	0,5	6
Total in hours			844
Total in studypoints (ects)			30

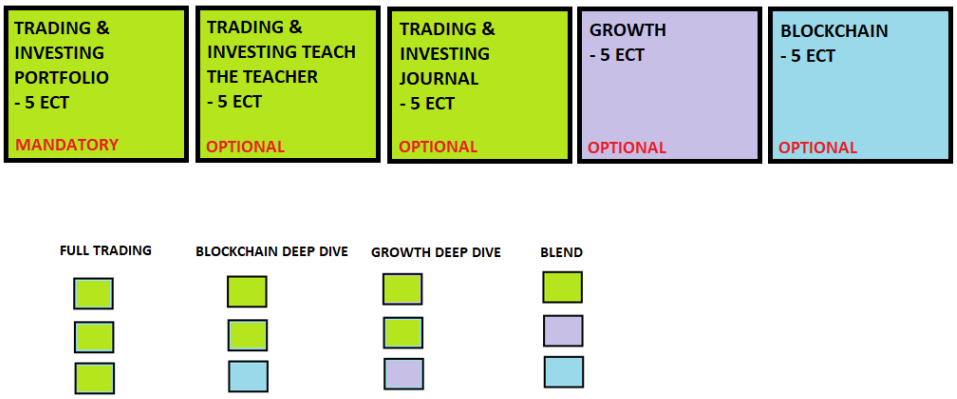
Contact hours per week	The total amount of lecturing hours is 12 hours per week. Students may follow multiple disciplines or other extracurricular activities. Not all classes are mandatory. Please refer to the schedule to determine which ones are. Many hours are assigned to the portfolio and the final assignment. It combines theory and authentic experience in the field ("if you want to learn how to ride a bike, you need to hop and make some mileage on the road").
Study and other aids	Required Reading: - Mastering Bitcoin – A. Antonopoulos (will be provided) - Mastering Ethereum – A. Antonopoulos (will be provided) - THUAS Blockchain Reader (will be provided) - How to DeFi: Beginner – Darren Lau, Daryl Lau, Sze Jin Teh (will be provided) - How to DeFi: Advanced – Lucius Fang, Benjamin Hor, Erina Azmi, Win Win Khor (will be provided) All sources and videos presented per class on https://app.koios.world/en-us/courses/blockchain
Partners	**Connected Lectors**: New Finance (M. van der Linden) & via internal field assignments other lectorates and CoE's as well (cross-functional tasks, like for example trading with the digital assets (New Finance) that are built by the hardware mining rig (IT) that runs on sustainable energy (Energy) **Networking**: - Integration of external field assignments - Guest lectures - Events

<table>
<tr><td></td><td>- External specialized digital tools (software as well as hardware)
- Cross-functional with other programs like projects from New Finance Lectorate such as the sustainable investment bank, the blockchain minor, and all the other Web 3.0 minors.
Partners:
• International crypto partners of the blockchain minor (> 35 partners)
• Lectorate: New Finance Lectorate.
• Regional: Yes!Delft, Municipality The Hague, Dutch Blockchain Coalition, LOOFC.</td></tr>
<tr><td>Minimum and maximum participation</td><td>Minimum number of students: 5
Maximum number of students: 250</td></tr>
<tr><td>Full-time/ part-time and term</td><td>30 ECT full-time minor, 2 semesters, starts at the official date of the academic year (beginning September) and halfway (mid-February)</td></tr>
<tr><td>Subject themes (more than one possible)</td><td>• Economics and Market
• ICT and Media
O International themes
O Management and Organisation
O People and Culture
O Law, Security, and Society
• Technology and Design
• Work, Welfare and Education</td></tr>
<tr><td>OSIRIS code</td><td>BFM-HMVT24-BAI30</td></tr>
</table>

Minor #HYF Trading Digital & Financial Assets (TDFA)

Description of components	Description text (wherever the text says 'minor', it can also be read as elective module)
Title & language	#HYF Trading Digital & Financial Assets (TDFA) *This minor will be taught in English, and students may submit assignments in Dutch if allowed by their main study program.*
Type	Minor (15 ECTS)
Faculty/ programme offering the minor	Program: Finance & Control Faculty: Business, Finance, Marketing (BFM)
Contact person	**General Co-ordinators Minor:** Koen van den Bergh (K.W.B.vandenBergh@hhs.nl), Jamie Jansen (j.jansen@hhs.nl) & Jordie Jansen (j.m.jansen@hhs.nl)
General Objectives	**General Objectives**: The 21st century asks for 21st-century education. Here at THUAS, we encourage our students to not only leave university with a degree but also with 21st-century skills. We want students to become world citizens, in our case familiar with the workings of global financial systems and their financial products (assets). Becoming a world citizen isn't easy. It means that, other than understanding the theory, you would also need to adjust your mindset and behavior, and for that, you also need insights and training. **The art of doing** We therefore combine theory, practice and the "art of doing/experiencing" in this minor. We believe that real-life trading and managing of digital financial assets, backed by theory and backed by field experts, will act as a bridge towards understanding these types of assets. We expect this minor to act as a gateway for students to further investigate and reflect upon current and new financial systems, like our monetary systems. We aim to broaden the student's horizon, learning by doing and experiencing first-hand, resulting in finance professionals equipped with not only an understanding of but also experience in managing financial assets and the global financial systems of the 21st century that we all are part of. **Multidisciplinary approach** Other than the integration of field experts, other disciplines like sustainability, IT and Cyber security and (inter)national partners. This multidisciplinary approach aims to create a multidisciplinary view of the world for our future finance professionals. **Topics of content**

	1. A Technical Analysis of Digital Financial Assets: this is the mathematical approach of reading charts and graphs and base future prediction upon the past. 2. A Fundamental Analysis of Digital Financial Assets: here we analyse underlying core elements of the asset. Using quantitative and qualitative analysis, also including non-financial fundamental elements ("integrated reporting"). 3. Global Systems: this is where we focus on the current global systems, like our monetary or exchanges systems, and upcoming new financial systems like decentralised exchanges or decentralised financial products (global inclusiveness). 4. SDG's: we will bridge finance and the role it plays regarding the SDG's. We will teach students, and let them experience on their own, how they as future finance professionals, can contribute themselves to the SDG's in a more sustainable and inclusive way, while managing financial assets. 5. Psychology and behaviour: We confront students with their emotions, feelings and behaviour. A large part of our behaviour and choices are visible when acting under pressure (for example, when you trade and open a position). This is where we offer students insight and tools to better themselves and their skill set. **Flexible and personal study elements** We will offer this course in a blended variant and use innovative educational tools to incentivize study behaviour. Examples are digital tokens and badges, but also high-level trading software. It will also be offered via the KOIOS open infrastructure, enabling a platform for students to connect with other enthusiasts worldwide and enabling flexible personal elements like learning at your own pace or choice in assignments. Students can also follow lectures and courses of the other minors. **Optional Learning programms/goals:** **Personal Growth and Life Skills:** Students should be able to use practical skills like mindfulness, deep learning, and effective communication in both personal and professional situations. **Understainding Blockchain:** By the end of this minor, students should not only be able to explain the fundamental principles of blockchain technology.
Intro	#HackYourFuture – Are you interested in understanding the financial markets of today and tomorrow? Join our Trading and Investing minor (TDFA) and learn how to navigate the rapidly changing world of finance. With the rise of digitalization and cryptocurrencies, financial markets are evolving at a fast pace. Our program will give you the knowledge and skills you need to stay ahead of the curve. We delve into the history of financial markets, and explore the latest trends and technologies, including blockchain, cryptocurrencies and digital assets. We cover stocks, bonds, ETFs, and commodities, and equip you with the tools to trade and invest responsibly. We also provide a platform for you to practice with real money in a trading competition setting. But we do more: we also equip you with both the personal development knowledge and skills needed to tap into your true potential.

