



Hogeschool van Amsterdam
University of Applied Sciences

School of Economics and Management / HES
International Office

Course Book
Incoming Study Abroad Students
2010-2011



COURSE BOOK 2010-2011

Welcome to the *School of Economics and Management / HES* of the *Hogeschool van Amsterdam (HvA)*. The School of Economics and Management / HES (*School*) offers education to about 14,000 students. It is not only the largest school of the HvA but also the largest faculty of business-students in the Netherlands.

We are proud to offer our incoming study-abroad students a wide variety of business-related courses in for instance Marketing, Finance, Economics, Human Resources, ICT, etc.. Moreover, we hope that you will benefit from the Dutch educational approach, our dedicated lecturing staff and your fellow students. All of which is meant to enable you to successfully study and live in one of the vibrant hearts of Europe.

Enjoy your time with us!



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Part A Selecting Courses

This course book provides general instructions on the course enrolment, the organisation of tests and brief descriptions of all courses which are available for incoming students during the academic year 2010-2011.

1. Introduction

1.1 Requirements

Before students start selecting courses, they should have checked all requirements set by their home institute.

We strongly advise all Double-degree students to inquire at their home institute about their specific Double-degree programme, because most of their modules are mandatory.

Note, that for language modules we advise you to make an appointment with one of the lecturers of the concerned language upon arrival to decide on the appropriate course level.

The selection of candidates is the responsibility of the home institution. The home institute ensures that students are prepared appropriately for the study-abroad programme (academic standard, language proficiency, motivation etc.). However, the host institution reserves the right to reject any student whom it considers not meeting its minimum standards, be it academic standards or language ability.

It will be very difficult for you to cope with all lectures and projects and you are unlikely to pass exams if you lack a suitable level of English language proficiency.

After having arrived at our *School*, you can also consult the assigned International Relations Manager (see also our Information Guide).

1.2 Academic Calendar 2010-2011

Fall semester 2010

Arrival days: 18-19 August 2010
Introduction days: 23-27 August 2010
Start of lectures: 30 August 2010
Autumn Break: 25-29 October 2010
End of semester examinations: 13-22 December 2010
Christmas Holidays: 23 December 2009 – 2 January 2011
Resit examinations: 17 - 28 January 2011

Spring semester 2011

Arrival days: To be confirmed
Introduction days: To be confirmed
Start of lectures: 31 February 2011
Spring Break: 21-25 February 2011
Good Friday (no classes): 22 April 2011
Easter Monday (no classes): 25 April 2011
Queen's Day: 30 April 2011
May Break: 2 May – 6 May 2011
End of semester examinations: 23 May - 1 June 2011
Ascension Day (no exams): 2 (and 3) June 2011
Whit Monday: 13 June 2011
Resit examinations: 20 June - 5 July 2011
End of semester: 6 July 2011

2. Registration for Classes

The School of Economics and Management / HES generally offers education in small to medium-sized classes. Some courses are offered more than once to give a larger number of students the opportunity to attend the course. This means that students do not only register for a specific course, but at the same time they also need to register for a specific day and time at which the concerned course is offered.

Our *School* uses an online registration method for the courses and timetabling, the time table assembly. After being accepted, you will receive a login name and password which gives access to the enrolment site.

Within a specified period of time you will register for courses and thus make your own personal timetable.

In theory, it is possible to compose your own programme out of the courses described in the course book. This course offering is under reservation, since slight changes and timetable clashes might occur. However, as there are many alternatives, this should not constitute serious problems.

In principle, registration and timetabling are not open for changes after closing time. Only due to reasons of academic nature and only after consultation of your International Relations Manager at the School of Economics and Management / HES, he or she possibly can arrange changes.

As a rule, a total of 30 ECTS credits is regarded as an appropriate study load for one semester. The maximum amount of ECTS credits is 35.

Apart from taking individual courses, it is possible to take a so-called *minor*. This is a one-semester (= 30ECTS) study programme which consists of a number of pre-selected courses focusing on a specific field of study.

The courses you choose constitute your examination programme for the semester. In the timetable assembly, you see different columns and rows. These are the lecture hours. Each lecture hour takes 45 minutes. Mon. means Monday, Tue. Means Tuesday, etc. The lecture times (the numbers) are as follows:

Lecture Hour	Lecture Time
1	08.30-09.15
2	09.15-10.00
Break	10.00-10.30
3	10.30-11.15
4	11.15-12.00
5	12.00-12.45
6	12.45-13.30
7	13.30-14.15
8	14.15-15.00
9	15.00-15.45
Break	15.45-16.00
10	16.00-16.45
11	16.45-17.30
12	17.30-18.15

The other elements of the time table assembly refer to the name of the course, the teacher who is lecturing it and the class room. In addition, information is provided about the number of available places of that specific class and the number of students that already have enrolled for that class.

Example: On Monday's in Column 1 a box that says

SAN *BUS* 3093
(2/27)

The box runs from Mon 5 until Mon 8, this means that this course is lectured on Mondays from the 5th hour until the 8th hour (so, from 12.00 until 14.15 hrs)

SAN: abbreviation for course code **SANVH2ES03** (which is **Sales Negotiations and Culture**);

BUS: code of the lecturer, in this case Mrs. van Buschbach;

3093: number of the classroom;

(2/27): there are 27 places in that class and – so far - 2 students have enrolled.

We strongly advise you to make a printout of your selection after completion. Do not forget to bring a printed version of your personal timetable to Amsterdam!

Further instructions on how to register for courses/classes will be emailed to students individually after admission.

3. Elements of the Course Description

The course descriptions contain information about rational and key subjects of the course, prerequisites, learning goals, assessment matters and the credits awarded on successful completion.

3.1 Course Name and Module Code

Course name and module codes can be found in the heading of the course descriptions. The three-letter code relates to the name of the subject, which is followed by an exam code.

Example: SMK V H2 EL 04

SMK = Strategic Marketing;

V = Regular fulltime study programme;

H2 = 5th to 8th semester course (3rd/4th year of study);

EL = IBL department;

04 = internal code.

The courses offered are selected from several departments or relate to a minor:

ES = IBMS – International Business and Management Studies

EL = IBL – International Business and Languages

FA = IFM – International Financial Management

TA = TMA – Trade Management Asia

IM = IM – International Management

MN = Part of a minor

3.2 ECTS credits

Below the module code, you will find the number of ECTS credits which are assigned to the module.

ECTS stands for 'European Credit Transfer Systems', and was developed as part of European Union (EU) programmes to promote student mobility. It functions as an internationally recognized standard for describing and weighing courses, meant to facilitate exchanges of students (particularly between EU member states). The ECTS-system is based on the complete workload of the average student, including lecture attendance, practical work, personal study and reading for exams. In the ECTS-system, one credit represents a twenty eight-hour working week, and the *standard* workload for one semester is 30 credits.

The basic principles of ECTS are summarised in the [ECTS Key Features](#). More detailed guidance, answers to frequently asked questions and examples of good practice can be found in the [ECTS Users' Guide](#) published by the European Union.

Grading system in the Netherlands

The School of Economics and Management/HES applies the Dutch grading system. Grades are awarded on a scale from 1 to 10, in which 1 represents the worst possible result, and 10 a brilliant performance. The minimum for a pass is 5.5.

On the grade list only round figures will feature. As an example, a grade between 6.0-6.4 will be rounded down to a 6, a grade between 6.5-6.9 will be rounded up to a 7.

3.3 Examinations

As a rule, the students' progress or final results are assessed by examinations held at the end of the course. Some courses, however, contain or consist entirely of practical work. In those cases, students performance is assessed per individual or per group (group work), or on the basis of continuous assessment.

The (usually written) exams at the end of term are scheduled centrally for all groups together; many practical tests are held in the course of the semester.

During the academic year there are four exam periods for incoming study-abroad students:

- T2** ➤ **Final** exam period, centrally organized ➤ **semester 1**
- H1** ➤ **Resit** exam period, centrally organized ➤ **semester 1**
- T4** ➤ **Final** exam period, centrally organized ➤ **semester 2**
- H2** ➤ **Resit** exam period, centrally organized ➤ **semester 2**

A "central" type of exam (or resit) means that the exam is organised by the school, not by a lecturer individually.

Resit Exams

Students are allowed to re-sit exams. Generally speaking, there is a re-sit opportunity at the end of each semester. Please, be aware that the resit period for the first semester will start around HALF January, whereas the rental period of the accommodation ends at the BEGINNING of January (accommodation rental date will be until end of January as of 2012).

