

<b>Course summary</b> VOE Code: IBmBS.IBMP.01      ECTS credits: 5      Level: Bachelor's degree (full-time)			
<b>Course Title</b>	International Business Marketing Project		
<b>Type</b>	Mandatory		
<b>Learning competences</b>	The student is able to <ul style="list-style-type: none"> <li>analyse complex information and make informed decisions</li> <li>design a fitting marketing and communication strategy</li> <li>communicate effectively in an intercultural professional group setting</li> </ul>		
<b>Learning outcomes</b>	Understand <ul style="list-style-type: none"> <li>the importance of culture in international business strategy</li> <li>business marketing concepts and techniques in an international context</li> <li>communication concepts and techniques in an international context</li> </ul> Be able to <ul style="list-style-type: none"> <li>conduct research in an international environment</li> <li>design a marketing and communication strategy in an international context</li> <li>work together in an international group in an international context to produce results</li> <li>apply theory in a practical way using the international group and international context</li> </ul>		
<b>Course content</b>	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 ? 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.		
<b>Planned learning activities and teaching methods</b>	Group coaching by the lecturers both on groupwork and theory Individual telephone skills and individual presentation practice		
<b>Recommended or required reading and other learning resources / tools</b>	Study guide		
<b>Prerequisites and co-requisites</b>	None		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1-10		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Communication skills practise (conditional)	conditional	Fail/pass
	Project result		
	<ul style="list-style-type: none"> <li>Market diagnosis</li> </ul>	Conditional	Word grading
	<ul style="list-style-type: none"> <li>Marketing communication advice</li> </ul>	80%	Grade
	Group work in an international group	20%	Grade

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

<b>Course summary</b>	
VOE Code: IBmIBS.ICSR.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Intercultural Competence & Social Responsibility
<b>Type</b>	Elective
<b>Learning competences</b>	<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>
<b>Learning outcomes</b>	<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>
<b>Course content</b>	<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 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>Together with another student, the student 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 students organizes an intercultural dialogue and aims to find a solution for the moral problem that is social responsible.</p>
<b>Planned learning activities and teaching methods</b>	<p>Individual: Traintool online, IRC-Check</p> <p>Group: training sessions for dialogue and negotiation</p>
<b>Recommended or required reading and other learning resources / tools</b>	<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>

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

<b>Course summary</b>	
VOE Code: IBmBS.PMLGB.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
<b>Course Title</b>	<b>Process Management   Lean Green Belt (LGB)</b>
<b>Type</b>	Elective
<b>Learning competences</b>	<ul style="list-style-type: none"> <li>Competency 7: Investigative ability (ORM.07)</li> <li>Competency 9: Learning ability (ORM.09)</li> <li>Competency 10: Communicate (ORM.10)</li> </ul>
<b>Learning outcomes</b>	<p>Student demonstrates that he or she meets the required knowledge, understanding and application of process management Lean theory, models and techniques for a Lean Green Belt theory certificate. Student writes a project plan for improving a process a on the basis of a simple business case. The student uses a Project Charter for this and supporting models and techniques.</p> <p>Student visualizes and analyzes a business process for improving such process based on a simple business case. Student processes the outcomes in the left side of A3 and uses supporting information and techniques for this model. Student writes an improvement advice and implementation plan for improving a business process based on a business case. Student processes results in the right side of an A3 excel model and uses supporting models and techniques for this.</p>
<b>Course content</b>	<p>Lean is a successful business philosophy in which the customer is central of all activities. By means of continuous improvement of business processes the productivity, customer value and agility increase. Reducing lead times, through-put, eliminating 'waste' (redundant process activities) and costs are focus areas in process optimization. Among others the 5 steps of Lean and Lean culture are discussed and how business processes (in supply chains or production, assembly or trade activities) can be improved step by step using a set of relevant methods, techniques and tools. Theory will be directly applied on a central business case though out the course.</p>
<b>Planned learning activities and teaching methods</b>	Lectures and seminars, workshops, presentations, coaching on business case, learning by doing.

