

Course summary			
VOE Code: IBmBS,IBMP.01 ECTS credits: 5 Level: Bachelor's degree (full-time)			
Course Title	International Business Marketing Project		
Type	Mandatory		
Learning competences	<p>The student is able to</p> <ul style="list-style-type: none"> analyse complex information and make informed decisions design a fitting marketing and communication strategy communicate effectively in an intercultural professional group setting 		
Learning outcomes	<p>Understand</p> <ul style="list-style-type: none"> the importance of culture in international business strategy business marketing concepts and techniques in an international context communication concepts and techniques in an international context <p>Be able to</p> <ul style="list-style-type: none"> conduct research in an international environment design a marketing and communication strategy in an international context work together in an international group in an international context to produce results apply theory in a practical way using the international group and international context 		
Course content	<p>Business students work in multicultural groups to solve a central marketing and communication question for a client with in a global market. What marketing & communication strategy should the client pursue in it's global market segment to achieve a sustainable competitive market position ?</p> <p>Students have to diagnose the marketing situation first by doing telephone interview with relevant stakeholders to collect market information. They have to take into account the target market, the competition, the brand identity and communication barrier. Each group then has to develop a fitting marketing and communication strategy. Because the client and the business challenge are real students are confronted with unexpected challenges. They learn how to apply the theory in a practical situation and work in groups.</p>		
Planned learning activities and teaching methods	Group coaching by the lecturers both on groupwork and theory Individual telephone skills and individual presentation practice		
Recommended or required reading and other learning resources / tools	Study guide		
Prerequisites and co-requisites	None		
Level	Bachelor		
Grading scale	1-10		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Communication skills practise (conditional)	conditional	Fail/pass
	Project result		
	<ul style="list-style-type: none"> Market diagnosis 	Conditional	Word grading
	<ul style="list-style-type: none"> Marketing communication advice 	80%	Grade
	Group work in an international group	20%	Grade

Language of Instruction	English
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl
Mode of delivery	Face to face

Course summary	
VOE Code: IBmBS.ICSR.01	ECTS credits: 5
	Level: Bachelor's degree (full-time)
Course Title	Intercultural Competence & Social Responsibility
Type	Compulsory
Learning competences	<p>Problem-oriented working</p> <p>Creativity and complexity and acting</p> <p>Multidisciplinary integration</p> <p>Scientific application and research</p> <p>Transfer and broad deployability</p> <p>Broad professionalization</p>
Learning outcomes	<p>The student is able to formulate personal goals with regard to his/her intercultural competency and make an action plan to realize these goals undertaking training sessions and activities to develop his/her intercultural sensitivity, intercultural communication and managing uncertainty [and can prove progress by (for instance) composing a showcase.]</p> <p>The student is able to resolve moral problems with intercultural aspects in a social responsible way by participating in a stakeholder dialogue. As preparation for this dialogue, the student can make a stakeholders analysis of the proposed solution and an intercultural analysis of the differences in moral principles. The student can apply his/her newly acquired intercultural competences in the intercultural dialogue in order to find a solution or compromise that is acceptable for all stakeholders.</p>
Course content	<p>First term: intercultural competence</p> <p>Students complete the Intercultural Readiness Check and receive an extensive feedback report that helps them to develop the action plan, in which they focus on certain facets more in particular.</p> <p>Students learn about diversity management and chose an individual theme to research. In joint activities with local students, students actively develop their chosen facets. Students report back on their progress by means of a portfolio and by participating in field assignments as well as an online training in effective intercultural communication skills</p> <p>Second term: social responsibility</p> <p>As a project group, the students select a moral problem or dilemma with intercultural aspects. Using brainstorm techniques and literature, a preliminary solution is chosen. In the role of one of the involved stakeholders, a stakeholder analysis is made. To explain the intercultural differences, one of the intercultural theories is applied. The group organizes an intercultural dialogue and aims to find a solution for the moral problem that is social responsible.</p>
Planned learning activities and teaching methods	<p>Individual: Traintool online, IRC-Check</p> <p>Group: training sessions for dialogue and negotiation</p>
Recommended or required reading and other learning resources / tools	<p>The Intercultural Readiness Check, provided.</p> <p>Traintool Intercultural Effectiveness, provided</p> <p>In Brightspace: Article: How to resolve intercultural moral problems in a social responsible way? Connie Aarsbergen</p> <p>In Brightspace: Library with supporting texts and articles of moral theories.</p>