For the second semester: students who study in the spring semester are expected to be available for the resit period in June/July. The rental period of the accommodation ends for the second semester half July.

Please note: Our Fall semester officially ends at the end of January and our Spring semester at the beginning of July. We will not adjust exam schedules nor organise any resit opportunities at distance for students who leave earlier.

Exam Clashes

Due to the fact that the courses we offer are part of different programmes and minors, exam clashes may occur. If this is the case, please contact the International Office. We will make sure that you can participate in all exams.

If you have any questions, please contact us at hesinternational@hva.nl .

Let us conclude by wishing you - also on behalf of the programme managers, head of the international department, International Relations Managers and teaching staff - a very instructive, successful and pleasant period at the School of Economics and Management / HES.

With kind regards,

School of Economics and Management / HES
International Office
hesinternational@hva.nl

Part B Minor Descriptions

A minor is a one-semester (= 30 ECTS) study programme which consists of a number of pre-selected courses focusing on a specific field of study..

The following four minors are available:

- 1. Business Process Integration Minor**
- 2. International Finance Minor**
- 3. HR in the Global Context**
- 4. Cross Cultural Business Skills**

1. Business Process Integration Minor (30 ECTS)

Enrolment

Ten places in the minor Business Process Interation are reserved for incoming study-abroad students. If you have questions or would like to follow this minor, you should directly contact the responsible manager: Mr. Maarten Noom, m.j.m.noom@hva.nl

Please note: You can only enrol for this minor by contacting Mr. Noom. You cannot use the Time Table Assembly for this purpose.

Description

Business Process Simulation (BPS) serves as a basis for the other modules of the minor. . In Business Process Simulation you become an employee of a virtual company with up to 75 employees. All the activities of the company are carried out by students. You can be head or employee of a department. Each empolyee is also involved in a project. Projects are carried out by employees of different departments. The BPI minor gives students a deeper understanding of integrated business processes and the use of an Enterprise Resource Planning (ERP) system. The emphasis is on the integration of logistical, financial, and personnel processes.

See <http://sapkenniscentrum.hesasd.nl>

The BPI minor has several variants:

- **BPI Management** ;
Modules: Business Process Simulation, Strategic Enterprise Management, Supply Chain Management, Project Management, and Human Resource Management
- **BPI Finance** for students with a financial background; Modules:
Business Process Simulation, Treasury Management, Controlling & Accounting, Strategic Enterprise Management, and Supply Chain Management
- **BPI Extended** for students who have already followed BPS in the major of their study;
Modules: Treasury Management, Controlling & Accounting, Strategic Enterprise Management, Supply Chain Management, Project Management, and Human Resource Management.

The modules:

Business Process Simulation with SAP (BPS, 10ECTS)

One of the most important objectives of the HES Amsterdam is to teach its students to handle [business processes](#). We do that by having the students run a company themselves. These companies are ongoing concerns with 100% change of personnel each semester.

There are five simulated companies using SAP ERP.

The students are responsible for the day-to-day exercise of their function (for example the sales employee books the orders) and they also sit in one of the project groups.

Strategic Enterprise Management (SEM, 5 ECTS)

Companies must be able to modify their internal functioning quickly in order to react to changes in external conditions. SEM involves the analysis of the internal functioning in relation to such things as failure to meet set goals for planned sales and planned costs, and changing economic conditions such as inflation and exchange rates.

The management must have access to timely, easily accessible, and well-organised [management information](#) in order to be able to take the correct decisions quickly and with care. For this it is

essential to make a well-founded financial plan, to follow this plan, and to take action if necessary. All of this is required if the company objectives are to be achieved.

In the Strategic Enterprise Management (SEM) module the student learns to develop a financial plan, at [management level](#), on the basis of historical data and expected economic developments. For this purpose, Business Planning and Simulation in the SEM module of SAP is used.

The students carry out assignments on the basis of a case study. In the case study, a typical business situation is outlined with historical data and future expectations. The assignments are carried out in teams. These teams can collaborate with teams in their own school, or nationally or [internationally with teams from other institutes](#). In the process, the student is faced with various other aspects of management work such as working in a team, communication, time differences, and cultural aspects.

Supply Chain Management (SCM, 5 ECTS)

The importance of optimising logistical processes is becoming ever greater. Customers demand short delivery times, and cost considerations dictate that stocks be kept as low as possible. If an important supplier fails to deliver on time, this can have consequences for the whole chain.

The Supply Chain Management (SCM) module gives the student an understanding of the logistical and financial processes and their management within the complete business chain. SCM is concerned particularly with the integration of the supply chain beyond the boundaries of the company.

Various (plan) scenarios are analysed and simulated with the aid of SAP SCM. This makes it possible to manage the logistical processes optimally.

In addition to the simulation with SAP SCM, a theoretical basis is also provided. A quick scan must be carried out for best practice in SCM.

Project Management (PRM, 5 ECTS)

Project Management is a professional way of thinking and acting to deliver desired results that meet the agreed quality requirements within the required time and within the agreed budget.

The module Project Management (PRM) teaches the student to keep a project under control, regardless of the nature of that project and of the environment in which it takes place.

The module consists of a theoretical and a practical part. The theory covers characteristics of projects, project phasing (six phases), project requirements (four categories), project control (five control aspects), project planning, project plan, projects in the organisation, steering committee / working group model, organisation cultures and their influence on projects, the project leader and the project team members, the introduction of project management into an organisation, and [McKinsey's 7S-model](#), etc.

The practical part consists of managing a project within the Business Process Simulation (BPS). The [project leader](#) is expected to start by writing a project plan (in consultation with the project team members), and then to keep the project under control. The latter must be apparent from the required weekly progress reports.

Human Resource Management (HRM, 5 ECTS)

The Human Resource Management (HRM) module gives the student an understanding of HRM policy and its translation into [HRM tools](#). Skills are developed in the use of an advanced and integrated ERP system for HRM activities.

The student is introduced to the theory of strategic HRM policy, for both national and international companies, and its operational effects. Examples of topics covered are the structure of the organisation, function analysis, pay, and secondary condition of employment. The integration of HRM with financial accounting and control aspects is looked at from a management perspective. The management information used for taking HRM decisions is analysed with the aid of SAP ERP.

The module consists of a theoretical introduction to HRM policy and activities. At the same time the student is introduced to the SAP HRM module. The second part of the module consists of [a practical investigation](#) in which an HRM aspect (for example bonuses, travel costs, company training,

recruitment and selection, or performance interviews) is worked out in detail, in terms of strategic and operational implementation.

Controlling & Accounting (CAP, 5ECTS)

The [corporate governance codes](#) state expressly that the management of a company is responsible for the management of the risks associated with the company's activities and for compliance with all relevant legislation and other regulations. According to the code, the Annual Reports of quoted companies must include the following elements: a statement that the internal risk management and control systems are adequate and effective, a solid basis for this statement, and finally a report on the working of the internal risk management and control systems in the financial year. This demands expert controllers and accountants.

In the Controlling and Accounting Project (CAP) module the student learns about the integration of control, logistics, and financial accounting. The student gains an understanding of the functioning of [Cost and Profit centres](#), and internal order accounting, and how income and expenditure are broken down by activity and can be allocated to cost or profit centres. The subject of internal reporting is also covered.

In this module the students carry out a number of practical assignments, have to analyse the results, and then set them down in a report.

Treasury Management (TMP, 5 ECTS)

In the TMP module the students use an ERP system (in this case SAP) to work in the field of Treasury Management. In this module the ERP system used, SAP, is not a goal in itself, but provides a means of experiencing the many aspects of treasury management. The emphasis lies on anything to do with the management of money flows. Tendering, winning orders, purchasing, invoicing, payments and receipts, and reacting to liquidity shortages / surpluses –all in different currencies – generate the problems that every treasurer has to deal with.

In this module, students are appointed as assistant-treasurer in a "going concern", DDS Management Consultancy, which uses SAP as administration and information system. The system is already loaded with data such as client and supplier data, accounts receivable and debts, and ledger and bank accounts.

DDS carries out consultancy and training assignments for its clients, and if necessary hires external consultants. DDS acquires its assignments in "Euroland" and beyond and consultants are employed in various countries.

A great variety of problems are raised with a limited number of assignments. Students must prepare and maintain a rolling liquidity plan, [hedge foreign exchange positions](#), borrow or invest short term, prepare a long-term loan and manage receivables and payables. For this, use is made of what the market has to offer in terms of [financial instruments and derivatives](#): deposits, loans, FRAs, futures, options, swaps, spot and forward transactions, etc.