	After this course you can navigate the rapidly evolving world of financial technology, and you have gained the necessary life skills to excel in any endeavour.
Structure 15 & 30 ECT Minors	There are two variants of the Trading & Investing minor, 15 & 30 ECT. Both Minors start simultaneously, so 15 ECT and 30 ECT classes begin together. After ten weeks, the first period, students of the 15 ECT variant are finished. Students of the 30 ECT variant then continue with the second part for more profound knowledge, skills, and network. This second part is another ten weeks. The 15 ECTS consists of three parts, each worth 5 ECTS, while the 30 ECTS comprises six parts, also valued at 5 ECTS each. The minor consists of a main mandatory part worth 5 ECTS, along with two optional parts that students can select based on their interests and skills. The minor can be customized to suit the educational preferences of the student, including the option to swap parts with other minors. For further details, please refer to the 'Description of Tests and the Minimum Pass Rate'. 
Summary of contents	**Topics of content** 1. A Technical Analysis of Digital Financial Assets: this is the mathematical approach of reading charts and graphs and base future prediction upon the past. 2. A Fundamental Analysis of Digital Financial Assets: here we analyses underlying core elements of the asset. Uses quantitative and qualitative analysis, also includes non-financial fundamental elements ("integrated reporting"). 3. Global Systems: this is where we focus on the global current systems, like our monetary or exchanges systems, and upcoming new financial systems like decentralised exchanges or decentralised financial products (global inclusiveness). 4. SDG's: we will bridge finance and with the role it plays regarding the SDG's. We will teach students, and let them experience on their own, how they as future finance professionals can contribute themselves to the SDG's in a more sustainable and inclusive way, while managing financial assets.

	5. Psychology and behaviour: this is where we confront students with their emotions, feelings and behaviour. A large part of our behaviour and choices are visible when acting under pressure (for example when you trade and open a position). This is where we offer students insight and tools to better themselves and their skill set.
Target group	As a multidisciplinary topic, this course is open to all. Our experience has shown that students from diverse backgrounds enroll in this course. The minor starts from the basics and is fully adaptable and flexible to meet your educational needs.
Entry requirements	Intermediate English proficiency is required. Assignments may be submitted in Dutch if your main program also allows it. Prior knowledge is not necessary; the minor welcomes students starting from scratch.
Final objectives/ competencies	Desired competencies. These competencies can be traced back to the professional (domain) competencies for the programme(s) offering the minor. Competencies are always on the university of applied sciences level. For a transfer minor, these competencies should be derived from the academic competency profiles. 1. Provide a contribution to the design of the management control system aimed at the management, control and monitoring of an organization, such that the (strategic) goals are achieved. 2. Selecting and applying appropriate analysis methods aimed at taking the right decisions by an organization. 3. Finance professionals can translate practical questions in organizations on the basis of a critical analysis into a concrete knowledge need and answer these with practical, feasible advice or designs (e.g. product, process, model), focusing on decision making that leads to improvement or renewal of practical situations . 4. Finance professionals are advisory. This means, among other things, that they are communicative in word / and writing, also in an international context. Finance professionals are agile because they can reflect on their own actions and their own learning process and can adjust their actions accordingly. The above are the Finance & Control Program Learning Outcomes (PLO's) LO1: The student is able to evaluate (15 ECT) and create (30 ECT) entry and exit trading points based on fundamental as well as technical aspects of trading LO2: The students is able to apply trading skills into practice and will be able to actively manage a trading/investing portfolio (15 ECT) and participate in trading research field projects (30 ECT) LO3: The student will learn the fundamentals of financial markets, macro-economic tendencies, their history and their implications on the world economy (15 ECT) and evaluate them with global market tendencies (30 ECT) LO4: The student will be able to analyse (15 ECT) and evaluate (30 ECT) the financial results of companies (listed on stock exchanges)

	LO5: The student learns extensive risk and investment management strategies and apply them in a live trading competition for 10 weeks (15 ECT) or 20 weeks (30 ECT). LO6: The student will learn to work in a team of traders, collectively and actively managing a portfolio and act as advisors to employers and/or trading/investment funds (15 ECT). Students can create a trading strategy based, based on this portfolio managing (30 ECT) LO7: The student will learn how to recognize and improve Psychologic elements of trading (15 ECT) and how to apply them in TA and FA (30 ECT)
Description of tests and minimum pass rate	1. **Main Portfolio:** In the lessons, weekly tests are administered, of which four out of five must be passed. Students must not have missed more than three lessons and must pass at least four tests. Additionally, students will actively manage a portfolio in which theoretical knowledge and practical skills are tested. This part must be completed with a pass (pass/fail). It is a mandatory requirement for every student of the minor to complete in order to finish the minor. (5 ECTS) 2. **Teach the Teacher:** Students need to submit weekly video assignments, one video per week. In these assignments, students must explain a subject from that week's curriculum. It's a "teach the teacher" assignment. This part needs to be passed (pass/fail). It is an optional route that students can take to earn 5 ECTS. 3. **Growth Course:** The growth course that we are offering requires students to submit a reflection report along with their weekly assignments upon completion. This is an optional route that students can take to earn 5 ECTS. 4. **Trading Journal:** Students participate in a trading competition, keep a journal of their trading activities, analyses, trade execution and reflect upon it. Students must achieve a grade of 5.5 or above to pass this component. It is an optional route that students can take to earn 5 ECTS. **Optional:** Students may also replace one of the optional parts of this minor with one of the optional parts of the " Blockchain, AI & Quantum" minor. For more information about these options, please refer to the minor description of this minor and discuss with the teachers. **Total Grade:** Students can fully complete the minor and receive their full points, or they can receive partial points for each completed part.
Teaching methods + study load	**Teaching method(s):** Blended learning, classical education, individual and team assignments, presentations, portfolio's and reports. Tokenized education. **Study load:** - Web colleges + tutorials + lectures guest speakers. - Intensive contact with industry, i.e. advisory report. - Application of blended learning where students prepare the material at home and come to class to discuss the material. In addition, the homework assignments for the portfolio are related to the teaching material. - We strongly encourage ecosystem learning (on- and offline) via KOIOS. - Minor is considered to be intensive but instructive by students.