Prerequisites and co-requisites	None		
Level	Bachelor		
Grading scale	1 up to 10, 1 dec.		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Action plan / show case intercultural competence	1	Complied / not complied
	Final assessment (intercultural dialogue)	1	Higher or equal to 5,5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary	
VOE Code: IBmBS.IBM.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	International Business Management
Type	Elective
Learning competences	Communication, cultural awareness, independent learning, presentation skills
Learning outcomes	<p>After having finalized this module the student is able to:</p> <ul style="list-style-type: none"> • identify the ways in which organisations interact with their surroundings; • understand how these interactions with their surroundings shape and guide their strategies; • recognise different instruments for the design of an organisational and the definition of an organisational strategy; • know how organisations are managed, structured, and how they adjust to changes within their environment. • identify basic structures of international organisations; • explain the different aspect of decision making in organisations (incl. the basic tools to support decisions);
Course content	The International Business Management (IBM) course takes a management perspective in looking at how businesses fulfil their goals in the global environment. It is an introduction to modern practices of international business management, which are placed in their historical context and are tackled from a practical point of view. This course provides students with a comprehensive overview on organizational theories and models in the international setting, strongly related to the practicality of managing a business. Aspects as strategic management, organizational behaviour, the organizational structure and design, decision making, processes, collaboration change and innovation are subject of discussion.
Planned learning activities and teaching methods	The course is built around workshops in which collaborative learning is applied. Students will explore theoretical concepts and apply these to in-class case studies
Recommended or required	<i>Handbook Organisation and Management (A practical Approach) Latest Edition Marcus and van Dam</i>

reading and other learning resources / tools			
Prerequisites and co-requisites	<i>Attendance is compulsory</i>		
Level	Bachelor		
Grading scale	1 up to 10, 1 dec.		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Knowledge test	0,7	Higher or equal to 5.5
	Group PowerPoint Presentation	0,3	Higher or equal to 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary			
VOE Code: IBmBS.GTI.01 ECTS credits: 5 Level: Bachelor's degree (full-time)			
Course Title	Global Trends and Issues		
Type	Elective		
Learning competences	Awareness of societal phenomena (i.e. trends and issues) Analysing (macro-economic) environment Creative and critical thinking		
Learning outcomes	1. The student knows what trends and issues are, how they develop and how they can be monitored and managed using Scenario Based Strategic Planning (SBSP) 2. The student can describe and explain the major global trends and issues using the DESTEP / PESTEL model (Demographic, Economic, Social-cultural; Technological, Ecological and Political) in order to assess the future sustainability of a multinational company. 3. The student can develop advice for companies, using Ideation as a technique.		
Course content	During the lectures, the following topics and issues will be covered: <ul style="list-style-type: none"> • What are trends and issues and how do they develop? Relevance of global trends and issues for companies/multinationals. How to monitor and manage trends and issues? Presentation of DESTEP / PESTEL. • How can businesses prepare for the ever changing global environment and how to develop future proof strategic advice to ensure the future sustainability? 		
Planned learning activities and teaching methods	Lecture (Introduction), interactive workshops, Feedback sessions <ol style="list-style-type: none"> 1. Introduction into Scenario Based Strategic Planning (SBSP) and Ideation (Double Diamond) 2. Analysis of global business environment 3. Distinguishing between Trends and Issues 4. Ideation 5. Feedback 		
Recommended or required reading and other learning resources / tools	Powerpoint Beamer Internet		
Prerequisites and co-requisites	None		
Level	Bachelor		
Grading scale	1-10		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Portfolio	1	Higher or equal to 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		

Mode of delivery	Face to face

Course summary	
VOE Code: IBmIBS.OMR.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	Online market research
Type	Elective
Learning competences	<ul style="list-style-type: none"> • Broad professionalization • Problem-oriented working • Scientific application and research
Learning outcomes	<ul style="list-style-type: none"> • The student understands the role of marketing research in decision making • The student is knows the research process • The student knows the different research methods • The student is able to develop a research proposal • The student is able to conduct (online) market research • The student is able to analyse, report and present research results
Course content	<p>This course provides a comprehensive overview of market research for business students. With a focus on gathering relevant and reliable information, the course covers both quantitative and qualitative research methods, including both online and offline data collection. Students will learn how to analyse and present data in a clear and effective manner, providing valuable insights that can support important business decisions.</p> <p>During this course you will learn how to conduct online market research. We will use the online and offline customer journey as a starting point to practise with various research instruments and methods. There is a surprising amount of information available online. You will learn to use social media, facebook, twitter, linkedin, instagram, google trends, blogs, communities, consumer reviews to conduct online market research. Understand it's applicability and limitations.</p> <p>The learnings of this course will help you to support in taking realistic marketing business decisions and advice with relevant, reliable collected data.</p>
Planned learning activities and teaching methods	Group coaching by the lecturers both on groupwork and theory Individual communication skills and research practices
Recommended or required reading and other learning resources / tools	Study guide Book Research