Use is made of real market rates and prices that can be found in newspapers, on the internet, or possibly by telephoning a bank.

The management of money flows is a hot item for many companies. Good treasury management saves money. Great savings in management and bank costs can be achieved by centralising money flows - millions of euros a year for large multinationals.

Working for some months with DDS as an assistant-treasurer provides a student with some experience in this field at zero cost now, but with a high return in the future.

[More information \(http://sapkenniscentrum.hesasd.nl/\)](http://sapkenniscentrum.hesasd.nl/)

2. International Finance Minor (30 ECTS)

Enrolment:

Three places in the minor International Finance are reserved for incoming study-abroad students. If you have questions or would like to follow this minor, you should directly contact the responsible manager: Mr. Andre Resing, a.a.b.resing@hva.nl.

Please note: You can only enrol for this minor by contacting Mr. Resing. You cannot use the Time Table Assembly for this purpose.

Description:

The minor international financial management aims to provide students with an indepth knowledge into the field of international finance.

Students who have followed the minor international financial management should be well equipped to enter as a junior international financial specialist, the professional field.

Positions that can be thought of are: assistant financial or management accountant, business analyst, investment analyst or junior controller.

This minor might further be useful for students who wish to enter a management trainee program. As such this minor can also be recommended to students from other streams who would like to specialize in international finance.

The modules of the minor International Finance:

1. Financial Risk Management;
2. Stock Valuation;
3. Corporate Finance II;
4. International Financial Accounting;
5. Management Accounting Techniques;
6. Current Issues in Finance

All these modules have a workload of 5 ECTS.

1. Financial Risk Management

In conducting international business, companies face various kinds of risk.

In this course, these risks will be analysed thoroughly. Once the relevant risks are identified companies should decide whether or not to hedge them and if so, how?

Risk management tries to answer these questions.

2. Stock Valuation

This course explains at an advanced level the determinants of stock prices in international financial markets. It appears that a wide range of company-specific, sectoral and aggregate parameters have an impact on these prices. Framework of reference will be the Gordon Growth Model which tries to incorporate all these determinants.

3. Corporate Finance II

Once a company has decided to undertake certain investments, the finance question comes to the fore. What finance sources against what costs are available? What capital structure should a company choose? What are the implications for the management of the working capital? These are the questions this course aims to answer.

4. International Financial Accounting

International companies operate in a world with different, competing, accounting systems.

This course will explain the major accounting systems, illustrate the differences, and explain how companies have to deal with them.

5. Management Accounting Techniques

Companies continuously look for ways to improve the decision-making process. Management accounting can play a vital role here; it should provide managers with accurate and timely information. This course aims to provide the student with knowledge of some of the techniques that are widely used by international management accountants nowadays.

6. Current Issues in Finance

This module zooms in on recent developments in the world of finance at large. Financial innovations will be discussed. What are these innovations and how can they be used in the risk management of companies? Furthermore, behavioral finance which is seen as a rather new branch in the field of finance will be analysed. Finally also the relation between financial and political developments will be addressed.

3. Human Resource in the Global Context (30 ECTS)

Please note: The courses of this minor will not be offered at the location Fraijlemaborg as is the case for all other minors and individual courses mentioned in this course book, but at the **location Leeuwenburg** which is next to the Amstel station. You can find the address of the Leeuwenburg at the end of this minor description.

Enrolment

Ten (10) places in the minor curriculum Human Resource in the Global Context are reserved for incoming exchange students. This minor will be offered in both the Fall and Spring semester in case of a sufficient number of applications.

Please note: You can not make use of the Time Table Assembly to enrol. Please contact Mr. Laurent Stomboli, l.s.t.stomboli@hva.nl, to schedule a short interview through Skype. After the interview, your enrolment will be confirmed by email.

Prerequisites

Students considering joining this minor curriculum shall:

- Have previously been introduced to the main concepts of HRM
- Be able to communicate in English, both verbally and in writing

Description

The minor Human Resource in the Global Context (HRGC) offers students a project-based education curriculum focusing on the impact of globalisation on human resource management (HRM). The different modules are structured by a "Professional Project" involving our partner Air France-KLM Cargo.

Within a student team, you will work to provide a recommendation of HRM policy to Air France-KLM Cargo. Your recommendation shall not be limited to the typical HRM instruments but shall also cover the impact of your recommended HRM policy on the strategic management, the organisational structure, the corporate culture, the management practice and, the leadership style.

The modules of the minor curriculum HRGC:

1. Professional Project: HRM at Air France-KLM Cargo
2. The International HR Function
3. Intercultural Awareness: A Theoretical Framework
4. Training: Intercultural Behaviour
5. Optional Module

1. The Professional Project: HRM at Air France-KLM Cargo (10 ECTS)

The Professional Project starts with a presentation by Daan Nijssen, Vice President for Human Resources & Organisation at AF-KLM Cargo. This presentation introduces students with the details of the merger process at AF-KLM Cargo in the past 4 years and the new challenge represented by the economic crisis. You will then work in project teams to gain background information and on the organisational context at AF-KLM Cargo. You will also actively conduct a research into international organisations that could offer an interesting benchmark to AF-KLM Cargo with regards to maintaining a merger process besides the current economic crisis. Some regular consultation times are planned with the lecturers to monitor and support your advancement. You shall apply the acquired knowledge of the other modules investigate the literature to build-up scenarios and options allowing the HR Management of AF-KLM Cargo to continue its integration and to secure the organisational benefits of the merger.

2. The International Human Resource Function (5 ECTS)

For several decades now, the HR function in multinational companies is confronted to different evolving contexts: globalisation of markets and competition, national legal and administrative systems, international diffusion of some HRM practices, unpredictable employment trends, evolution of industrial relations, structure of employee values and expectations... The daily practice of HRM in multinational companies must therefore integrate this strengthened complexity of the

environment with an accrued diversity of the workforce. This module proposes various analytical tools to understand the context of multinational companies and their HRM practices.

3. Intercultural Awareness: a Theoretical Framework (5 ECTS)

Globalisation brings along a renewed debate around the relevance of the concept of "national culture" to explain issues affecting societies and organisations. On the one hand, the mass consumption society supported by the penetration of information technologies promotes a worldwide homogenous culture and lifestyle. On the other hand, there is in parallel a consumer demand for more personalised products and services as well as diverse claims worldwide for a better consideration of national, regional and individual identities. By contrast to approaches trying to characterise the various national cultures (Hofstede, Trompenaars, d'Iribarne), this module insists on the determinant role played by each individual socialisation process, social history and current social position (Merton, Bourdieu, Vink). The module facilitates an interactive debate supported by Niko Vink's book: *Dealing with differences*.

4. Training: Intercultural Behaviour (5 ECTS)

The intercultural context is a constant challenge for people's communication and behaviour. The use of the English language (whether you are a non-native speaker or a native speaker communicating with non-native speakers), the potential differences in popular images and cultural references that crowds every day's speech, the contrasted perceptions of what is a "correct" or "professional" attitude represent a huge and ever changing pressure in our interactions with others. This training module is built as a learning route for acquiring the communication and behavioural competencies necessary to future managers or HR professionals in a global context. You will find in this module a practical learning space where concepts from other modules can be illustrated by concrete situations. Aiming at providing you with observation, communication and behavioural skills, it is a unique opportunity to better understand and develop yourself as a future professional.

5. Optional Module (5 ECTS)

Some optional subjects are offered within this minor curriculum. On arrival, you shall contact the minor curriculum coordinator to consider the various available optional modules.

Address location Leeuwenburg:

Weesperzijde 190

1097 DZ Amsterdam

Tel reception: 020 - 595 11 11

4. Cross Cultural Business Skills Minor (30 ECTS)

Enrolment:

Ten places in the minor Cross Cultural Business Skills (CCBS) are reserved for incoming study-abroad students. If you have questions or would like to follow this minor, you are requested to directly contact the lecturer: Mr. Sander Schroevers, s.schroevers@hva.nl.

Please note: you may only enroll for this minor by contacting Mr. Schroevers.

You cannot use the Time Table Assembly for this purpose.

Description:

Learning a specialism plus a language, doesn't yet make the successful international business person. That's why this minor concentrates on the needed skills to effectively communicate in cross-cultural settings. The classes give you the opportunity to examine your own cultural preferences and compare these with those of other world economies, arriving at a better understanding of cross cultural awareness in the global marketplace. The skies nowadays are full of airplanes carrying professionals, travelling to do business abroad. People attend international conferences, or study abroad, and because the global economy has become so inter-connected, culture has become so much more important than before.