<b>Recommended or required reading and other learning resources / tools</b>	Study guide, laptop, E-learning Lean Green Belt.		
<b>Prerequisites and co-requisites</b>	None		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	Written MC exam (50 questions): 1-10 / Business case (individual): pas not pass		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Written MC exam	1-10	Higher than 5.5
	Business case (individual):		
	• Project charter	Pass/fail	Higher than 5.5
	• A3	Pass/ fail	Higher than 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
<b>Mode of delivery</b>	Face to face		

<b>Course summary</b>	
VOE Code: IBmIBS.BIM.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Business Innovation Methods
<b>Type</b>	Elective
<b>Learning competences</b>	<p>The student is able to</p> <ul style="list-style-type: none"> <li>• demonstrate the ability to identify, analyze, and articulate the core aspects of a complex problem</li> <li>• effectively apply iterative methodologies (e.g., design thinking, agile processes) to prototype, test, and refine solutions based on feedback</li> <li>• present a step-by-step plan on implementing an iterative methodology in a specific case or situation</li> <li>• act interculturally aware by valuing and utilizing diverse perspectives to a challenge</li> <li>• engages in constructive collaboration and reflective thinking to enhance team output and personal learning</li> </ul>
<b>Learning outcome</b>	The student designs a structured and traceable iteration-oriented research process in a complex but specific context / daily practice. The student plans appropriate communication with stakeholders, validation of insights, and building support for the business concept. The student develops a well-reasoned transfer plan for implementation and creates support for it.
<b>Course content</b>	Business students work in a multicultural setting to solve a complex problem for a client or in daily practice. They assist Dutch students which are solving the problem at hand in real time. This starts with diagnosing the problem doing qualitative research (e.g. in depth interviews or observation) among other student groups and experts in the field. After that students use their insights to design a step-by-step plan, based on an iterative method, to come up with a tested, working solution. During the process of developing this plan, both student groups consult each other on regular base, supervised by lecturers, to tune their plans in a poster presentation. These moments are The objective

	is to combine 'the best of both worlds' so that a better solution is found than when the groups had operated solely.		
<b>Planned learning activities and teaching methods</b>	Group coaching by the lecturers, both on groupwork and theory		
<b>Recommended or required reading and other learning resources / tools</b>	Study guide		
<b>Prerequisites and co-requisites</b>	None		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1-10		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Poster presentation	1	Word grading
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
<b>Mode of delivery</b>	Face to face		

Course summary	
VOE Code: IBmIBS.IBM.01 ECTS credits: 5 Level: Bachelor's degree (full-time)	
<b>Course Title</b>	International Business Management
<b>Type</b>	Elective
<b>Learning competences</b>	Communication, cultural awareness, independent learning, presentation skills
<b>Learning outcomes</b>	<p>After having finalized this module the student is able to:</p> <ul style="list-style-type: none"> <li>• identify the ways in which organisations interact with their surroundings;</li> <li>• understand how these interactions with their surroundings shape and guide their strategies;</li> <li>• recognise different instruments for the design of an organisational and the definition of an organisational strategy;</li> <li>• know how organisations are managed, structured, and how they adjust to changes within their environment.</li> <li>• identify basic structures of international organisations;</li> <li>• explain the different aspect of decision making in organisations (incl. the basic tools to support decisions);</li> </ul>
<b>Course content</b>	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.
<b>Planned learning activities and teaching methods</b>	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

<b>Recommended or required reading and other learning resources / tools</b>	<i>Handbook Organisation and Management (A practical Approach) Latest Edition Marcus and van Dam</i>		
<b>Prerequisites and co-requisites</b>	<i>Attendance is compulsory</i>		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Knowledge test	0,7	Higher or equal to 5.5
	Group PowerPoint Presentation	0,3	Higher or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a>		
<b>Mode of delivery</b>	Face to face		