Prerequisites and co-requisites			
Level	Bachelor		
Grading scale	1-10		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Group portfolio	50%	
	Individual portfolio	50%	
		100%	
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary	
VOE Code: IBmBS.OM.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	"The Operations Management Game"
Type	Elective
Learning competences	Broad professionalization Problem-oriented working Creativity and complexity and acting Multidisciplinary integration
Learning outcomes	<ol style="list-style-type: none"> 1. Students develop a clear understanding of operations and operations management and awareness of the interrelatedness between strategy and the operational management of organizations. 2. Students are able to identify the position, the different roles and responsibilities of operation managers. 3. Students can identify and create operational and administrative processes. 4. Students are able to translate strategy into performance indicators and operational decisions. 5. Students are able to make risk assessments in a turbulent environment. 6. Students are able to operate in a multicultural and multidisciplinary team. 7. Students are able to reflect on the outcome of the business decisions made and the impact of their own behaviour in a management team.
Course content	Operations management is a crucial aspect of any business and involves the design, management, and improvement of processes to deliver products and services to customers. In this course, we will explore the concepts and principles of operations management and learn how to apply them in real-world situations. We will delve into the various tools and techniques used to optimize customer service and business revenues. Join us as we gain a deep understanding of the role operations play in the success of a business.

	<p>In this elective you will gain insight into the fascinating field of operations management by learning hands-on in a very exciting way: together with your classmates you will be acting as the operational management team of a sports company! You will compete against a number of other teams in your class to determine who can best run the operation function: who gets the best market share, the highest profit and the most satisfied staff? Who is the most effective in pushing through innovations and at the same time managing risks properly? Parallel to the game you are supported with lectures in the field of operations management. And, as in real business life, managing the company also places high demands on your intercultural collaboration skills. Your aim is to reach the nr. 1 position at the Stock Exchange! Of course there is a nice prize for the winner of the game. In addition, a company visit in the Zwolle area is part of the programme.</p> <p>Some of the topics of the supporting classes:</p> <ul style="list-style-type: none"> - Operations management - Organizational structures and the interrelatedness between primary, secondary and administrative processes - Operations Strategy - Key Performance Indicators - Tasks and responsibilities of the operations manager - Etc. 		
Planned learning activities and teaching methods	<ul style="list-style-type: none"> - The online management game will be the vehicle for this module during 6-7 weeks. Students play the game partly during the on campus classes supervised by the teacher. Besides that the game is 24/7 accessible for them. - In parallel, supporting lectures are offered in the field of the knowledge and skills that are necessary to lead the fictitious company in the game. These lectures are organized around the central theme: operations management. - A connection will be made with the mandatory module about Intercultural Competence. Furthermore, students can use the insights gained from the mandatory Project module on market analysis. - A company visit in the Zwolle area is also a part of the course. 		
Recommended or required reading and other learning resources / tools	<ul style="list-style-type: none"> - Students get an account and access to the game (provided by Windesheim). - Literature and other learning materials will be provided via Brightspace. 		
Prerequisites and co-requisites	None		
Level	Bachelor		
Grading scale	1-10		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Group Assessment: <ul style="list-style-type: none"> - <i>Presentation of the substantiation of and reflection on group decisions made in the game. Reflection on group behaviour, also relating to the Intercultural Competence module.</i> 	1	Higher than or equal to 5.5
	Individual Assessment: <ul style="list-style-type: none"> - <i>Written reflection on your own role and behaviour as an operational manager in the game, also relating to the Intercultural Competence module.</i> - <i>Written reflection on the learnings from the company visit.</i> 	1	Higher than or equal to 5.5

Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact: internationalbusinessschool@windesheim.nl		
Mode of delivery	<ul style="list-style-type: none"> - Online management game, 24/7 accessible for the teams - Face to face supporting classes by the teacher - Face to face and online guidance by the teacher 		