The modules of the minor Cross Cultural Business Skills:

1. Cross-cultural communication;
2. Country profiles;
3. Country conventions;
4. Writing assignment;
5. Values studies.

1. Cross-cultural communication: general topics (5 ECTS)

Selected CCBS lessons describe a general topic in depth. For instance by addressing aspects such as leadership styles, audience expectations, negotiating styles, comparisons of verbal and non-verbal communication, linguistic differences, timing differences or the impact of local conventions and so on and so forth. By understanding the challenges facing international contact, you can improve your own results. This course helps to overcome the obstacles of professional international communication. It covers the fundamentals, offers you the management models and a methodology.

2. Country profiles: Join the global conversation! (7 ECTS)

This ongoing course deals with selected trade culture or countries. Here you will hear specific advice concerning business practices for one country. The CCBS course compares business environments like for instance Germany, France, China, Turkey, Italy, Japan, Great-Britain, Spain, Poland, Dubai, Morocco etc. etc. And of course for incoming study-abroad students also The Netherlands and Belgium will be explained in depth. The lessons together provide you with an understanding about the relevance of culture to management practices in each trade culture. Excellent PDF material is available from the course site per country. During the coffee break you will also taste a country's atmosphere by listening to popular music in the language of the country, and by reading the photocopied first page of local newspapers in class. Also during the second session, small video clips of 40 seconds in the local language will be shown (for example the news), as well as photographic material of landmarks or typical situations. By the end of each class you will know a lot of that country.

3. Country conventions (4 ECTS)

This concerns a sub-group assignment, where qualitative research and desk research are undertaken, and will be presented in class. The findings and material will be used for module 4.

4. Writing assignment: a real pocket book (10 ECTS)

A writing assignment is undertaken in combination with developing research skills. Students work in duo's, and prepare different country analysis fact sheets. The data must be obtained from all sorts of different (reliable) sources. These ingredients must be presented in a report. All reports together will be combined in a professional edited publication. A publishing company has agreed to produce a (printing on demand) book of it. The result will be a real pocket book, with an ISBN number, and a copy in the governmental depository of the Library of Congress, and royal library in The Hague. It also will be available from our campus book shops and libraries. All participants to the project will have their name published on the back side cover, the table of contents, the own chapter and in the 'about the authors' paragraph at the end. You will obtain one book for free.

5. Values studies (4 ECTS)

This module concentrates on recent findings in the field of measurement of cultural value differences. Both theoretical frameworks as well as online initiatives are discussed. These will prove powerful tools in your further international career.

Podcasts, e-books and web lectures

This minor offers you all sort of multimedia learning resources available from the course website. Mp3 downloads of the important theory sections, web lectures (web video's) of the complete lessons, both the PowerPoints and all reading material will be made available as PDF's. Naturally the CCBS classes will consist of teacher lectures, but you will be challenged to use new technologies in a practical way.

International Business and Law Modules

- Asian Culture and History
- Business Ethics (3 ECTS)
- Business Ethics (5 ECTS)
- Business Strategy in Action–Industrial Marketing
- Current Issues in International Business
- Debating in English
- Development Economics
- Economics and Politics of the Netherlands
- Economics of Emerging Markets
- Entrepreneurship
- European Contemporary History
- European Law
- Exportmanagement to Asia
- Globalization and Latin America
- Import and Procurement
- International Business Law
- International Financial Markets
- International Money and Finance
- International Trade
- Latin American Culture
- Modern History and Society in Latin America
- Political Economy of Latin America
- Trade Economics
- Trade Economics of Asia
- Trade Logistics & Documentation

Asian Culture and History

Module code: CLTVS2TA02
ECTS: 3
Lecturer(s): I.R. Lewis (LWS)
Contact info: i.r.lewis@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written Examination	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-i	120	50
2	Research Paper	Project	Decentral	Decentral	SSP1, SSP2	0	50

Contents

Rationale:

Asia is a very diverse and dynamic region. The countries in Asia possess rich and distinctive philosophies, religions, cultures, customs and practices, all deep rooted in history. The socio-economic development, growth and/or recess, the political and social contexts, the current relations between countries in and outside of the region, among many others, have their connection in the past.

The aim of this course is to provide background and insights in the political and socio-economic development in the Asian region with focus on the contemporary period from the 19th century onwards.

The knowledge and a better understanding of the "Asian past" will be useful in giving the upper hand to students who will be active or want to be employed in a profession related to Asia. The regions covered will be East, South East and South Asia which include China, Japan, India, South Korea, Singapore, Thailand and Indonesia.

Prerequisites:

Not applicable.

Learning goals:

1. Acquiring general knowledge of historical facts and controversial issues in contemporary Asia
 2. Understanding the reasons behind the rise and fall of political forms, cultures and economies etc. in different periods of time
 3. Learning to analyse relations and conflicts, causes and effects, successes and failures, differences and diversities etc. by using examples from history
 4. Exploring and researching particular topics "in depth" in order to present them in a verbal form (presentation) and/or a written form (essay)
-

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Business Ethics (BUE)

Module code: BUEVS3IM01/BUEVS3TA01
ECTS: 3
Lecturer(s): R.B. Bouterse (BSE)
Contact info: r.b.bouterse@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Business Ethics 1	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Business Ethics	Project	Decentral	Decentral	T2-ih, H1-ih, T4-ih, H2-ih	840	50

Contents:

Business Ethics: Sustainable Development and Ethical Decision-making

Ever since people engaged in commerce and trade, issues were raised on the proper conduct of doing business and moral and ethical behaviour. Nowadays, new economic, social and political realities - ranging from such current issues as the financial crisis, protecting the planet, poverty reduction, global integration and the threats to basic needs for food, water and energy supply, raise these fundamental issues once more. Future managers are invited to strike a sustainable balance between individual commercial goals and a vision for a global society that is just and fair for all of our future generations. " To bring about a new era of sustainability, business everywhere must put ethics at the top of the corporate agenda. " (*United Nations Global Compact, Corporate Citizenship in the World Economy*).

Dealing with Dilemma's, Soft Law, Codes of Conduct and Social Reports

How does a manager make decisions that lead the way to sustainable development ? What course of action is good; what is bad ? What is the right thing to do ? What is wrong and harmful to others? Does my company import products that are produced with child labour ? Do I want to work in a company that violates labour rights in other parts of the world ? Can I trust certificates that claim clean production ? What is the reputation of the brand I do business with ? Should ethics have a place in business ? How can corporations be immoral or have social responsibilities. (*e.g. Milton Friedman*) Have I done my duty when the company complies with Hard Law ? How to deal with the fine line beyond Hard Law and Legal Gaps ? Is there room for Soft Law in the global market place ?

Culture of Competition and Corporate Social Responsibility

The shift towards sustainable development raises serious questions on present mantras of doing business. It invites the manager to make fundamental moral and ethical choices. How does a manager balance between a culture of competition (*Desmond Tutu at the World Economic Forum Davos 2010*) and a culture of corporate social responsibility ? How does the manager balance between ethical beliefs of the home and the host country ? How does the manager create sustainable instruments that model, measure and monitor the business ethics of corporate culture, finance, marketing, the supply chain and public governance ? During this module, students are invited (1) to enter into a discourse on the commercial rationale of business ethics and create both a vision and a Social Report to inspire future generations.

Subject & keywords:

Topics may include:

1. Trends in International Trade Law. Soft Law, Self-regulation and Ethics.
2. Compliance, fraud and corruption.
3. Labels, certificates, industrial property rights and consumer protection.
4. (Labour) standards.

5. Environment.
6. Technology.
7. Human Rights, including rights of children and the role of NGOs
8. Fair Trade.
9. Emerging economies.
10. Corporate Social Responsibility.
11. Financial Reporting, evaluation and monitoring.
12. Codes, reports, action plans and other tools.
13. Theories on Ethical Thought.
14. A Vision on Business Ethics.
15. Networking and finding strategic partners.