Course summary			
VOE Code: IBmBS.GTI.2324		ECTS credits: 5	Level: Bachelor's degree (full-time)
<b>Course Title</b>	Global Trends and Issues		
<b>Type</b>	Elective		
<b>Learning competences</b>	Awareness of societal phenomena (i.e. trends and issues) Analysing (macro-economic) environment Creative and critical thinking		
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Understanding Trends &amp; Issues</b> (Conceptual Foundation)</li> <li>• <b>Analyzing Global Business Environments</b> (Application &amp; Case Studies)</li> <li>• <b>Developing Future-Proof Strategies</b> (Creative Ideation &amp; Business Advice)</li> </ul>		
<b>Course content</b>	<p>During the lectures, the following content will be addressed:</p> <ul style="list-style-type: none"> <li>• Define trends and issues and understand their development</li> <li>• Characterize a business using structured models.</li> <li>• Use macro-environmental models to assess business sustainability.</li> <li>• Understand how AI impacts business decision-making and strategy.</li> <li>• Learn to forecast future scenarios and develop strategic responses.</li> <li>• Use structured ideation techniques to develop business strategies</li> <li>• Assess the practicality and impact of business strategies.</li> </ul> <p>What are trends and issues, how do they develop and how do they affect businesses? How should businesses use artificial intelligence (AI) in order to stay future proof? How can you characterize any business using the Business Mode Canvas? How can businesses prepare for the ever changing global environment and how to develop future proof strategic advice to ensure the future sustainability?</p>		
<b>Planned learning activities and teaching methods</b>	<p>Lecture (Introduction), interactive workshops, Feedback sessions</p> <ol style="list-style-type: none"> <li>1. Introduction into Scenario Based Strategic Planning (SBSP) and Ideation (Double Diamond)</li> <li>2. Analysis of global business environment using DESTEP</li> <li>3. Influence of trends on the chosen business</li> <li>4. Business Model Canvas and Value Proposition Canvas</li> <li>5. Ideation</li> <li>6. Evaluation matrix</li> <li>7. Feedback</li> </ol>		
<b>Recommended or required reading and other learning resources / tools</b>	Powerpoint Internet		
<b>Prerequisites and co-requisites</b>	None		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1-10		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Portfolio and oral assessment Students will:	1	Higher or equal to 5.5

	<ul style="list-style-type: none"> <li>Analyse the macroeconomic environment</li> <li>Identify a trend impacting a chosen industry.</li> <li>Develop strategic advice using Scenario-Based Strategic Planning &amp; Ideation.</li> <li>Pitch their business recommendations.</li> </ul>		
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a>		
<b>Mode of delivery</b>	Face to face		

Course summary	
VOE Code: IBmIBS.OMR.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Online market research
<b>Type</b>	Elective
<b>Learning competences</b>	<ul style="list-style-type: none"> <li>Broad professionalization</li> <li>Problem-oriented working</li> <li>Scientific application and research</li> </ul>
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>The student understands the role of marketing research in decision making</li> <li>The student knows the research process</li> <li>The student knows the different research methods</li> <li>The student is able to develop a research proposal</li> <li>The student is able to conduct (online) market research</li> <li>The student is able to analyse, report and present research results</li> </ul>
<b>Course content</b>	<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>



<b>Planned learning activities and teaching methods</b>	Group coaching by the lecturers both on groupwork and theory Individual communication skills and research practices		
<b>Recommended or required reading and other learning resources / tools</b>	Study guide Book Research		
<b>Prerequisites and co-requisites</b>			
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1-10		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Group portfolio	50%	
	Individual portfolio	50%	
		100%	
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
<b>Mode of delivery</b>	Face to face		

<b>Course summary</b>	
VOE Code: IBmBS.OM.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	"The Operations Management Game"
<b>Type</b>	Elective
<b>Learning competences</b>	Broad professionalization Problem-oriented working Creativity and complexity and acting Multidisciplinary integration
<b>Learning outcomes</b>	<ol style="list-style-type: none"> <li>1. Students develop a clear understanding of operations and operations management and awareness of the interrelatedness between strategy and the operational management of organizations.</li> <li>2. Students are able to identify the position, the different roles and responsibilities of operation managers.</li> <li>3. Students can identify and create operational and administrative processes.</li> <li>4. Students are able to translate strategy into performance indicators and operational decisions.</li> <li>5. Students are able to make risk assessments in a turbulent environment.</li> <li>6. Students are able to operate in a multicultural and multidisciplinary team.</li> </ol>