Course summary	
VOE Code: IBmBS.FB.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	Family Business
Type	Elective
Learning competences	<p>Problem-based learning and case-oriented working</p> <p>Creativity, complexity and acting</p> <p>Multidisciplinary integration</p> <p>Application of theory and models</p> <p>Broad professionalization</p>
Learning outcomes	<p>Identify the key dimensions of the business, family and ownership systems that define the field of family business</p> <p>Know, evaluate and apply theories and/or models in the field of family businesses</p> <p>Recognize the root causes of challenges in family businesses</p> <p>Develop and show solid analysis techniques</p> <p>Develop creative problem-solving skills</p> <p>Formulate detailed and realistic recommendations for problematic situations in family businesses</p> <p>Present recommendations in the role of consulting professionals</p>
Course content	<p>Throughout the world, family business ownership is the most prevailing form of ownership. There are many forms of family ownership. For example, a nuclear family, consisting of a father, mother and their siblings can own and run a business together. But also brothers and sisters, or cousins and nieces can own and manage a business together. Furthermore, you can find family businesses in every branch and in any size. In the Netherlands, it might be a family who runs two fashion stores or the family Van Eerd who owns the supermarket Jumbo. In the economic national landscape of most countries, family businesses play an important role. Family businesses are often considered to be the engine of national economies, contributing to job creation, the nation gross product and innovation. Therefore, it is important for students to develop more knowledge and skills to be successful when dealing with family businesses as an employee, consultant or successor.</p> <p>Focusing on a family business context, and utilizing seminal theoretical frameworks in order to 'make sense' of complex and diverse real-life situations, the class is organized around the case study method. Working individually and in teams, participants gain strong analysis, recommendation and presentation abilities.</p>
Planned learning activities and teaching methods	Coaching on the job, peer interaction and feedback
Recommended or required reading and	<p>Literature:</p> <p>Zellweger, T. (2017) Managing the Family Business, Edward Elgar Publishing.</p> <p>Sharma, P. et al. (2013). Analyzing family business cases: Tools and techniques. Case Research Journal, 33(2), 1-20.</p>

other learning resources / tools		
Prerequisites and co-requisites	None	
Level	Bachelor	
Grading scale	1 up to 10, 1 dec.	
Assessment methods and criteria	Type of assessment	Grade weighting
	Individual Assessment	6
	Group Assessment	4
	Final grading is in score 1 to 10, 1 decimal. Ceasura is equal to 5.0 for the separate individual assignment and for the group assignment. Ceasura for the final grade is equal to 5.5. So, credits (EC's) are granted when final grading meets ceasura and compensation is allowed when one assessment is insufficient but higher than 5.0 and the final mark is equal or higher than 5.5.	
Language of Instruction	English	
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl	
Mode of delivery	Face to face	

Course summary VOE Code: IBmIBS.CT.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	Creative and Critical Thinking (Open Your Mind)
Type	Elective
Learning competences	<i>Openness to new ideas, innovative thinking, imagination.</i>
Learning outcomes	<ul style="list-style-type: none"> - To be able to use the process of thoughtful evaluation to better understand complex situations and then reinforces problem-solving ability. - To be able to create innovative ideas in the ever changing business environment. - To be able to include the diversity of cultural, ethnic, and identity backgrounds into an idea forming or decision-making process.
Course content	Critical and creative thinking skills are increasingly being recognized as those that separate students who are prepared for a more and more complex life and work environments in the 21st century, and those who are not. A focus on creativity, critical thinking, communication and collaboration is essential to prepare students for the complex challenges that might come their way in the future. Hence this course focuses on different techniques to promote creative and critical thinking in students.
Planned learning activities and teaching methods	Interactive lectures and group discussions.
Recommended or required reading and other learning resources / tools	Videos, presentations, class exercises, pictures, flash cards
Prerequisites and co-requisites	Attendance is compulsory
Level	Bachelor
Grading scale	1 up to 10, 1 dec.

Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Group Class Exercises	0,3	Higher or equal to 5.5
	Business Idea Pitch	0,7	Higher or equal to 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary			
VOE Code: IBmIBS.IL.01 ECTS credits: 5 Level: Bachelor's degree (full-time)			
Course Title	International Logistics		
Type	Elective		
Learning competences	<ul style="list-style-type: none"> • Independ assessment- and opinion of international logistic practises • Gaining cultural awareness of differences in IL 		
Learning outcomes	Companies expand business internationally to increase income, to cut costs, to lower their risk profile and to learn new things. While doing so, these companies incur many challenges. In this course we will look at the broader logistical impact of the decisions companies make. We will analyze these challenges and learn how to deal to with these		
Course content	Culture and what it means for doing business internationally. <ul style="list-style-type: none"> • Logistics and customs. • Different ways to export goods and the risks and liabilities for the involved parties • Market entry, payment and credit insurance. • Ethical behavior in an international environment 		
Planned learning activities and teaching methods	Lectures face to face and online		
Recommended or required reading and other learning resources / tools	<i>Not applicable</i>		
Prerequisites and co-requisites	<i>Not applicable</i>		
Level	Bachelor		
Grading scale	1 up to 10, 1 dec.		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Portfolio	1	Higher or equal to 5.5