Learning goals:

During the module the student will develop competences of strategic thinking that are fit to approach complex business cases and relate possible (daring) solutions to trends and future developments. This implies that the young professional is competent to:

1. Identify Applicable Law and legal gaps.
2. Identify ethical dilemma's.
3. Identify ethical principles.
4. Analyse corporate responsibilities from a multilateral perspective, including economics, law, ethics and philanthropy.
5. Manage corporate responsibilities in relation to Soft Law.
6. Manage corporate responsibilities in relation to the borders of Hard Law.
7. Manage ethical decisionmaking in relation to legal liabilities and commercial risks.
8. Create an innovative vision and develop strategic solutions for ethical dilemmas.
9. Create soft law documents, including a Social Report.
10. Present and persuade topmanagement of vision, strategic choices and tools.

Literatuur:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Understanding Business Ethics ¹⁾	Stanwick, P. and Stanwick, S.	Pearson International Edition.	2009	latest	10-01307129890	Yes

¹⁾ There is also another number: 13-97 80 131 73 54 39.

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Business Ethics (BET)

Module code: BETVH2EL04
ECTS: 5
Lecturer(s): Y. Gunning (GUG)
Contact info: y.i.gunning@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Presentation	Oral	Decentral	not	ssp1, ssp2	20	50
2	Essay	Computer lab	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50

Contents

Rationale:

The course covers ethical aspects of decision making in organizations. The subject will be approached from societal, managerial, HRM, and marketing viewpoints. After a general introduction of ethics and morality, several aspects of managerial decision making will be covered, such as: the role of stakeholders, ethical dilemmas in international business, the influence of and the relationship with the government, ethical aspects of human resource management, ethics as part of company culture and ethics in the seller-buyer relationship (power positions, advertising business).

The course trains the student in approaching societal and organizational problems and individual decisions from several stakeholder viewpoints and value systems.

Many ethical dilemmas have an international character; students are from many nationalities and discuss differences in values as to the topics discussed.

Subject & keywords:

- ethics and morality;
- ethical dilemmas;
- company culture and ethics

Prerequisites:

not applicable

Learning goals:

Nr.	Learning goals	Level
1	Is able to assess ethical aspects of decision making as citizen, stakeholder, manager or specialist	Analyzing
2	Has a critical approach as to ethical positions and behavior of companies, especially of Multinationals (MNC's)	analyzing
3	Can analyze a corporate culture as to its moral attitude	Analyzing
4	Approaches human resource policies and instruments used from an ethical viewpoint.	Analyzing, Applying
5	Recognizes levels of ethical decision making in marketing, selling, advertising and consumer behavior	

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Business Ethics	Joseph W. Weiss	Thomson	2003	latest	0-03-0184584	Yes

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Business Strategy in Action – Industrial Marketing

Module code: IDMVH2ES01
ECTS: 5
Lecturer(s): K. Kleijn (KLE)
Contact info: k.kleijn@hva.nl
Semester: Fall and Spring

Examination:

Test	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Strategic Plan and Implementation Plan	Project	Decentral	Not	ssp1, ssp2	0	100

Contents

Rational:

A company's strategic planning process is the basis for all decisions at (senior)-management level. It defines the direction and the scope of the business over the long run, aiming at achieving advantage in a changing environment through the (re-)configuration of resources and competences. The complexity of subjects and situations to be analyzed, inside and outside the company, demands for a well structured and critical approach.

This course intends to be an ultimate exercise in which an array of theoretical concepts and instruments in the field of strategy and marketing is applied to a real industrial-business case in an international setting. The scope of the course comprises:

- Analyzing the strategic position of the company. It embraces a critical analysis of the company's resources, competences and its past business performance, the dynamics of its markets and the industry sector and its meso and macro environment.
- Developing the company's strategy by means of the formulation of alternative directions and/or methods of development, a comprehensive comparison of the different options and a well motivated choice of the preferred option.
- Operationalisation of the strategic choice by means of an implementation plan, ensuring that the strategic targets and goals are met in a well organised and controlled manner. This implementation plan also includes a feasibility analysis of the chosen strategy.

Students are working in teams and led through a well-structured strategic-planning process under intensive guidance of the lecturer.

At the end of this process, students are expected to produce a creative, fully developed strategic plan and an implementation plan, backed up with solid business-economic argumentations and calculations. The plans will be submitted in the form of a business report and be presented in a setting that simulates the presentation to the Board of Management of the company.

The course offers to students the opportunity to deepen their knowledge of the strategic planning process of a company in action and to further develop essential competences in the international business environment such as: critical thinking, entrepreneurship, vision, teamwork and communication.

Subjects and key words:

- The long term direction of the company
 - The scope of the organisation's activity
 - The companies' mission, vision and current strategy
 - The organisation's resources and competences
 - The organisation's competitive advantages
- Strategic fit with the business environment
 - Market segments, trends and drivers
 - Competitive behavior and rivalry
 - Macro and Meso environment

- Strategy formulation
 - SWOT-analysis/GAP-analysis
 - Strategic options and choice
- Implementation
 - Objectives and goals
 - Action Program
 - Feasibility and controls

Prerequisites:

Students should have:

- A good knowledge of Strategic Marketing
- A basic knowledge of Organisation and Management
- A basic knowledge of Finance and Accounting
- A shown capability to communicate well in English; both spoken and written.

Learning objectives:

nr.		Level of dominance
1.	To carry out extended analyses about markets, customers, competitors and macro-environmental forces	Analysis
2.	To assess a company's internal resources and capabilities	Analysis
3.	To determine feasible strategic options in a complex setting	Analysis
4.	To design plans	Synthesis
5.	To prepare and present reports	Synthesis
6	To set objectives	
7	To establish priorities	
8	To manage problems and overcome obstacle	
9	To motivate others	

Literature:

Competing for the Future	Gary Hamel and C.K. Prahalad	0875847161	No
Competitive Strategy	Michael E. Porter		No
Exploring Corporate Strategy	Gerry Johnson Kevan Schol Richard Whittington	0273711926	No
Marketing Management	Philip Kotler Kevin Lane Keller	0131357976	No
Strategic Management Theory	Charles W.L. Hill and Gareth R. Jones	0618706860	No
Strategic Marketing Management	David A. Aaker Damien McLoughlin	0470059869	No
Syllabus: Strategy in Action	Karel Kleijn	HvA-HES repro	031 Yes

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Current Issues in International Business

Module code: CIBVH2ES02
ECTS: 3
Lecturer(s): A. Andela (ANA), P. Fonkert (FOT), B.Moosa (MOB), L. Divito (PAW)
Contact info: a.s.m.andela@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Project	Written	Decentral	Not	T2-ih, T4-ih	0	100

Contents

Rationale

We are living in an increasingly global society. Business methodologies utilized in one part of the globe, these days, have an impact on those utilized in other parts of the globe and vice versa. Political, legal and social changes have far-reaching repercussions. In order to interpret the meaning of these developments for the individual firm the potential graduate should have (a) the knowledge of the important recent developments and issues in the business world, and (b) be able to analyse the interaction of the major developments in the business world. To most students business issues have been presented in a more or less theoretical way until now. The aim of this course is to satisfy the urgent need mentioned above through an interdisciplinary and integrative approach. This is achieved by taking into consideration the recent developments in the global business world with a focus on diverse globalization issues as the inception point of our analysis. The issues are dealt with from different vantagepoints: managerial, environmental, ethical, legal, political, financial. This allows for a broad scope.

Subject & keywords

1. Managing and Divide on Globalization
2. Green Issues [Carbon Labeling]
3. Corporate governance
4. Credit crunch [latest developments in financial system]
5. Power shifts in the world
6. Contemporary history in business
7. Ethical issues

Note the above mentioned subject matter might change depending on the current business issues at that time period.

Prerequisites

Students should have a basic understanding of the business world especially in the field of globalization.