	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.		
<b>Course content</b>	<p>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> <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"> <li>- Operations management</li> <li>- Organizational structures and the interrelatedness between primary, secondary and administrative processes</li> <li>- Operations Strategy</li> <li>- Key Performance Indicators</li> <li>- Tasks and responsibilities of the operations manager</li> <li>- Etc.</li> </ul>		
<b>Planned learning activities and teaching methods</b>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- A company visit in the Zwolle area is also a part of the course.</li> </ul>		
<b>Recommended or required reading and other learning resources / tools</b>	<ul style="list-style-type: none"> <li>- Students get an account and access to the game (provided by Windesheim).</li> <li>- Literature and other learning materials will be provided via Brightspace.</li> </ul>		
<b>Prerequisites and co-requisites</b>	None		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1-10		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Group Assessment:	1	Higher than or equal to 5.5

	<ul style="list-style-type: none"> <li>- <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></li> </ul>		
	Individual Assessment: <ul style="list-style-type: none"> <li>- <i>Written reflection on your own role and behaviour as an operational manager in the game, also relating to the Intercultural Competence module.</i></li> <li>- <i>Written reflection on the learnings from the company visit.</i></li> </ul>	1	Higher than or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact: <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a>		
<b>Mode of delivery</b>	<ul style="list-style-type: none"> <li>- Online management game, 24/7 accessible for the teams</li> <li>- Face to face supporting classes by the teacher</li> <li>- Face to face and online guidance by the teacher</li> </ul>		

Course summary	
VOE Code: IBmIBS.FB.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Family Business
<b>Type</b>	Elective
<b>Learning competences</b>	Problem-based learning and case-oriented working Creativity, complexity and acting Multidisciplinary integration Application of theory and models Broad professionalization
<b>Learning outcomes</b>	Identify the key dimensions of the business, family and ownership systems that define the field of family business Know, evaluate and apply theories and/or models in the field of family businesses Recognize the root causes of challenges in family businesses Develop and show solid analysis techniques Develop creative problem-solving skills Formulate detailed and realistic recommendations for problematic situations in family businesses Present recommendations in the role of consulting professionals
<b>Course content</b>	<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</p>

	around the case study method. Working individually and in teams, participants gain strong analysis, recommendation and presentation abilities.	
<b>Planned learning activities and teaching methods</b>	Coaching on the job, peer interaction and feedback	
<b>Recommended or required reading and other learning resources / tools</b>	Literature: Zellweger, T. (2017) Managing the Family Business, Edward Elgar Publishing. Sharma, P. et al. (2013). Analyzing family business cases: Tools and techniques. Case Research Journal, 33(2), 1-20.	
<b>Prerequisites and co-requisites</b>	None	
<b>Level</b>	Bachelor	
<b>Grading scale</b>	1 up to 10, 1 dec.	
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>
	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.	
<b>Language of Instruction</b>	English	
<b>Name of lecturer</b>	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl	
<b>Mode of delivery</b>	Face to face	

<b>Course summary</b>	
VOE Code: IBmBS.CT.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Creative and Critical Thinking (Open Your Mind)
<b>Type</b>	Elective
<b>Learning competences</b>	<i>Openness to new ideas, innovative thinking, imagination.</i>
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>- To be able to use the process of thoughtful evaluation to better understand complex situations and then reinforces problem-solving ability.</li> <li>- To be able to create innovative ideas in the ever changing business environment.</li> <li>- To be able to include the diversity of cultural, ethnic, and identity backgrounds into an idea forming or decision-making process.</li> </ul>
<b>Course content</b>	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.
<b>Planned learning activities and teaching methods</b>	Interactive lectures and group discussions.