An example student route has been calculated in the table below. This is the case for a student who follows the full Trading programme and doesn't chose to replace parts wit the other optional parts.

Contact time	Weeks	Hours	Total hours
Lectures	8	12	96
Weekly test	6	0,5	3
Feedback	8	1	8
Selfstudy			
Reading time	6	20	120
Watching time	6	10	60
Test preparation			24
Assignments			
Portfolio assignments	6	12	72
Trading Journal	3	16	48
Video assignment	6	0,5	3
Total in hours			434
Total in studypoints (ects)			15

Contact hours per week

There are three contact moments of each 4 hours per week. Multiple guest lectures will be facilitated.

Study and other aids

In addition to the Koios.world platform (see https://app.koios.world/en-us/courses/tdfa-and-fit**), which supports online content sharing, community building and field /network connecting, other aids are coming from:**

Recommended Reading:

- How to Make Money in Stocks – William K. O'Neil
- Thinking Fast & Slow – Daniel Kahneman
- Market Wizards – Jack D. Schwager
- Insider Buy Superstocks – Jesse C. Stine

Websites:

- Investopedia.com
- Fidelity.com
- Online trading and investing communities (will be provided)
- Tradimo (will be provided)

Note: a personal laptop and internet connection for this course are highly recommended. If a student has no access, we will act according to the THUAS policy (provide via library and other facilities).

<table>
<tr><td></td><td></td></tr>
<tr><td>Partners</td><td>Connected Lectors: New Finance (M. van der Linden) & via internal field assignments other lectorates and CoE's as well (cross-functional assignments, like for example trading with the digital assets (New Finance) that are built by the hardware mining rig (IT) that runs on sustainable energy (Energy)

Networking:

Integration of external field assignments, guest lectures, external specialised digital tools (software as well as hardware!), Bitvavo platform and events.

Partners:
Multiple network partners like Blockchain Investment (affiliated with Nasdaq) and other companies with assignments
Partners of the blockchain minor (> 35 partners), New Finance Lectorate and BFM programs.
Odyssey
Bitvavo</td></tr>
<tr><td>Minimum and maximum participation</td><td>Minimum number of students: 15
Maximum number of students: 250</td></tr>
<tr><td>Full-time/ part-time and term</td><td>Full-time minor
In Block 1,2 and 3 a new run will start for the 15 ECTS and the 30 ECTS will run in both semesters.</td></tr>
<tr><td>Subject themes (more than one possible)</td><td>Students can search for minors in OSIRIS student based on the following themes. Indicate within which category/ categories the minor falls by ticking one or more of the following options:<table><tr><td>• Economics and Market
O ~~Health and Sports~~
O ICT and Media
O International themes
O ~~Management and Organisation~~</td><td>O ~~People and Culture~~
O ~~Law, Security and Society~~
O Technology and Design
O Work, Welfare and Education</td></tr></table></td></tr>
<tr><td>Miscellaneous</td><td>Main goal Minor (student): The student applies technical and fundamental characteristics of digital assets and relates this to socio-economic (macro & micro) behaviour. They will build up a comprehensive understanding of fundamental and technical analysis and the managing of digital assets and apply this theory in practice with field partners. In other words, the student can recognize opportunities and threats regarding the trading and managing of digital assets and can relate this to field practice, macro-economic tendencies, and psychology and behaviour.

Main goal Minor (Finance & Control): We started this minor because we believe that trading and investing, and therefore this minor, can act as a gateway for students to investigate further (new & old) financial systems.</td></tr>
<tr><td>OSIRIS code</td><td>BFM-HMVT20-TRADE</td></tr>
</table>

Minor #HYF FinTech: Investing & Trading (FIT)

Description of components	Description text (wherever the text says 'minor', it can also be read as elective module)
Title & language	#HYF FinTech: Investing & Trading (FIT) *This minor will be taught in English, and students may submit assignments in Dutch if allowed by their main study program.*
Type	Minor (30 ECTS)
Faculty/ programme offering the minor	Program: Finance & Control Faculty: Business, Finance, Marketing (BFM)
Contact person	**General Co-ordinators Minor:** Koen van den Bergh (K.W.B.vandenBergh@hhs.nl), Jamie Jansen (j.jansen@hhs.nl) & Jordie Jansen (j.m.jansen@hhs.nl)
General Objectives	**General objectives** The 21st century asks for 21st-century education. Here at THUAS, we encourage our students to not only leave university with a degree but also with 21st-century skills. The use of financial technology, or 'FinTech', has increased significantly in recent years. What in the past was a complex way to manage finances is now used by millions of people worldwide thanks to the rise of online banking and mobile platforms. With the emergence of financial technology, students must be cognizant of the latest digital innovation to fully prepare for what may be referred to as the fourth industrial revolution. The existing financial landscape will fundamentally be altered by incorporating technology to finance, leading to more new entrants providing more effective and efficient financial solutions to its users. We want students to become world citizens, in our case familiar with the workings of global financial systems and their financial products (assets). Becoming a world citizen isn't easy. It means that, other than understanding the theory, you would also need to adjust your mindset and behavior, and for that, you also need insights and training. Part of this 'mindset and behavior' is developing critical thinking, fundamental and technical research skills and "global" orientation. Therefore this 30 ECT, as opposed to the 15 ECT variant (Trading Digital & Financial Assets (BFM-HMVT20-TRADE), also adds these additional elements in the mix. In this extended version, you will encounter real-life field challenges, research challenges, team & communication skills, personal development aspects, and even more in-depth technical analysis (TA) and fundamental analysis (FA) knowledge. **The art of doing** We therefore combine theory, practice and the "art of doing / experiencing" in this minor. We believe that real-life trading and managing of digital financial assets, backed by theory and backed by field experts, will act as a bridge towards understanding these types of assets. We expect this minor to act as a

gateway for students to further investigate and reflect upon current and new financial systems, like, for example our monetary systems. We aim to broaden the student's horizon, learning by doing and experiencing first-hand. The 30 ECT variant allows us to add more elements to the teaching philosophy: "Understanding the bike, by riding it". Resulting in finance professionals equipped with not only an understanding of but also experience in, managing financials assets and the global financial systems of the 21st century that we are all part of. Finally, as FinTech is becoming a more dominant phenomenon with practical solutions, the purpose is to merge theoretical knowledge with practical case studies for students to better comprehend both the threats and opportunities of this nascent industry.

Multidisciplinary approach

Other than the integration of field experts, other disciplines like sustainability, IT and Cyber security and (inter)national partners. The aim of this multidisciplinary approach is to create a multidisciplinary view of the world for our future finance professionals. There might be an overlaps with some of the topics from your regular curricula or other minors due to the multi-disciplinary approach, but thanks to that same approach a lot of new unfamiliar topics will introduce themselves as well, as well as different views / perspectives, field challenges and real life action in the realm of TA and FA trading and Investing.