Language of Instruction	English
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl
Mode of delivery	Face to face

Course summary	
VOE Code: IBmIBS.FE.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	Finance and Economics
Type	Elective
Learning competences	Problem-oriented working Creativity and complexity and acting Multidisciplinary integration Scientific application and research Broad professionalization
Learning outcomes	Finance: <ul style="list-style-type: none"> - Students understand how to value bonds, stocks and firms; - Students understand how to decide on expected returns on investment; - Students understand financing decisions of the firm; - Students understand how to manage business risks. Economics: <ul style="list-style-type: none"> - Students understand the concept of macro economic growth; - Students understand the concept of macro economic policies. Integration: <ul style="list-style-type: none"> - Students learn how to design an investment portfolio, based on macro economic and firm level analyses.
Course content	Finance: <p>Students learn how firms raise capital by issuing bonds and stocks. Students learn how investors appraise bonds, stocks and firms. Students learn how firms decide on financing issues. Students learn how firms may use instruments to hedge various business risks.</p> Economics: <p>Students learn how to describe the macro economic system (Keynesian Model). Students learn how government and monetary policies may boost economic growth and fight inflation (AD-AS Model).</p> Integration: <p>Students design an investment portfolio. Based on analyses at the level of the firm (valuation of stocks, bonds, firms and expected returns) and the macro economic</p>

	environment (economic growth prospects), students invest fictitious money in real-world firms to arrive at a well-diversified investment portfolio.		
Planned learning activities and teaching methods	-lectures -exercises -designing investment portfolio		
Recommended or required reading and other learning resources / tools	Finance: Brealey, R., Myers, S., Marcus, A. (2020). Fundamentals of Corporate Finance, New York, USA: McGraw Hill. ISBN10: 1260013960 Economics: Principles of Macro Economics, Frank, R.H, Bernanke, B, Antonovics, K., Heffetz, O. 2022, McGrawHill Education. ISBN10: 1264250312		
Prerequisites and co-requisites	none		
Level	Bachelor		
Grading scale	1-10		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Written exam	0.66	Minimum 5.5
	Investment portfolio	0.33	Minimum 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary	
VOE Code: IBmIBS.BAC.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	Branding across cultures
Type	Elective
Learning competences	Broad professionalization Professionally developing, managing and executing the business, especially the commercial processes around doing business internationally.
Learning outcomes	After completing this course you will <ul style="list-style-type: none"> • Be aware of the challenges and opportunities that come with creating and managing a brand in a globalized world • Have developed sensitivity to cultural values and their influence on brands • Be able to design an intercultural branding strategy that takes into account cultural differences
Course content	Globalization and its side effects have had a very profound effect on branding. As markets have integrated, brands travelled beyond national borders. Whenever any brand, which was restricted till then to a national audience, enters a new country, it faces a barrage of challenges. Culture becomes a very crucial factor that determines the brand's success.

	<p>Many global brands have dealt with cultural issues very well and have adopted their brands to suit the diverse cultural demands of different regions in which they operate. Coca-Cola, McDonald's, BMW, LVMH, Estee Lauder, Procter & Gamble and Disney are some the more successful brands that have treaded the path of adapting to cultural demands very well. Cultural differences dictate that brands be sensitive to different cultural facets. In this course we will examine the cultural paradoxes that are connected to cross cultural branding.</p> <p>We will delve into the cultural nuances and differences that can impact brand perception and success, and learn strategies for effectively communicating and connecting with diverse audiences. Consumers from different countries have different cultural values. These cultural values influence their brand perception, brand evaluation and brand buying behaviour. As a student you will work together with other students from different cultures to discover and understand the cultural differences and their influence on branding.</p>		
Planned learning activities and teaching methods	Interactive teaching, coaching, group work		
Recommended or required reading and other learning resources / tools	Class Study guide, materials on brightspace, reader		
Prerequisites and co-requisites	None		
Level	Bachelor		
Grading scale	1 up to 10, 1 dec.		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Group portfolio	1	Higher or equal to 5.5
	Individual exam	1	Higher or equal to 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary	
VOE Code: IBmBS.DM.01	ECTS credits: 5 Level: Bachelor's degree (full-time)
Course Title	Digital marketing
Type	Elective