<b>Recommended or required reading and other learning resources / tools</b>	Videos, presentations, class exercises, pictures, flash cards		
<b>Prerequisites and co-requisites</b>	Attendance is compulsory		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Group Class Exercises	0,3	Higher or equal to 5.5
	Business Idea Pitch	0,7	Higher or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a>		
<b>Mode of delivery</b>	Face to face		

<b>Course summary</b>	
VOE Code: IBmIBS.IL.01	ECTS credits: 5      Level: Bachelor's degree (full-time)
<b>Course Title</b>	International Logistics
<b>Type</b>	Elective
<b>Learning competences</b>	<ul style="list-style-type: none"> <li>• Independ assessment- and opinion of international logistic practises</li> <li>• Gaining cultural awareness of differences in IL</li> </ul>
<b>Learning outcomes</b>	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
<b>Course content</b>	Culture and what it means for doing business internationally. <ul style="list-style-type: none"> <li>• Logistics and customs.</li> <li>• Different ways to export goods and the risks and liabilities for the involved parties</li> <li>• Market entry, payment and credit insurance.</li> <li>• Ethical behavior in an international environment</li> </ul>
<b>Planned learning activities and teaching methods</b>	Lectures face to face and online
<b>Recommended or required reading and other learning resources / tools</b>	<i>Not applicable</i>

<b>Prerequisites and co-requisites</b>	<i>Not applicable</i>		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Portfolio	1	Higher or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a>		
<b>Mode of delivery</b>	Face to face		

Course summary	
VOE Code: IBmIBS.FE.01    ECTS credits: 5    Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Finance and Economics
<b>Type</b>	Elective
<b>Learning competences</b>	Problem-oriented working Creativity and complexity and acting Multidisciplinary integration Scientific application and research Broad professionalization
<b>Learning outcomes</b>	Finance: <ul style="list-style-type: none"> <li>- Students understand how to value bonds, stocks and firms;</li> <li>- Students understand how to decide on expected returns on investment;</li> <li>- Students understand financing decisions of the firm;</li> <li>- Students understand how to manage business risks.</li> </ul> Economics: <ul style="list-style-type: none"> <li>- Students understand the concept of macro economic growth;</li> <li>- Students understand the concept of macro economic policies.</li> </ul> Integration: <ul style="list-style-type: none"> <li>- Students learn how to design an investment portfolio, based on macro economic and firm level analyses.</li> </ul>
<b>Course content</b>	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> <p>Economics: 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> <p>Integration: 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 environment (economic growth prospects), students invest fictitious money in real-world firms to arrive at a well-diversified investment portfolio.</p>		
<b>Planned learning activities and teaching methods</b>	<ul style="list-style-type: none"> <li>-lectures</li> <li>-exercises</li> <li>-designing investment portfolio</li> </ul>		
<b>Recommended or required reading and other learning resources / tools</b>	<p>Finance: Brealey, R., Myers, S., Marcus, A. (2020). Fundamentals of Corporate Finance, New York, USA: McGraw Hill. ISBN10: 1260013960</p> <p>Economics: Principles of Macro Economics, Frank, R.H, Bernanke, B, Antonovics, K., Heffetz, O. 2022, McGrawHill Education. ISBN10: 1264250312</p>		
<b>Prerequisites and co-requisites</b>	none		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1-10		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Written exam	0.66	Minimum 5.5
	Investment portfolio	0.33	Minimum 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
<b>Mode of delivery</b>	Face to face		

<b>Course summary</b>	
VOE Code: IBmIBS.BAC.01 ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Branding across cultures
<b>Type</b>	Elective
<b>Learning competences</b>	<p>Broad professionalization</p> <p>Professionally developing, managing and executing the business, especially the commercial processes</p>

	around doing business internationally.		
<b>Learning outcomes</b>	After completing this course you will <ul style="list-style-type: none"> <li>• Be aware of the challenges and opportunities that come with creating and managing a brand in a globalized world</li> <li>• Have developed sensitivity to cultural values and their influence on brands</li> <li>• Be able to design an intercultural branding strategy that takes into account cultural differences</li> </ul>		
<b>Course content</b>	<p>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. 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 &amp; 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>		
<b>Planned learning activities and teaching methods</b>	Interactive teaching, coaching, group work		
<b>Recommended or required reading and other learning resources / tools</b>	Class Study guide, materials on brightspace, reader		
<b>Prerequisites and co-requisites</b>	None		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Group portfolio	1	Higher or equal to 5.5
	Individual exam	1	Higher or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a>		