Topics of content

1. A Technical Analysis of Digital Financial Assets: this is the mathematical approach of reading charts and graphs and base future prediction upon the past.

2. A Fundamental Analysis of Digital Financial Assets: here, we analyse underlying core elements of the asset. Using quantitative and qualitative analysis, also includes non-financial fundamental elements ("integrated reporting").

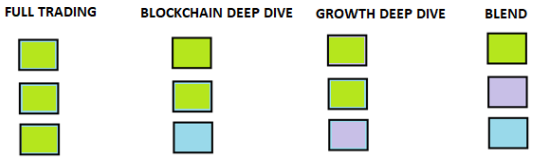
3. Global Systems: this is where we focus on the current global systems, like our monetary or exchanges systems, and upcoming new financial systems like decentralised exchanges or decentralised financial products (global inclusiveness).

4. SDG's: we will bridge finance and with the role it plays regarding the SDG's. We will teach students, and let them experience on their own, how they as future finance professionals can contribute themselves to the SDG's in a more sustainable and inclusive way, while managing financial assets.

5. Psychology and behaviour: this is where we confront students with their emotions, feelings and behaviour. A large part of our behaviour and choices are visible when acting under pressure (for example, when you trade and open a position). This is where we offer students insight and tools to better themselves and their skill set. We will also cover elements of personal development and growing mindset.

6. Understanding of recent financial technology developments. This section aims to illustrate students the latest updates and changes of the fast-moving fintech

	industry, including new innovations such as tokenised assets, national digital currencies, GPDR focused solutions (Regtech), technology and management business innovation and digital entrepreneurship. In this 30 ECT variant all the above is done in field practice setting where you will encounter and deal with real life trading situations, field challenges and research challenges from actual field partners. This time not only done on an individual basis, but also on a team base. The 30 ECT minors allows for more time and therefore does an in-depth analysis per topic of content. More subjects are discussed within each topic of content as well as further elaboration on each topic and inherent subjects. **Flexible and personal study elements** We will offer this course in a blended variant and use innovative educational tools to incentivize study behaviour. Examples are digital tokens and badges, but also high-level trading software. It will also be offered via the KOIOS open infrastructure, enabling a platform for students to connect with other enthusiasts worldwide and enabling flexible personal elements like learning at your own pace or choice in assignments. Students can also follow lectures and courses of the other minors. **Optional Learning programms/goals:** **Personal Growth and Life Skills:** Students should be able to use practical skills like mindfulness, deep learning, and effective communication in both personal and professional situations. **Understainding Blockchain:** By the end of this minor, students should not only be able to explain the fundamental principles of blockchain technology.
Intro	#HackYourFuture – Are you ready to shape your future in finance? Our Fintech Investing and Trading minor (FIT) is designed to equip you with the knowledge and skills you need to navigate the rapidly changing world of financial technology. We explore how the internet has enabled fintech, and the implications of these technologies on your life. You will learn how to create a robust investment thesis and a future-proof investment portfolio. You will gain knowledge in investing in technologies, protocols, and companies of the future and apply that knowledge through hands-on experience by participating in a trading competition. But we do more: we also equip you with both the personal development knowledge and skills needed to tap into your true potential. Enrol now and take the first step towards your future in fintech.
Structure 15 & 30 ECT Minors	There are two variants of the Trading & Investing minor, 15 & 30 ECT. Both Minors start simultaneously, so 15 ECT and 30 ECT classes begin together. After ten weeks, the first period, students of the 15 ECT variant are finished. Students of the 30 ECT variant then continue with the second part for more profound knowledge, skills, and network. This second part is another ten weeks.

	The 15 ECTS consists of three parts, each worth 5 ECTS, while the 30 ECTS comprises six parts, also valued at 5 ECTS each. The minor consists of a main mandatory part worth 5 ECTS, along with two optional parts that students can select based on their interests and skills. The minor can be customized to suit the educational preferences of the student, including the option to swap parts with other minors. For further details, please refer to the 'Description of Tests and the Minimum Pass Rate'.   The structure above is similar for the second block of the 30 ECTS.
Summary of contents	**Topics of content (main overview)** 1. A Technical Analysis of Digital Financial Assets: this is the mathematical approach of reading charts and graphs and base future prediction upon the past. 30 ECT-extension: more variables, settings, platforms, products and services, analytics tools and trading skills and mindsets are added. 2. A Fundamental Analysis of Digital Financial Assets: here we analyse underlying core elements of the asset. Using quantitative and qualitative analysis, also includes non-financial fundamental elements ("integrated reporting"). 30 ECT-extension: more systems, products and services from centralised institutions, in-depth analysis of more different markets are added. 3. Global Systems: this is where we focus on the current global systems, like our monetary or exchanges systems, and upcoming new financial systems like decentralised exchanges or decentralised financial products (global inclusiveness). 30 ECT-extension: more policies, global and local markets, decentralised alternatives and recent global innovations & developments are added. 4. SDG's: we will bridge finance and with the role it plays regarding the SDG's. We will teach students, and let them experience on their own, how they as future finance professionals can contribute themselves to the SDG's in a more sustainable and inclusive way, while managing financial assets.

	30 ECT-extension: your field assignment and research assignments will be connected to the SDG-goals. This means that the real live field and research challenges are linked to an SDG. 5. Psychology and behaviour: We confront students with their emotions, feelings and behaviour. A large part of our behaviour and choices are visible when acting under pressure (for example, when you trade and open a position). This is where we offer students insight and tools to better themselves and their skill set. 30 ECT-extension: we will also cover personal development and growing mindset elements. In this 30 ECT variant, all the above is done in field practice setting where you will encounter and deal with real-life trading situations, field challenges and research challenges from actual field partners. This time not only done on an individual basis, but also on a team base. The 30 ECT minors allow for more time and, therefore, do an in-depth analysis per content topic. More subjects are discussed within each topic of content, and further elaboration on each topic and inherent matters.
Target group	As a multidisciplinary topic, this course is open to all. Our experience has shown that students from diverse backgrounds enroll in this course. The minor starts from the basics and is fully adaptable and flexible to meet your educational needs.
Entry requirements	Intermediate English proficiency is required. Assignments may be submitted in Dutch if your main program also allows it. Prior knowledge is not necessary; the minor welcomes students starting from scratch.
Final objectives/ competencies	Desired competencies. These competencies can be traced back to the program's professional (domain) competencies (s) offering the minor. Competencies are always on the university of applied sciences level. For a transfer minor, these competencies should be derived from the academic competency profiles. 1. Provide a contribution to the design of the management control system aimed at the management, control and monitoring of an organisation, such that the (strategic) goals are achieved. 2. Selecting and applying appropriate analysis methods aimed at taking the right decisions by an organisation. 3. Finance professionals can translate practical questions in organisations on the basis of a critical analysis into a concrete knowledge need and answer these with practical, feasible advice or designs (e.g. product, process, model), focusing on decision making that leads to improvement or renewal of practical situations . 4. Finance professionals are advisory. This means, among other things, that they are communicative in word / and writing, also in an international context. Finance professionals are agile because they can reflect on their own actions and their own learning process and can adjust their actions accordingly. The above are the Finance & Control Program Learning Outcomes (PLO's) from which this minor is officially offered.