Learning goals:

No.	Learning objective goals
1	Knowledge of the interaction of major developments in the world economy
2	Know and understand the recent economic developments in the U.S., Asia, and Latin America
3	Understand the difference between cyclical problems and solutions and structural ones
4	Know that economic development in countries (or main economic regions) is mutually interdependent
5	Knowledge of the mechanism(s) that transmit short-term economic developments from one region to another
6	Know the kinds of instruments government (central banks) can use to influence the trade cycle and to tackle structural shortcomings of their economy

7	Awareness of the interaction of ethical, legal and political issues and their impact
8	Summarize complex written information

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Debating in English

Module code: DEEVH2EL01
ECTS: 5
Lecturer(s): Y.I. Gunning
Contact info: y.i.gunning@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Debate	Oral	Decentral	Not	ssp1, ssp2	30	100

Contents:

- Fundamentals of critical argumentation
 - Presentation
 - Debating: rules, skills
-

Learning goals:

No.	Learning goals
1	To know the fundamentals of critical argumentation
2	To know the principle rules of debating
3	To be able to identify, analyse and evaluate common arguments
4	To be able to gather and categorize relevant information
5	To be able to debate according to the rules
6	To be able to provide an audience centered convincing presentation
7	To gain an attitude of critical thinking and considering all arguments for and against

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Development Economics

Module code: DVEVS3IM01/DVEVS3TA01
ECTS: 3
Lecturer(s): J.A. Csellak
Contact info: j.a.csellak@hva.nl.
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Test 1	Written	Central	Central	T1-ih, H1-ih, T3-ih, H2-ih	120	45
2	Test 2	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	45
3	Assignment	Cont.Assessment	Decentral	Not	SSP1, SSP2	0	10

Contents

Rationale

This course focuses on economic topics related to developing and transition economies. Topics covered include economic development theory, poverty and inequality, and the role of international trade and development. Special attention will be given to economic issues related to the BRIC (Brazil, Russia, India, and China) countries.

Learning goals:

1	Define economic development, economic growth, economic inequality, and poverty, and explain how they are measured.
2	Compare the economies of different countries at different levels of development.
3	Explain the most important theories of economic growth.
4	Name the main factors that contribute to economic development and discuss their importance.
5	Discuss the importance of population, urbanization, migration, the environment, and gender with regard to economic development.
6	Explain how international trade can contribute to economic growth and development.
7	Discuss the issues involved with international investment and aid to developing countries.
8	Identify economic issues specific to each of the BRIC (Brazil, Russia, India, and China) countries.
9	Define "transition economy" and explain how transition economies differ from Less Developed Countries and More Developed Countries in general.

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Economics and Politics of the Netherlands

Module code: NDPVH2ES01
ECTS: 3
Lecturer(s): I.R. Lewis (LWS), C.S. Taylor
Contact info: i.r.lewis@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Final Exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Research Paper	Project	Decentral	Not	SSP1, SSP2	0	50

Contents and topics in the course:

The Netherlands has the 16th largest economy in the world. Quite an achievement for such a small country. This course highlights the economic system and achievements as well as the political structure of this trading nation.

Students will benefit from multiple perspectives including geography, history and culture to better understand both The Netherlands position in the global economy and the internal dynamics of the country. Such themes as water management, transshipment, environment, spatial planning, immigration, and Dutch multinationals among others will be covered.

Prerequisites:

There are no course prerequisites for this course, but students must have a basic understanding of economic principles and a strong command of the English language to successfully participate in class discussion and complete the research paper.

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1	Describe the Netherlands' current economy and society as well as its social and economic policies.	knowledge
3	Illustrate traits specific to the Netherlands' economy and society using relevant examples	understanding
4	Relate current economic and social issues in The Netherlands to its history and culture.	application
5	Predict problems that might develop as a result of current economic and social policies in the Netherlands.	application
6	Contextualize the Netherlands' economic and social policies in terms of history, geography, politics, and culture.	analysis
7	Compare the Netherlands' economic and social policies with those of other countries.	analysis
8	Distinguish between the influences of class, gender, race or ethnicity, culture, and environmental issues in the Netherlands on specific topics or situations.	synthesis
9	Evaluate the effectiveness of the Netherlands' social and economic policies.	evaluation

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Economy and Politics of The Netherlands reader	HES	HES	2010			Yes

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Economics of Emerging Markets

Module code: ECMVH2ES02
ECTS: 4
Lecturer(s): A.A.B. Resing (REG)
Contact info: a.a.b.resing@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam	Written	Central	Central	T2, H1 , T4, H2	120	100

Contents:

The term emerging markets was first coined in the early 1980s. Emerging economies are economies with low to middle per capita income. Such countries constitute approximately 80% of the global population and represent about 20% of the world's economies. In the end it are the developments and reforms that take place within countries that define them as being emerging. Next to the well-known BRIC (Brasil, Russia, India, China), there are many small countries across the globe that deserve this title. This module will try to capture emerging economies from both a theoretical as well as a more practical point of view.

Subjects and Keywords:

Topics included into this module will include:

- definition of development;
- comparative economic development;
- theories and models underlying growth and development;
- poverty, inequality and development;
- population growth, urbanization and development;
- education, health and development;
- development policymaking.

In addition, during case analysis, the above-mentioned topics will be elaborated. Focus in doing this will be on Latin American countries.

Prerequisites:

None

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Entrepreneurship

Module code: ESPVH2ES05
ECTS: 10
Lecturer(s): P. Fonkert (FOT), F. van den Berg (BGF), A.A.B. Resing (REG)
Contact info: p.fonkert@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	60
2	business plan	Project	Decentral	Decentral	T2-ih, H1-ih, T4-ih, H2-ih	0	40

Contents

Rational:

Entrepreneurship is THE key ingredient for a successful development of the economy. Without this the world would have been as poor as a century or more ago. All major companies of today started as small companies. Some of these will disappear. New ones will continue to emerge. Employment levels in all multinationals together will decline; small and medium sized companies are the major source for continuing employment around the world. Innovation (which goes hand in hand with entrepreneurship) and entrepreneurship itself provide the wealth of tomorrow. The objective of the course now is to analyze the entrepreneurial process and is to draw up -on paper- a commercially viable and financially well documented Business Plan for participants such as potential venture capital financiers (and / or bankers). Besides coming up with an original idea and executing it, the fundamental hurdle most often is funding the venture. Banks are not the most logical source of financing start-ups. Most seed capital comes from "3xF": family, friends and fools, plus that the entrepreneur should commit him or herself at maximum to the venture, financially and emotionally.

Subject and key words

- Determination of successful traits of entrepreneurs
- Success rates of entrepreneurship
- Innovation
- Out-of-the-box thinking
- Business idea generation
- Market research
- Competitive analysis
- Investment budget for start-ups
- Funding the business venture
- Launching the venture
- Venture capital
- Business angels
- Business failures – bankruptcies

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Entrepreneurship, successfully launching new ventures.	Bruce R. Barringer, R. Duane Ireland	Pearson	2008	2 nd or later	978-0-13-505282-2	Yes

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European Contemporary History

Module code: CLTVS2IM01
ECTS: 3
Lecturer(s): I.R. Lewis
Contact info: i.r.lewis@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written examination	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Research paper	Project	Decentral	not	ssp1, ssp2	0	50

Contents

Rationale:

History is an important element in understanding how and why people, politics and economies work as they do today. This course is designed to provide students with understanding of the role contemporary history has played in the making of the European continent. The course will deal mainly with the tumultuous 20th century right up to today.

Topics covered will include such major events as the First and Second World Wars, the Cold War, the fall of Communism, decline of Empires, and the European Union. Individual leaders who have played major roles in changing the course of Europe will be discussed and how European economies adjusted to these dramatic events.

Prerequisites:

Not applicable.

Learning goals:

No.	Learning objective: Knowledge and cognitive skills
1	Identify key events in Europe during the 20th century.
2	Identify key leaders in Europe during the 20th century.
3	Identify important points in the history of the European Union
4	Relate current political, economic and social policies to its history and culture.
5	Place European political, economic and social policies in terms of history, geography, politics, and culture in their context.

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European Law

Module code: ELWVH2ES04
ECTS: 5
Lecturer(s): S. Cupido (CUO)
Contact info: s.cupido@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Paper & Analyses	Written	Decentral	Decentral	ssp1, ssp2	0	67
2	Participation	Oral	Decentral	Decentral	ssp1, ssp2	0	33

Contents

Rational:

This course deals with the European regulations that regulate competition law and it studies the political, economical and moral consequences of these regulations. The central topics of this course are competition, morality and the European rule of law. Students will study these themes by analysing the competition law regime of the European Community. Law in this course is considered to be political instrument that defends interest of a European society. Law is political because it always deals with the interest of (individual) people. This makes any decisions legitimated by law a legal decision as well as a moral decision which demands a critical perspective of any professional dealing with law.

Subject & keywords:

- Awareness of the legal EU boundaries and capability to use European legislation and jurisprudence in marketing decisions relating to the internal market.
- Estimation of appropriate court to involve in case of a dispute. Ability to obtain damages from companies which infringe EU competition law
- Preventive assessment of compliance with competition rules. Ability to find and use block exemptions and guidelines established by the European Commission on the internet

Prerequisites:

No prerequisites are needed.

Learning goals:

Professional skills needed for the construction of a legal memorandum.