<b>Mode of delivery</b>	Face to face

<b>Course summary</b> VOE Code:IBmIBS.DM.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	Digital marketing
<b>Type</b>	Elective
<b>Learning competences</b>	
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>- You are able to recognize and reproduce the basics of digital marketing.</li> <li>- 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.</li> <li>- You are able to demonstrate the use of digital marketing tools.</li> <li>- You are able to make data driven decisions by monitoring and analysing data. In addition you are able to set digital marketing KPIs.</li> <li>- You are able to incorporate strategic considerations and tactical choices.</li> </ul>
<b>Course content</b>	<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>
<b>Planned learning activities and teaching methods</b>	Practical oriented lessons including interactive lectures, workshops and sprint reviews.
<b>Recommended or required reading and other learning resources / tools</b>	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.
<b>Prerequisites and co-requisites</b>	None
<b>Level</b>	Bachelor

<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	presentation of digital marketing portfolio (including question rounds)	1	Higher or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a>		
<b>Mode of delivery</b>	Face to face		

Course summary	
VOE Code: IBmIBS.IBE.01	ECTS credits: 5      Level: Bachelor's degree (full-time)
<b>Course Title</b>	International Business Ethics
<b>Type</b>	Optional
<b>Learning competences</b>	Awareness of societal responsibility
<b>Learning outcomes</b>	<p>International Business Ethics</p> <ul style="list-style-type: none"> <li>• resolve moral business dilemmas by using the classic moral theories of utilitarianism and deontology combined with today's stakeholder analysis methods.</li> <li>• 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.</li> </ul>
<b>Course content</b>	<p>International Business Ethics</p> <p>In the first term, the focus is on <b>business ethics</b>. 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?</p>
<b>Planned learning activities and teaching methods</b>	International Business Ethics
<b>Recommended or required reading and other learning resources / tools</b>	<p>Literature will be provided free of charge.</p> <p>Additional materials to illustrate the literature include video clips, examples of business cases and the possible solutions to the exercises.</p>

<b>Prerequisites and co-requisites</b>	None		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	International Business Ethics: exam	1	Higher or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
<b>Mode of delivery</b>	Face to face		

<b>Course summary</b>	
<b>VOE Code:</b>	<b>ECTS credits:</b> <b>Level:</b> Bachelor's degree (full-time)
<b>Course Title</b>	European Business Law
<b>Type</b>	Optional
<b>Learning competences</b>	
<b>Learning outcomes</b>	<p>The student applies his knowledge of the European Union and its lawmaking power by:</p> <ul style="list-style-type: none"> <li>- describing in broad terms how the EU is organized, what the legislative power entails and what forms of law the EU makes;</li> <li>- explaining correctly the working of the EU internal market and the competition rules;</li> <li>- describing in layman's language the content of a specific EU law and interpreting correctly its impact on relevant businesses.</li> </ul>
<b>Course content</b>	<p>The students will learn how the European Union works: what are its main institutions and what are their functions? How is European law being made? Characteristics of the Union that are extremely important for businesses will be discussed, such as the European internal market, the free movement of goods and persons and competition rules. The students will gain insight in how European law impacts businesses.</p>
<b>Planned learning activities and teaching methods</b>	<p>Students prepare for each workshop by studying the relevant material. Every week 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 a relevant European business law.</p>
<b>Recommended or required reading and other learning resources / tools</b>	<p>Literature will be provided free of charge.</p> <p>Additional materials to illustrate the literature include video clips, examples of business cases and the possible solutions to the exercises.</p>
<b>Prerequisites and co-requisites</b>	None.
<b>Level</b>	Bachelor

<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Group presentation	100%	Higher or equal to 5.5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact (naam die op de website staat bij het programma)		
<b>Mode of delivery</b>	Face to face		