	Goals: LO1: The student is able to evaluate (15 ECT) and create (30 ECT) entry and exit trading points based on fundamental as well as technical aspects of trading LO2: The students is able to apply trading skills into practice and will be able to actively manage a trading/investing portfolio (15 ECT) and participate in trading research field projects (30 ECT) LO3: The student will learn the fundamentals of financial markets, macro-economic tendencies, their history and their implications on the world economy (15 ECT) and evaluate them with global market tendencies (30 ECT) LO4: The student will be able to analyse (15 ECT) and evaluate (30 ECT) the financial results of companies (listed on stock exchanges) LO5: The student learns extensive risk and investment management strategies and apply them in a live trading competition for 10 weeks (15 ECT) or 20 weeks (30 ECT). LO6: The student will learn to work in a team of traders, collectively and actively managing a portfolio and act as advisors to employers and/or trading/investment funds (15 ECT). Students can create a (automated) trading strategy based, based on this portfolio managing (30 ECT) LO7: The student will learn how to recognise and improve Psychologic elements of trading (15 ECT) and how to apply them in TA and FA (30 ECT) LO8: the student support and evaluates the pallet of possible TA variables, connects them with FA variables and applies them over an extended period in real live trading situations. LO 9: the student supports and advices in real life field and research challenges.
Description of tests and minimum pass rate	**First block (first 15 ECTS)** 1. **Main Portfolio:** In the lessons, weekly tests are administered, of which four out of five must be passed. Students must not have missed more than three lessons and must pass at least four tests. Additionally, students will actively manage a portfolio in which theoretical knowledge and practical skills are tested. This part must be completed with a pass (pass/fail). It is a mandatory requirement for every student of the minor to complete in order to finish the minor. (5 ECTS) 2. **Teach the Teacher:** Students need to submit weekly video assignments, one video per week. In these assignments, students must explain a subject from that week's curriculum. It's a "teach the teacher" assignment. This part needs to be passed (pass/fail). It is an optional route that students can take to earn 5 ECTS. 3. **Growth Course:** The growth course that we are offering requires students to submit a reflection report along with their weekly assignments upon completion. This is an optional route that students can take to earn 5 ECTS. 4. **Trading Journal:** Students participate in a trading competition, keep a journal of their trading activities, analyses, trade execution and reflect upon

	it. Students must achieve a grade of 5.5 or above to pass this component. It is an optional route that students can take to earn 5 ECTS. **Second Block (Second 15 ECTS)** 1. **Main Portfolio:** In the lessons, weekly tests are administered, of which four out of five must be passed. Students must not have missed more than three lessons and must pass at least four tests. Additionally, students will actively manage a portfolio in which theoretical knowledge and practical skills are tested. This part must be completed with a pass (pass/fail). It is a mandatory requirement for every student of the minor to complete in order to finish the minor. (5 ECTS) 2. **Teach the Teacher:** Students need to submit weekly video assignments, one video per week. In these assignments, students must explain a subject from that week's curriculum. It's a "teach the teacher" assignment. This part needs to be passed (pass/fail). It is an optional route that students can take to earn 5 ECTS. 3. **Growth Course:** The growth course that we are offering requires students to submit a reflection report along with their weekly assignments upon completion. This part needs to be passed (pass/fail). This is an optional route that students can take to earn 5 ECTS. "Students who have already completed the growth course in the first block will enroll in the advanced program, while students who did not select it in the first block will be placed in the basic program. 4. **Field Assignment:** This assignment involves solving a real-life problem/assignment in a group format. The format of the output differs per assignment and assignment provider. Students must achieve a grade of 5.5 or above to pass this component. It is an optional route that students can take to earn 5 ECTS. **Optional:** Students may also replace one of the optional parts of this minor with one of the optional parts of the " Blockchain, AI & Quantum" minor. For more information about these options, please refer to the minor description of this minor and discuss with the teachers. **Total Grade:** Students can fully complete the minor and receive their full points, or they can receive partial points for each completed part.
Teaching methods + study load	**Teaching method(s):** Blended learning, classical education, individual and team assignments, presentations, portfolio's and reports. Tokenized education. **Study load:** - Web colleges + tutorials + lectures guest speakers. - Intensive contact with industry, i.e. advisory report. - Application of blended learning where students prepare the material at home and come to class to discuss the material. In addition, the homework assignments for the portfolio are related to the teaching material.

- We strongly encourage ecosystem learning (on- and offline) via KOIOS.
- Minor is considered to be intensive but instructive by students.

An example student route has been calculated in the table below. This is the case for a student who follows the full Trading programme and doesn't chose to replace parts wit the other optional parts.

Contact time	**Weeks**	**Hours**	**Total hours**
Lectures	16	12	192
Presentation	6	0,5	3
Feedback	16	1	16
Self-study			
Reading time	12	20	240
Watching time	12	10	120
Test preparation			44
Assignments			
Portfolio assignments	12	10	120
Trading Journal	3	16	48
Field assignment	6	8	48
Video assignment	6	0,5	3
Total in hours			834
Total in studypoints (ects)			30

Contact hours per week

There are three contact moments of each 4 hours per week. Multiple guest lectures will be facilitated.

Study and other aids

In addition to the Koios.world platform (see https://app.koios.world/#/worlds), which supports online content sharing, community building and field /network connecting, other aids are coming from:

Recommended Reading:

- How to Make Money in Stocks – William K. O'Neil
- Thinking Fast & Slow – Daniel Kahneman
- Market Wizards – Jack D. Schwager
- Insider Buy Superstocks – Jesse C. Stine
- How to DeFi: Beginner – Darren Lau, Daryl Lau, Sze Jin Teh

Websites:

- Investopedia.com
- Fidelity.com
- Online trading and investing communities (will be provided)
- Tradimo (will be provided)