Decisions and strategy legitimated by law often have a deep impact on people's lives and interest. This counts for employees and customers as well as competitors or ordinary people in the sense of consumers or civilians. A legal decision (as has been said) is always a political and moral decision. From this follows that in the construction of a legal memorandum (leading to a legal decision) a professional should be able to master five skills. First, master the ability to look for and evaluate relevant legal and moral issues; second, read and evaluate legal documents; third, analyse and synthesize different legal and moral arguments; fourth, share this legal and moral information with colleagues and question the value of this information; fifth, write or present a legal memorandum and take a critical and reflexive moral attitude within an international context towards the moral, strategic and political consequences of a decision based on the memorandum. The main goal is not however to teach extensively on the content of European Competition law. This would be a misunderstanding of the possibilities of this relevantly small course in European law. Its aim is rather to teach the students the necessary skills, by using European law, to approach a complex legal problem.

The European law classes have as their aim to develop these five skills. This is done in two ways: first, by text analyses and group discussions based on the reading material and cases. And second, by short one hour lectures on the general principles of the political, moral and legal framework of the European rule of law. These lectures are to support a better understanding of the reading material and show to how legal decisions are to be constructed. Classes are obligatory, however in some circumstances exceptions can be made. For this contact the teacher. Students who follow the course regularly and file weekly assignments can get exemption of the exam. The requirements for

this exemption are explained in the 'Manual for text analysis which can be found on the web-ct page of the course.

The course thus provides students with the ability to ask relevant legal and moral questions and some excellent student maybe able to formulate a general answer to these questions. This is not due to the level of the students or the course it is rather the result of the complexity and often unclear nature of European competition law.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
A Critical Introduction to Competition, Law and Morality ¹⁾	Sébastien Cupido (ed.)	HvA	2008	2e		Yes
EC Treaty ²⁾		HVA-HES				Yes

¹⁾ Reader. Last year the number was 046

²⁾ Nr. 192

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Exportmanagement to Asia

Module code: EXPVS2TA01
ECTS: 3
Lecturer(s): R.Hoekstra (HOR)
Contact info: r.hoekstra2@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents:

This period provides insight into the procedures of approaching foreign markets and how to draw up an export (marketing) plan. The course explains the differences between the various continents as to how adapt the export (marketing) plan to the different circumstances, import rules and regulations, product requirements, cultural approach, product promotion and market entry strategies as well as the different distribution channels. The students will get insight in the possible risks a company can run when entering a foreign market. In this connection it is highly advisable to also follow the course Trade Documents and Logistics (TLD).

Learning goals:

No.	Learning goals
1	Explain the role of global marketing in the firm
2	Identify different market entry modes
3	Define and explain the different branding strategies

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Globalization and Latin America

Module code: GLAVH2ES01

ECTS: 3

Lecturer(s): C.H. Alderete

Contact info: c.h.alderete@hva.nl

Semester: Fall and Spring

Please note: classes will take place from week 1 up to and including week 7 of the semester only.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Final Research Paper	Written	Decentral	Decentral	SSP1, SSP2	0	100

Contents:

The process that has come to be known as globalization- i.e., the progressively greater influence being exerted by worldwide economic, social and cultural processes over national or regional ones- is clearly leaving its mark on the world of today. This is not a new process. Its historical roots run deep. Yet the dramatic changes in terms of space and time being brought about by the communications and information revolution represent a qualitative break with the past. Globalization clearly opens up opportunities for development. National strategies should be designed to take advantage of the potential and meet the requirements associated with greater integration into the world economy. This process also, however, entails risks: risk generated by new sources of instability in trade flows and, especially, finance; the risk that countries unprepared for the formidable demands of competitiveness in today's world may be excluded from the process; and the risk of an exacerbation of the structural heterogeneity existing among social sectors and regions within countries whose linkages with the world economy are segmented and marginal in nature. An important dimension of the globalization process is the gradual spread of ideas and values with regard to civil and political rights, on the one hand, and economic, social and cultural rights, on the other.

The first part of the module analyses globalization from an integral standpoint. The second part of the study focuses on specific issues: external vulnerability and macroeconomic policy, the integration of Latin America and the Caribbean in global trade and production circuits, strengthening innovation systems and technological development, international migration, environmental sustainability and social development.

There are clear indications that the globalization process in Latin America requires a new institutional framework in which a more efficient management of global interdependence can be combined with the introduction of firm, clearly defined principles of international solidarity.

Learning goals:

The module will provide the required platform for inquisitive and insightful students of international business to understand, comprehend, and analyse the great transformations that are shaping the Latin American landscape.

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Import and Procurement

Module code: IMPVS3IM01/IMPVS3TA01
ECTS: 3
Lecturer(s): M.J. Ouwehand (MJO)
Contact info: m.j.ouwehand@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Test	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Cases and Assignments	Cont.Assessment	Decentral	Decentral	SSP1, SSP2	0	50

Contents

Rational:

One of the most important departments of a company is the purchase department which forms an integral part of the company. Knowledge of international logistics and the flow of goods as well as the means and methods for purchases on an international scale are essential for every purchase manager or international manager in order to be able performing his job well.

Prerequisites

Students who wish to follow this module in a succesful way should have knowledge of marketing, macro economics, business economics, trade documents and logistics and law.

Learning goals:

After succesfully having finished this module, the student will be able to:

- Analyse the advantages and disadvantages of outsourcing
- Independantly draw up a purchase plan including a costprice calculation
- Start and guide the purchase traject taking into account the international factors which may influence crossborder transactions
- Look for, select and contract a suitable trade partner

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
PURCHASING & SUPPLY CHAIN MANAGEMENT ANALYSIS, STRATEGY, PLANNING AND PRACTICE	ARJAN J. VAN WEELE	THOMSON LEARNING	2008	LATEST	9781844800247	Yes

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International Business Law

Module code: ILVWH2ES04
ECTS: 5
Lecturer(s): A.S.M. Andela (ANA)
Contact info: a.s.m.andela@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written open book examination	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents

Rationale:

International law influences our lives everyday. We conclude international sales contracts, we settle disputes between parties of different countries, we transport goods from one continent to the other and we are confronted with political situations which have an impact on our business lives and conduct. In an international business environment, one needs to find his legal way in the situations mentioned above.

The focus of this course is on the use of law in international business and transnational commercial transactions. This equips the student with the legal insight and knowledge to make sound business decisions. It also serves as a means to acquire a strong(er) legal position in negotiations. To do business in today's globalized world one needs to understand its interconnectedness. Therefore legal aspects of topical issues, such as the credit crisis and groundbreaking mergers and take overs (ABN AMRO) are dealt with as and when they develop.

In this advanced international law course we start with an overview of the different legal systems. Thereafter the students will focus on international business law, in particular on multinational corporations, the conclusion of contracts, international trade terms, dispute settlement mechanisms, methods of payment and the carriage of goods by sea, by air and over land and the role of WTO and GATT. Special attention is given to the development of free trade in Latin America by taking a closer look at MERCOSUR and NAFTA and the effects NAFTA has had.

Needless to say, part of this course will be dedicated to jurisprudence of international and national courts, in order to understand where it went wrong and how this can be avoided in the future. The cases serve to illustrate the theory.

Subjects and Keywords:

The topics covered are:

- 1)) Overview of the following aspects of international business law:
a) history, distinction public/private law; b) main sources; c) main subjects; d) comparison of Common Law, Civil law and Islamic Law systems;
- 2) Dispute settlement (choice of law/choice of forum/arbitration/legal procedure);
- 3) Different business forms and their characteristics: (sole proprietorship, partnership, Ltd., GmbH, PLC, SA de CV), multinational corporations, product liability, US anti-trust and EU competition law;
- 4) International Trade Law: explanation of the importance of the WTO and GATT agreements in international trade; special emphasis on the NAFTA (North American Free Trade Agreement) and MERCOSUR (Mercado Comun del Sur);
- 5) Legal framework of the Export Trade: International Sales Contract: conclusion of a valid contract according to the United Nations Convention on the International Sale of Goods (CISG);
- 6) Transport law: Use of INCOTERMS 2000, the carriage of goods by sea (Bill of Lading, liability of the carrier under the Hague (Visby) Rules), the role of insurance;
- 7) Finance: methods of payment (Bill of Exchange, Letter of Credit);
- 8) Legal aspects of topical issues (credit crisis, mergers and acquisitions - ABN AMRO, globalization, ethical responsibility, compulsory licences)

Prerequisites:

In order to fully benefit from all this course has to offer, students need to have a good understanding of and express a healthy curiosity in the international political and business arena. To do business in today's globalized world one needs to understand its interconnectedness. To understand the legal consequences of a business decision means to fully oversee its implications.