Course summary	
VOE Code: IBmIBS.BCCT.01      ECTS credits: 5      Level: Bachelor's degree (full-time)	
<b>Course Title</b>	<b>Business Case Competition Training</b> <i>Experience your future and dare to have yourself challenged by real entrepreneurs!</i>
<b>Type</b>	Elective
<b>Learning competences</b>	Consultancy skills (problem analyses, deriving acceptable solutions, selling), interdisciplinary and intercultural (team) effectiveness
<b>Learning outcomes</b>	<p><i>Realize a major step forward in becoming a true business professional!</i></p> <ul style="list-style-type: none"> <li>• <b>Learn to work under time pressure in international multi disciplinary teams</b></li> <li>• <b>Develop team building skills</b> <ul style="list-style-type: none"> <li>• Bridging intercultural differences in an international team</li> <li>• Learn to improve a team's performance</li> <li>• Learn to appreciate and actively use other one's strengths</li> </ul> </li> <li>• <b>Consulting skills</b> <ul style="list-style-type: none"> <li>• Develop problem solving skills in real business challenges</li> <li>• Critical thinking /decision making skills</li> <li>• Pitching /Telling/selling</li> </ul> </li> </ul>
<b>Course content</b>	<p>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.</p> <ul style="list-style-type: none"> <li>• Step 1: <b>Problem definition</b>; understanding of actual task and contextual analyses</li> <li>• Step 2: Brainstorming on (creative) <b>alternative solutions</b></li> <li>• Step 3: Setting <b>Criteria</b> (SFA) in order to be able to select most promising alternative</li> <li>• Step 4: <b>Analysis</b> of the alternatives</li> <li>• Step 5: <b>Decision</b> of chosen alternative</li> <li>• Step 6: <b>Implementation/execution plan</b></li> </ul> <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 2<sup>nd</sup> week the teams are to work out the preferred solution into a executable blue print. The 3<sup>rd</sup> 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>		
<b>Planned learning activities and teaching methods</b>	<p>Learning by doing.</p> <ul style="list-style-type: none"> <li>• Company visits</li> <li>• After Action Reviews</li> <li>• Workshops/lectures</li> <li>• Team work /solving real case studies</li> </ul>		
<b>Recommended or required reading and other learning resources / tools</b>	<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  <a href="https://www.noordhoff.nl/webshop/product/101-management-models-(english-edition)-9789001783167">https://www.noordhoff.nl/webshop/product/101-management-models-(english-edition)-9789001783167</a></p>		
<b>Prerequisites and co-requisites</b>	<p>Advanced level. Has passed propaedeutic exam of university.</p> <p>It is open to every student. No specific requirements to level of experience or background.</p>		
<b>Level</b>	Bachelor		
<b>Grading scale</b>	1 up to 10, 1 dec.		
<b>Assessment methods and criteria</b>	<b>Type of assessment</b>	<b>Grade weighting</b>	<b>Criteria</b>
	Individual Progress Portfolio	50%	≥ 5.5
	Performances on Business Cases	50%	≥ 5,5
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	<p>For information about the lecturers you can contact  <a href="mailto:internationalbusinessschool@windesheim.nl">internationalbusinessschool@windesheim.nl</a></p>		
<b>Mode of delivery</b>	Face to face		

Course summary	
VOE Code: IBmIBS.ENT.01	ECTS credits: 5      Level: Bachelor's degree (full-time)
<b>Course Title</b>	Entrepreneurship
<b>Type</b>	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><b>Were you born for business?</b> 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><b>Want to start your own business?</b> 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 <b>"DO YOU HAVE WHAT IT TAKES TO BE AN ENTREPRENEUR?"</b> 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><b>Focus on new business opportunities in circular economy</b> 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 &amp; repair, reuse, remanufacturing, refurbishment and recycling. But what does this mean and which challenges will you encounter.</p> <p><b>Gaining entrepreneurial skills by playing the online business game "The Blue Connection"</b> 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. <b>Experience the circular way of doing business as an entrepreneur for a sustainable future!</b></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 other learning resources / tools	Reader with relevant articles, to be handed out		
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
<b>Language of Instruction</b>	English		
<b>Name of lecturer</b>	For information about the lecturers you can contact internationalbusinessschool@windesheim.nl		
<b>Mode of delivery</b>	Face to face		