	Note: a personal laptop and internet connection for this course are highly recommended. If a student has no access, we will act according to the THUAS policy (provide via library and other facilities).
Partners	**Connected Lectors**: New Finance (M. van der Linden) & via internal field assignments other lectorates and CoE's as well (cross-functional assignments, like for example trading with the digital assets (New Finance) that are built by the hardware mining rig (IT) that runs on sustainable energy (Energy) **Networking**: Integration of external field assignments, guest lectures, external specialised digital tools (software as well as hardware!), Bitvavo platform and events. **Partners:** • Multiple network partners like Blockchain Investment (affiliated with Nasdaq) and other companies with assignments • Partners of the blockchain minor (> 35 partners), New Finance Lectorate and BFM programs. • Odyssey • Bitvavo
Minimum and maximum participation	Minimum number of students: 15 Maximum number of students: 250
Full-time/ part-time and term	full-time minor, 2 semesters, starts at the official date of the academic year (beginning September) and halfway (mid-February)
Subject themes (more than one possible)	Students can search for minors in OSIRIS student based on the following themes. Indicate within which category/ categories the minor falls by ticking one or more of the following options: • Economics and Market O ~~Health and Sports~~ O ICT and Media O International themes O ~~Management and Organisation~~ O ~~People and Culture~~ O ~~Law, Security and Society~~ O Technology and Design O Work, Welfare and Education
Miscellaneous	**Main goal Minor (student)**: The student applies technical and fundamental characteristics of digital assets and relate this to socio-economic (macro & micro) behaviour. They will build up a comprehensive understanding of fundamental and technical analysis and the managing of digital assets and apply this theory in practice with field partners. In other words, the student can recognise opportunities and threats regarding the trading and managing of digital assets and can relate this to field practice, macro-economic tendencies, and psychology and behaviour. **Main goal Minor (Finance & Control)**: We started this minor because we believe that trading and investing, and therefore this minor, can act as a gateway for students to investigate further (new & old) financial systems.
OSIRIS code	BFM-HMVT21-FIT

13. Module Descriptions Marketing Management

Intercultural Management (ICM)	
Credits	3
Code	CE-S301-24
Entry requirements	Basic knowledge of marketing.
Semester	Semester 2 / term 3
Method	Lectures
Lecturer(s)	Mrs Dammers, Mrs, Belt, Mr. de Vos
Learning outcomes	• The student is able to explain and apply the theory of Hofstede to different marketing and management situations • The student is able to explain and apply the theory of Trompenaars • The student can explain the effect of culture on doing business using specific characteristics of Chinese and Indian culture as examples • The student is able to list the characteristics of various communication theories (Lewis, Hall and Meyer) • The student can list the different systems of law, describe the main characteristic of the system and give examples of countries or regions where these systems apply • The course will be offered online as in collaboration with a partner university in India
Recommended or required reading/tools	All course material will be published in Blackboard/Brightspace
Assessment methods	Ex.: assignment
Level	First, second, third or fourth year (for regular bachelor student)
Course content	• Intercultural competence • Cultural dimensions Hofstede • Cultural dimensions Trompenaars • Communication styles • Legal systems and culture

Export Plan	
Credits	3
Code	CE-S300-20
Entry requirements	Basics of Marketing
Semester	Semester 2 / term 3
Method	Project supported by lectures
Lecturer(s)	Mr. Kollee. Mr. de Vos, Mr.Vogel, Mrs. Leemeijer
Learning outcomes	• The student gains insight in various theories regarding internationalisation • The student will be able to track current developments on Macro (global) level (such as BREXIT) and is able to indicate the impact of these events for companies that are considering export. • The student is capable to determine the best entry strategy (ies) within context to new markets based on the theories. • The Student is capable to recommend how companies can deal with international payments based on the theories. • The Student is capable to recommend how companies can cover them themselves from exchange rates and currency risks based on the theories. • The student is able how to apply the INCOTERMS. All applied in a project as a company assignment.
Recommended or required reading/tools	A reader. Material will be posted in Blackboard/Brightspace
Assessment methods	• SWOT 20%) • Portfolio 50% • Presentation 30%
Level	Third year (for regular bachelor student)
Course content	• Marketing • Country selection • Entry strategies • Foreign financial policies • International trade & logistics

Financial Management

Credits	3
Code	CE-S302-20
Entry requirements	First year basic knowledge of financial matters related to the Balance sheet and Income Statement
Semester	Semester 2 / term 4
Method	Project supported by lectures
Lecturer(s)	Mr. Sirks
Learning outcomes	At the end of the course students are able : • to understand and interpret annual reports • to apply the accrual principle • to make cash-flow statements and income-statements • to interpret financial matters related to the Balance sheet and the Income statement with the help of a ratio-analysis • to calculate the value of a firm • to describe the different ways how intangible assets are reported on balance sheets
Recommended or required reading/tools	A reader. Material will be posted in Blackboard/Brightspace
Assessment methods	Weekly assignments finished by an Individual written exam
Level	Third year (for regular bachelor student)
Course content	1. Introduction • Basics of accounting • Balance sheet and Income Statement • Accruals 2. Balance sheet and income statement • Statement of retained earnings • Intangible assets • Value of the firm 3. Cash-flow statement 4. Cash-flow statement • Ratio-analysis 5. Ratio-analysis • Liquidity, solvency and profitability ratios and investment ratios

Marketing 7 (Strategic Marketing Cases)

Credits	3
Code	CE-S303-22
Entry requirements	Knowledge of basic marketing models is required
Semester	Semester 2 / term 4
Method	• Weekly lectures • Instruction lessons • Group collaboration • Self study
Lecturer(s)	Kollee, Vogel, Lodders, Leemeijer and Otto
Learning outcomes	• Student is able to provide an advice on the basis of a given strategic marketing problem • Student is able to apply different marketing models and theories to complex business cases
Recommended or required reading/tools	A reader containing Harvard business cases must be bought by the students.
Assessment methods	• Weekly presentations
Level	Third year (for regular bachelor student)
Course content	In this module students will focus on business-to-business models & theories and services marketing. These models and theories need to be applied to English Harvard Business Cases.

Business English / Communication	
Credits	3
Code	CE-S304-24
Entry requirements	The course is taught on B2 level
Semester	Sem 2 / term 3 & 4
Method	Weekly lectures and assignments
Lecturer(s)	Mr. Santalla, Mrs. Dammers
Learning outcomes	• Business English • Job Application • Employability • Communication • Negotiations Workplace
Recommended or required reading/tools	A reader. Material will be posted in Blackboard/Brightspace
Assessment methods	Assignment: CV of LinkedIn profile Oral exam: job interview, video application of negotiation Timed online. Exam: Application letter of graph description Timed online assessment:
Level	Third year (for regular bachelor student)
Course content	This module is aimed at developing English language skills for employability and workplace contexts, in particular searching and applying for jobs and participating in (job) negotiations. The module offers functional language and phrases while drawing on various authentic workplace scenarios. You will study and practice the skills and language needed to craft an English LinkedIn Profile or CV, write an application letter targeted towards a particular vacancy, and write a graph data analysis. In terms of speaking skills, you will practice skills, expressions and vocabulary needed in job interviews and negotiations. Throughout the course, you'll be asked to share your opinions, ideas, questions, and best practices with other learners. The best way to get the most out of the course is to be prepared to join in and share your experiences.