Learning competences			
Learning outcomes	<ul style="list-style-type: none"> - You are able to recognize and reproduce the basics of digital marketing. - You are able to demonstrate how to acquire and retain customers through digital marketing channels such as: SEO, SEA, email marketing, social media marketing and content marketing. - You are able to demonstrate the use of digital marketing tools. - You are able to make data driven decisions by monitoring and analysing data. In addition you are able to set digital marketing KPIs. - You are able to incorporate strategic considerations and tactical choices. 		
Course content	<p>Companies nowadays spend most of their marketing budget on digital marketing (Adspend, 2020). In this course we will discover a variety of marketing channels such as search engine optimisation, search engine advertising, social media marketing, email marketing and content marketing.</p> <p>Students will learn what professional marketers do to optimise interactions in the webshop and acquire and retain customers. Furthermore, students will gain insight in strategic considerations, tactical choices and will be able to make data driven decisions.</p> <p>For the final grade, students will present digital marketing advice catered to a webshop. Students will work together in groups throughout the course to deliver a portfolio which will be graded through a presentation and a questioning round. The portfolio will be constructed through the provided workshops and sprint reviews. Although the group will be scored as a whole, there is room for differentiation in individual grades.</p>		
Planned learning activities and teaching methods	Practical oriented lessons including interactive lectures, workshops and sprint reviews.		
Recommended or required reading and other learning resources / tools	We will use a variety of literature and complement it with industry trends and developments from online sources. Wherever possible we will invite guest speakers.		
Prerequisites and co-requisites	None		
Level	Bachelor		
Grading scale	1 up to 10, 1 dec.		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	presentation of digital marketing portfolio (including question rounds)	1	Higher or equal to 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		

Mode of delivery	Face to face

Course summary VOE Code: IBmIBS.IBEEBL.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	International Business Ethics and European Business Law
Type	Optional
Learning competences	Awareness of societal responsibility Knowledge of the European Union and European Business Law. Skills in apply the knowledge in advising businesses on European Law.
Learning outcomes	International Business Ethics <ul style="list-style-type: none"> • resolve moral business dilemmas by using the classic moral theories of utilitarianism and deontology combined with today's stakeholder analysis methods. • realize that in moral dilemmas perfect solutions do not exist, but knows some tools how to find solutions and compromises that are social responsible and acceptable to all stakeholders involved. European Business Law At the completion of this course, the student: <ul style="list-style-type: none"> • understands the organisational structure and functioning of the European Union; • is able to distinguish the various forms of European laws; • is able to apply his knowledge of relevant European laws in advising businesses.
Course content	International Business Ethics In the first term, the focus is on business ethics . You assume the role as a management advisor. For an internationally operating business you choose one of the UN Sustainable Development Goals (SDGs). Also you formulate matching KPIs so that the internal and external processes are directed to actually reach those goals. So far so good, but when implementing the KPIs, the company is confronted with the following dilemma: by being more social responsible or sustainable, the prices of their products will rise. Or due to recycling, the quality of their product becomes more inferior. The company is faced with the dilemma that on the one hand they want to meet the requirements of the chosen SDG, but on the other hand they want to keep the quality high or prices low? How to resolve this dilemma?
Planned learning activities and teaching methods	International Business Ethics European Business Law Students prepare for each workshop by studying the relevant material. Every week we will start by taking a look at current affairs regarding the European Union. Secondly, we'll review the content of the previous workshop. Next, the students will make exercises applying the theory to business cases. The outcomes are discussed in class. Thus, they prepare for the assignment in which they have to apply their knowledge by advising a company on relevant European business laws.

Recommended or required reading and other learning resources / tools	Literature will be provided free of charge. Additional materials to illustrate the literature include video clips, examples of business cases and the possible solutions to the exercises.		
Prerequisites and co-requisites	None		
Level	Bachelor		
Grading scale	1 up to 10, 1 dec.		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Law: Group presentation	1	Higher or equal to 5.5
	International Business Ethics: exam	1	Higher or equal to 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary	
VOE Code: IBmBS.BCCT.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	Business Case Competition Training <i>Experience your future and dare to have yourself challenged by real entrepreneurs!</i>
Type	Elective
Learning competences	Consultancy skills (problem analyses, deriving acceptable solutions, selling), interdisciplinary and intercultural (team) effectiveness
Learning outcomes	<i>Realize a major step forward in becoming a true business professional!</i> <ul style="list-style-type: none"> • Learn to work under time pressure in international multi disciplinary teams • Develop team building skills <ul style="list-style-type: none"> • Bridging intercultural differences in an international team • Learn to improve a team's performance • Learn to appreciate and actively use other one's strengths • Consulting skills <ul style="list-style-type: none"> • Develop problem solving skills in real business challenges • Critical thinking /decision making skills • Pitching /Telling/selling
Course content	First students receive preparatory workshops in basic skills for solving business cases and team building. The workshops series are concluded with a 'dry run' business case. The business cases (on marketing-communication related issues) are solved using the structured step by step approach with the acronym PACADI. <ul style="list-style-type: none"> • Step 1: Problem definition; understanding of actual task and contextual analyses • Step 2: Brainstorming on (creative) alternative solutions

	<ul style="list-style-type: none"> • Step 3: Setting Criteria (SFA) in order to be able to select most promising alternative • Step 4: Analysis of the alternatives • Step 5: Decision of chosen alternative • Step 6: Implementation/execution plan <p>Once prepped students will be challenged in 3 separate business cases by real, either profit or non-profit, clients with a current problem which they seek a worthwhile solution for. In competing consultancy teams of 4-5 students, they are to deliver their best solution and plan to fulfill the clients needs.</p> <p>Each case will be spread over a time span of 3 weeks. The kick-off, done at the premises of the client, will address the briefing of the task up to the identification of worthwhile rudimentary solutions and a pitch of the advised solution (i.e. up to step 5). Whereafter the clients states what idea he likes to be worked out into detail. The 2nd week the teams are to work out the preferred solution into a executable blue print. The 3rd week the proposed implementation plan has to be pitched to the client who, along with the professor will give his judgement call.</p> <p>After each case students are to reflect on their teams' and individual performance/contribution in a structured way, so that they will actively identify ways for individual or team improvement. In order to maximally capitalize on experiencing differing teamwork settings, and thus personal manifestation, teams will alter per business case.</p> <p>Final grades will for 50% consist on team-performances during the business cases and for 50% on a students personal improvement progress.</p>		
Planned learning activities and teaching methods	<p>Learning by doing.</p> <ul style="list-style-type: none"> • Company visits • After Action Reviews • Workshops/lectures • Team work /solving real case studies 		
Recommended or required reading and other learning resources / tools	<p>Some useful marketing and project models and/or tools will be provided and discussed early in the course. The students select and apply the models that they deem relevant for each business case.</p> <p>There are no specific books prescribed. Although a book like the following might prove useful.</p> <p>101 Management Models (English edition) - ISBN/EAN 9789001783167 https://www.noordhoff.nl/webshop/product/101-management-models-(english-edition)-9789001783167</p>		
Prerequisites and co-requisites	<p>Advanced level. Has passed propaedeutic exam of university. It is open to every student. No specific requirements to level of experience or background.</p>		
Level	<p>Bachelor</p>		
Grading scale	<p>1 up to 10, 1 dec.</p>		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Individual Progress Portfolio	50%	≥ 5.5
	Performances on Business Cases	50%	≥ 5,5
Language of Instruction	<p>English</p>		
Name of lecturer	<p>For information about the lecturers you can contact internationalbusinessschool@windesheim.nl</p>		

Mode of delivery	Face to face

Course summary VOE Code: IBmBS.ENT.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
Course Title	Entrepreneurship
Type	Elective
Learning competences	Problem-oriented working Innovation and creativity Entrepreneurial mindset creation
Learning outcomes	At the end of this course you'll compose together with your team members a business plan. The knowledge, skills and experience you gain during this course prepares you to start your own business.
Course content	<p>Were you born for business? Were you interested in business as a child? Did you seek out entrepreneurial roles in school, in social organizations or even in your previous job? A natural inclination of past interest in entrepreneurship seems to be a good potential indicator of future success. Think you're cut out to be an entrepreneur? Take this course and find out!</p> <p>Want to start your own business? You might have an idea or plans to start up your own business but you're not sure how or where to begin? The course "DO YOU HAVE WHAT IT TAKES TO BE AN ENTREPRENEUR?" will help you to start your own business. During this course we'll provide you with knowledge, guidance and tools so you'll be able to structure your own ideas. At the end of this course you'll compose together with your teammembers a business plan. The knowledge, skills and experience you gain during this course prepares you to start your own business.</p> <p>Focus on new business opportunities in circular economy It's increasingly clear that modern business need to transform how the operate. The circular economy provides new business opportunities. The upside is clear to many... Increase in economic growth* with 1% to 4% through circular strategies which entail maintenance & repair, reuse, remanufacturing, refurbishment and recycling. But what does this mean and which challenges will you encounter.</p> <p>Gaining entrepreneurial skills by playing the online business game "The Blue Connection" This is an innovative web-based business simulation game. It engages participants in the transformation from a linear to a circular value chain by implementing a circular strategy for a virtual e-bike manufacturer. In teams of 4, participants will represent the functional roles of VP Finance, VP Purchasing, VP Supply Chain, and VP Sales. Experience the circular way of doing business as an entrepreneur for a sustainable future!</p>
Planned learning activities and teaching methods	The program of this course is completely tailored to your needs. The goal of this course is to prepare you to act as an entrepreneur. You'll be taught, coached and trained by experts in the field of entrepreneurship from Windesheim but also receive feedback from entrepreneurs.
Recommended or required reading and	Reader with relevant articles, to be handed out