Creative Marketing & Sales (Story telling)

Credits	6
Code	CE-V203-23
Entry requirements	NA
Semester	Sem 2 term 3
Method	Weekly lectures
Lecturer(s)	Mr. Hoppen, Mrs. Belt
Learning outcomes	The student… • Knows what creative writing is • Knows the difference between business and creative writing • Know what storytelling is • Understands how storytelling can be used to get the marketing message across • Investigates which elements a story can consist of • Can apply these elements in a story • Can draw up a brand foundation • Can describe a target group • Write a brand or corporate story
Recommended or required reading/tools	A reader. Material will be posted in Blackboard/Brightspace
Assessment methods	self-study, digital lessons, writing assignments, giving and receiving peer feedback, teacher feedback
Level	Third year (for regular bachelor student)
Course content	Students work individually and in groups to discover the elements of creative writing, both passively through reading texts and watching videos and actively through writing assignments and the final assignment. They make the link with marketing by using the story as a strategic marketing tool.

Social Value Creation	
Credits	3
Code	CE-S306-22
Entry requirements	NA
Semester	Semester 2 / term 4
Method	• Workshops • Group work • In-class discussions • Videos • Self-study
Lecturer(s)	Luc Beurskens, Tiffany Dammers, Arno van Dijk, Angela Groeneveld, Tim Hoppen, Sandra de Koning, Frans Lodders and Araceli Marti-Fernandez
Learning outcomes	• World citizenship • Value creation • Creativity • Personal Leadership
Recommended or required reading/tools	All course material will be available on Blackboard/Brightspace
Assessment methods	• Weekly vlogs • Weekly discussion with lecturers • Project completed before deadline • Documentary • Participation evaluation and event
Level	Third year (for regular bachelor student)
Course content	Analysis of various aspects of national culture using cultural frameworks and models in order to gain better insight into intercultural management and marketing. Students should also gain insight into cultural programming and the influence this has when you work in intercultural teams or do business across cultures. This course revolves around creating social value. Students will work on a project to create social value in groups of six. They will be given total freedom in choice and execution of that project. The students will participate in a Design Thinking workshop during this course's kick-off. During the project, the groups will be coached by a duo of lecturers. The progress of each group's project is tracked by vlogs that the students hand in weekly and discussion with the lecturers. During the last week of the course, the students will evaluate their own input and that of their teammates, how it was to work in the team and the development of the CE skills. The course will end with an event during which all the documentaries of all the projects will be shown and the different awards will be presented.

CE Electives

Students are asked to choose 2 out of the 4 electives mentioned below. For the electives we reserved 6 spots of exchange student. The other students attending will be regular Dutch students. Once an elective is full the students will be asked to select a different one.

Elective City Marketing	
Credits	3
Code	CE-KVCMI-15
Entry requirements	Basic knowledge of Marketing
Semester	Semester 2 / term 4
Method	Assignments
Lecturer(s)	Mrs. Barkmeijer
Learning outcomes	Students, working in a project team, will develop a strategic city marketing plan for a village, city or region. You will have to visit this city during the course program. Next to the plan itself, your knowledge will be reviewed in an exam.
Recommended or required reading/tools	Assignments will be published in Brightspace
Assessment methods	Assignment and an exam
Level	Third year (for regular bachelor student)
Course content	Within one hour, people from the Netherlands can reach London, where they can shop all day, spend their time on a cultural trip, play the tourist and in the evening they are back home. Taking the train to Paris costs only 20 euro's in January and February (special price). And nowadays a lot of students own their own car. So taking a last minute weekend trip to Belgium or enjoying a night out in Groningen is not unthinkable. That means they have spent th eir money someplace else, which is good for the local economy of that village, city or region. City marketing is about making the right choices and develop a distinctive brand. It is more difficult however, than positioning a new product line for Unilever, as more parties are involved with the choices that a city marketer makes. And residents, visitors, businesses and local investors are all target markets, that cannot be excluded. For all those target markets to get involved it is important to map the city's identity, this will be the basis for city branding. An increasing number of cities are working on a city marketing strategy. A problem however, is that they find it hard to make a clear choice in their positioning. City marketeers can deliver a substantial contribution in the development of effective city marketing strategies. And hopefully, they can prevent a city from making the wrong choices in their slogans: "Livonia, some bigger, none better", "Walla Walla, a city so nice, they named it twice", "Gent, so much city", "Paris, est a vous (Paris is yours)", "Karlsruhe, viel vor, viel dahinter (much before, much behind)", .. Students, working in a project team, will develop a strategic city marketing plan for a village, city or region. You will have to visit this city during the

	course program. Next to the plan itself, your knowledge will be reviewed in an exam.

Elective Neuro-Marketing & Psychology of advertising

Credits	3
Code	CE-VKNMP-19
Entry requirements	NA
Semester	Semester 2 / term 4
Method	Lectures and assignments
Lecturer(s)	Mrs. Barkmeijer, Mrs. Bruinsma
Learning outcomes	The student demonstrates understanding of the neuro-marketing theory and principles. (Bloom 3) The student analyses how this knowledge and knowledge of how the brain functions is used in advertisements. (Bloom 4) The student develops the perfect advertisement. (Bloom 7) In this module you will.. - Learn to be able to explain how neuromarketing is used in the advertising sector. - Learn to understand how (part of) the brain functions and apply them to advertising techniques. - Perform desk research on cultural differences with regard to brain functioning, draw conclusions from the information found. - Determining which trends and developments are important in the field of neuromarketing and build an ethical point of view on the subject. - Can translate a trademark direction to the branding model and demonstrate this for the chosen city or region - Professional craftsmanship: Student collaborates interdisciplinarily, informs each other about findings, discusses directions to choose, in English.
Recommended or required reading/tools	Weekly assignments will be published in Blackboard.
Assessment methods	4 portfolio assignments
Level	Third year (for regular bachelor student)
Course content	How to hack a brain? Neuro marketing is becoming a hot topic in the advertising world. Neuromarketeers make use of the insights from neuroscience or more simply ask “how does the brain work?” To give you some insights beforehand: Yes, even you with all your marketing knowledge can be influenced by advertising! The brains of men and women sometimes work and react differently. Now we know for sure! The ultimate knowledge of the buying behaviour of the consumer lies in the functioning of the brain, emotions and motivations. When you know how the brain and body reacts, you know better how to approach the consumer in order to best stimulate his buying behaviour. This knowledge can be obtained in different ways:

	- from primal sources: body language, eye gaze and facial expression - from medical sources: EEGs and functional MRI scanners from neurology - from data sources: the endless stream of big data of human behaviour in response to specific impulses In this course we will discuss the first two sources. Next to that, we will also discuss the ethical side of neuro marketing developments. This is a very active module where you will work on a duo portfolio.

Elective: Asia Studies

Credits	3
Course Code	CE-KVAK-21
Entry requirements	Basics of Marketing & Research skills
Programme Year	3 IB
Semester / Block	2 / 4
Weeks	weeks 1-7 of Block 3
Teaching Method	lecture, workshop
Coordinator	Mr. de Vos
Lecturer(s)	
Course content/outline	In this course we will be looking into the political and economic developments of India and China from resp. 1947/1949 until now. We will be investigating historical developments, current topics and facts since both nations are emerging (economic) global powers. For both nations we will gain insight in order to: • Understand the shift of geopolitical and macroeconomic power relations to Asia with a focus on India and China. • Understand the role of the government in the economic development of India and China. • To have insight into the (business) cultures and management styles at Asian multinationals. • Have an understanding of the foreign policy of India and China. • Understand the role of India and China in the UN and ASEAN countries • Have an insight into the developments in the region by looking into Japan, Korea and Taiwan. Each week a theme is highlighted for which assignments have to be made and presented. Finally, there will be an indivudual paper
Learning outcomes	

PLO NEW	**PLO CUR.**	**Module Learning Outcome**	**Level (1-3)**
PLO1	WT3	International Business Awareness	3
PLO1	TWM24	Business Research	3
PLO2	WT2	Innovation & Creativity	2
PLO2	TWM20	Operations & Supply chain management	3
PLO3	WW4	International Business Communication	3
PLO3	WW6	Collaboration	3
PLO4	WT1	Critical Thinking	2

Course Material (literature/tools)

REQUIRED

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1,5	
Group work	1,5	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information Weekly assignments. 1 presentation, one feedback and 1 portfolio. The presentations are weekly scheduled. Every students must present one time and give feedback once. The portfolio must be handed in week 7	*
Presentation (2)	20%	5.5	Individual	I
Feedback	20%	5.5	Individual	
Professional product (1 portfolio)	60%	5.5	Individual	

ECTS Breakdown

3 ECTS = 84 hours

	Weeks	Hr/week	
Lecture/Worksh.	6	1,5	6
read/search	6	15	21
Presentation	1-5	15	21
Feedback	1-5	15	22
Portfolio	1	6	7
Resit	1	6	7
		Total	84

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2024-2025
NA	CE-KVAK-21	NA
For more information consult the conversion table		

Elective Business in Europe

Credits	3 ECTS
Course Code	IB-K804-24
Entry requirements	
Programme Year	
Semester / Block	Semester 2 / Block
Weeks	7
Teaching Method	lecture, workshop
Coordinator	Mr. de Vos
Lecturer(s)	
Course content/outline	Small- and Medium-sized enterprises (SME's) are considered to be the back-bone of the European economy. SME's are the EU's largest employers. During this course students will be made familiar with the relevance of SME's within the European Union (EU) and within the common market. With the help of assignments and lectures students will be analyzing EU member-states on various levels regarding its role and contribution of its SME's on the EU's common market and how to attract SME's to open a business within certain regions of the member states with the help of funding and the role of lobbying. **Please note that there is a mandatory two-day excursion to Brussels, at the student's own expense. The excursion forms an integral component of this elective.**

Learning outcomes

PLO NEW	PLO CUR.	Module Learning Outcome	Level (1-3)
PLO1	WT3	International Business Awareness	3
PLO1	TWM24	Business Research	23
PLO2	WT2	Innovation & Creativity	2
PLO2	TWM20	Operations & Supply chain management	3
PLO3	WW4	International Business Communication	3
PLO3	WW6	Collaboration	3
PLO4	WT1	Critical Thinking	2

Course Material (literature/tools)

REQUIRED

Teaching Form

Teaching Form	Class hours/Week	Extra information
Lecture	1,5	
Group work	1,5	

Assessment Form

Individual/Group * (Last column)

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information	*
Assignments (2)	40%	5.5	2 Assignments and 1 portfolio. Assignment 1 presentations in week 3 Assignment 2 presentations in week 6 The portfolio must be handed in week 7	I
Professional product (1 portfolio)	60%	5.5		G

ECTS Breakdown

3 ECTS = 84 hours

	Weeks	Hr/week	
Lecture/Worksh.	6	1,5	6
read/search	6	15	21
Assignment 1	3	15	21
Assignment 2	3	15	22
Portfolio	1	6	7
Resit	1	6	7

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2024-2025
Business in Europe	BFM-HMVT22-BIE	NA
For more information consult the conversion table		

Elective: Company Assignment Challenge Innovation Quarter (IQ) The Hague	
Credits	3 ECTS
Course Code	CE-VKCHAL1-17
Entry requirements	Basics of marketing, experience with market research, Excel and analytical skills is required (5 students max). NB: This course is only designed for inbound BFM exchange students.
Year	
Semester / Block	Semester 1 / Block 2 or Semester 2 / Block 4
Weeks	
Method	This course a company assignment representing 84 working hours (=3 ECTS) per student. The assignment is extra-curricular and is not scheduled as a regular course in the course time-tables. The deliverables are scheduled outside the regular scheduled courses in collaboration with the company and our university. Since there is only room for 5 students an assessment will be scheduled in order to select the best student suitable for the job. This is based on the language-, and analytical skills as well as expertise of the students. Depending on the nature of the assignments. The setup is as follows: 5. Assessment & selection 6. Kick-off assignment at the company and signing of an NDA 7. Students get a tutorial on how use business analysis tools 8. Followed by weekly updates and presentations on the progress either via Teams or at the company 9. Resulting in a final presentation and a portfolio with the findings
Coordinator	
Lecturer(s)	Pieter de Vos
Course content/outline	InnovationQuarter (IQ) is the regional economic development agency for the Province of Zuid-Holland, also known as the greater Rotterdam – The Hague area. Their mission is to strengthen the regional economic structure by stimulating the innovation potential of this unique delta region. In close collaboration with all major corporations and many SME's, educational and research institutes as well as government organisations, they align the efforts required to design a brighter tomorrow. The research results as delivered by the HHS students will be applied in the daily practice of the "International Business Unit" employees. Within this unit, the foreign direct investment professionals promote their working area of Zuid-Holland and their main goal is to attract and retain foreign companies which are active in all kinds of economic sectors and segments. The trade professionals on the other hand support Dutch businesses with expanding to foreign markets. The general aim is to create new jobs, investments, stimulate innovation and collaboration as this will boost economic growth within the province. These activities form part of the field of Economic Promotion and originate from the tasks of the Ministry of Economic Affairs & Climate and the Province of Zuid-

Holland, among other public institutes. Innovation Quarter is part of the Invest in Holland network. See www.innovationquarter.nl

The actual assignments will be shared with the students at a later stage since it is based on current topics of the company.

Learning outcomes

PLO	Module Learning Outcome	Level (1-3)
	- Learn to work independently on set goals for an innovating company. - The students learns how to use business analysis tools and how to process the findings - The student learns how to plan a project with deadlines besides class work - The student learns feedback form company supervisors	

Course Material (literature/tools)

N.A.

Teaching Form

Teaching Form	Class hours/Week	Extra information

Assessment Form

Assessment Form	Weight or P/F	Mininum Required Grade	Extra information
Assignments			
Presentations			
Feedback			

ECTS Breakdown

3 ECTS = 84 hours

Conversion Information in case of Changes to the Module

Predecessor Module Name	Osiris Code	Last Chance Exams to be offered in 2023-2024
For more information consult the conversion table		