other learning resources / tools			
Prerequisites and co-requisites	none		
Level	Bachelor		
Grading scale	1 up to 10, 1 dec.		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Business plan	1	Higher or equal to 5.5
	Final presentation	1	Higher or equal to 5.5
			Higher or equal to 5.5
Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		

Course summary

VOE Code: IBmIBS.MA.01

ECTS credits: 5

Level: Bachelor's degree (full-time)

Course Title	Managerial Accounting
Type	Elective
Learning competences	Written and Verbal Communication Skills Analytical Thinking Problem-solving Teamwork Time management Business knowledge Accounting knowledg
Learning outcomes	<ol style="list-style-type: none"> 1. Ethical Standards: <ul style="list-style-type: none"> • Explain the importance of ethical behavior in managerial accounting and the potential consequences of unethical actions. • Identify common ethical dilemmas in managerial accounting and evaluate potential solutions. • Develop a framework for making ethical decisions in managerial accounting. 2. Cost Structure: <ul style="list-style-type: none"> • Describe the components of a company's cost structure, including fixed and variable costs, direct and indirect costs, and overhead costs. • Analyze how changes in a company's cost structure can impact its profitability. • Develop strategies for optimizing a company's cost structure to improve financial performance. 3. Cost Calculations: <ul style="list-style-type: none"> • Calculate the costs of producing goods or services using various costing methods, such as job costing, process costing, and activity-based costing.

	<ul style="list-style-type: none"> Evaluate the strengths and weaknesses of different costing methods and select the most appropriate method for a given situation. Use cost calculations to inform decision-making, such as pricing decisions and make-or-buy decisions. <p>4. Indirect Costs:</p> <ul style="list-style-type: none"> Identify common examples of indirect costs and explain why they are important to consider in managerial accounting. Develop methods for allocating indirect costs to products or services. Analyze how changes in indirect costs can impact a company's profitability. <p>5. Budgeting:</p> <ul style="list-style-type: none"> Create a budget for a company, department, or project, including revenue projections, cost estimates, and cash flow projections. Monitor actual financial performance against the budget and identify variances. Develop strategies for adjusting the budget to improve financial performance. <p>6. Variance Analysis:</p> <ul style="list-style-type: none"> Analyze variances between actual financial performance and budgeted financial performance. Identify potential causes of variances and develop strategies for addressing them. Use variance analysis to inform decision-making and improve financial performance. 		
Course content	<p>During the lectures, the following subjects will be covered:</p> <ol style="list-style-type: none"> Ethical Standards Cost Structure Cost Calculations Indirect Costs Budgeting Variance Analysis 		
Planned learning activities and teaching methods	<p>Interactive teaching. During the start of the college students make class assignments. Assignments are distributed during the lecture and are performed in groups of two students during the session. The class assignments are official assessment moments and are evaluated by the teacher. They must be submitted during the class within a designated time slot. The result of each class assignment must be at least sufficient (higher or equal to 5.5) to obtain the ECs. If the result is insufficient, students have the right to a resit in the next examination period. The teacher will make an appointment with the student(s) for this. The class assignments are worked out on the distributed papers/assignments and then submitted for evaluation.</p>		
Recommended or required reading and other learning resources / tools	<p>PPT Internet possible literature: Managerial Accounting, global edition, fourth edition, Karen Wilken Braun, Wendy M. Tietz, Pearson OR Introduction to Management Accounting, Global Edition 17th Edition by Charles Horngren</p>		
Prerequisites and co-requisites			
Level	Bachelor		
Grading scale	1-10		
Assessment methods and criteria	Type of assessment	Grade weighting	Criteria
	Assignments	1	Higher or equal to 5.5

Language of Instruction	English		
Name of lecturer	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
Mode of delivery	Face to face		