A sound basic knowledge of International Law is a prerequisite to a profound understanding of this course. This means that the students who choose this course should have a good knowledge of the following subjects: 1) sources, subjects and dispute settlement mechanisms in international law; 2) general knowledge of the INCOTERMS 2000; 3) general knowledge of the United Nations Convention on the International Sale of Goods (CISG). Understand when a contract between two parties is valid according to CISG. Basic understanding of EU Law and institutions. For HES students this means that they have completed the International Law 1 course (= IL1VH1ES02 or IL1VS02ES01) and the European Law 1 course (=EL1VH1ES03 or EL1VS2ES01).

Learning goals:

The goals and objectives of this course are as follows:

nr.	Learning goals	Level of dominance
1	To know and distinguish between the major legal systems in the world (common law, civil law, Islamic law)	Analysis
2	To explain the difference in approach and terminology of various legal entities in the international business arena (partnership, Ltd., GmbH, PLC, SA de CV); to know when it is opportune to use what form taking into account risk, control and profitability	Insight/Evaluation/Application
3	To explain the importance of the WTO and GATT, MERCOSUR, NAFTA and EU in international trade	Insight
4	To determine the Law Applicable to Contractual Obligations of a particular contract; to know and use the international and national dispute settlement mechanisms in a particular dispute	Evaluation/Application
5	To apply the United Nations Convention on the International Sale of Goods (CISG) into the practical evaluation of an international sales contracts. To judge the validity of a contract: does it contain the required details, such as names, place of delivery, trade terms and dispute settlement mechanism? To know and choose from the possible remedies in case of a breach of contract.	Evaluation/Application
6	To translate knowledge of the INCOTERMS 2000 / International Sales Contract/Financial instrumentsto practical situations: who has to provide the insurance, who bears the risk of loss, who has to provide transport? To be able to assess the risk when transporting goods under the Hague (Visby) Rules with regard to the carriage of goods by sea and act accordingly. To know how to open a Letter of Credit, when and how to use a Bill of Lading, a Bill of Exchange or pay cash against documents.	Application
7	To recognize competition issues (cartel, monopoly/abuse of a dominant position) and take business decisions accordingly	Analysis/Evaluation/Application
8	To explain the balance between risk, control and cost/benefit in making legal decisions	Analysis/Application
9	To act as plaintiff and defendant in mock court cases	Application
10	To create awareness of the legal implications of business decisions, current ethical issues and ethical responsibility	Analysis/Insight/Application

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
European Union Law	E. Berry and S. Hargreaves	Oxford University Press	2007	2	9780199282449	No
Syllabus legislation on international business		HvA-HES Syllabus				No
Understanding European Union Law	Karen Davies	Routledge-Cavendish	2006	latest	9780415419772	No
International Business Law	August, R.	Prentice Hall	2008	latest	013122929x	Yes

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International Financial Markets

Module code: IFMVS3EL01
ECTS: 5
Lecturer(s): C. Rensen (REC)
Contact info: c.rensen@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Test	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents

Rational:

The course International Monetary and Financial Markets focusses on topics related to international finance. Partly student are confronted with underlying theories like Purchasing Power Parity and other exchange rate theories But mainly the starting point is found in recent publications (the british weekly The Economist is a prominent source).

Topics may vary depending on recent developments in world finance, but topics that surely will be covered are:

- purchasing power theorie;
- the influence of short term capital flows;
- the American twin deficit;
- the role of the dollar; recent developments;
- the dollar as a reserve currency;
- the euro, can it function?;
- the euro, recent developments;
- the Stability pact;
- financial development in Asia (predominantly China and Japan);
- Central banks (policies).

Subject & keywords:

Bear responsibility/manage

Make a SWOT/analysis

Make a repair plan based on the outcome of the SWOT; advisory skills

Strategic research

Verbal and oral communication skills

Awareness of cultural diversity

Maintain an adequate professional attitude

Prerequisites:

Knowledge of the content of the second year of IBL (or comparable knowledge of these economic topics) is a prerequisite for this course.

Learning objectives:

No	Learning objective	Level
1	The student makes an analysis of economic developments in a country, especially with respect to international financial matters.	Apply
2	The student advocates opposite points of view with respect to matters of international financial matters.	Apply

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Documents from several central banks: ECB, Fed etc		available on internet				Yes

Articles from the British weekly The Economist	available on internet		Yes
Documents from several international organizations: IMF, OECD etc	available on internet		Yes

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International Money and Finance

Module code: INEVH2ES01
ECTS: 3
Lecturer(s): F.W. van den Berg (BGF)
Contact info: f.w.van.den.berg@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Written	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents:

Rationale

The globalisation of business and the deregulation of financial markets has rapidly changed the field of international financial management. By introducing students to this rapidly expanding field, the course provides the background for understanding how to manage foreign exchange risk arising from volatile exchange rates. The emphasis of the course is on understanding the use of derivatives such as options, forwards, futures and swaps, as applied in this field of managing foreign exchange risk.

The course gives an understanding how inflation rates, interest rates, economic growth rates, oil prices, balances of payment and other factors impact exchange rates.

This course gives students the tools through which foreign exchange risks can be managed through the use of -inter alia- derivatives, local borrowings, money market hedges, netting, local sourcing, invoicing and asset-liability management.

Subject and key words

- basic driving forces in FX markets, globalisation
- FX markets, participants, MNC
- determination of exchange rates, role of central banks
- international monetary system, history EMU, role of Euro
- Balance of Payment
- Spot & Forward market, Interest arbitrage, IRPT
- Law of one price, PPPT, (international) Fisher effect
- Currency forecasting, 5 fundamental FX relationships
- FX hedging: derivatives/options
- FX hedging: futures
- FX hedging: swaps
- Translation / Economic / Transaction exposure

Prerequisites

Students should have followed introductory in micro- and macroeconomics courses.

Learning goals

nr.	Learning objectives:	Level of dominance
1.	To explain the processes and institutions which collectively comprise the foreign exchange market and the Euro-currency market.	Insight
2.	To describe the international monetary system as it has evolved since World War II.	Knowledge
3.	To explain how one might, in theory and practice, forecast changes in exchange rates.	Insight
4.	To analyse the various ways of managing the foreign exchange risk from the viewpoint of the multinational firm, importers, exporters and investors.	Analysis

5.	To analyse how firms can lower their cost of capital by sourcing funds in global money and capital markets, and cover various aspects of the direct foreign investment decision.	Analysis
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Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Additional reading: recent articles from various periodicals		nvt				Yes
Foundations of Multinational Financial Management	Alan C. Shapiro	John Wiley & Sons	2007	latest	9780471563372	Yes

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International Trade

Module code: INTVH2ES03
ECTS: 3
Lecturer(s): B. Weaver (WEA)
Contact info: b.weaver@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ib	120	100

Contents

Rationale:

International Trade is a "Risk Management" course.

The module is based upon the concept that international enterprises require management's full knowledge and understanding of the major considerations supplementing the marketing effort, the risks involved, and the practical steps in which the corporation must engage prior to, during, and subsequent to the consummation of the sales contract.

Maintaining an overview perspective and acceptance of the philosophy that *corporations should not be in the business of knowingly taking risks over which they have no control*, this module has been designed to help the student to understand the nature of the major risks inherent in conducting business on an international level: shipment modes and packaging, payment types and related issues, and the cause of and solution to foreign exchange risk exposure.

This module, presented in twelve interactive classes throughout each semester, provides a primer on the terms and conditions of the international transaction, major related risks and coverage, transportation, insurance, documentation, and payment methods.

Subject & keywords:

- The Contract & Trade Terms
- Packaging & Transport
- Means of Payment
- Short-Term Payments
- Long-Term Payments
- Foreign Currency
- Risk Insurance
- Logistics
- Price Calculations

Prerequisites:

Prerequisite courses include a solid knowledge and understanding of the precepts of marketing theory and finance. All candidates are expected to have completed, or concurrently be following an International Marketing module.

A common sense approach to business would also help...as would a willingness to prepare for and participate in classroom discussions.

Learning objectives:

No.	Learning objective: Knowledge and cognitive skills	Level of dominance
1	Risk Identification	Insight, Knowledge, Understanding
2	Risk Avoidance	Analysis, Application
3	Transaction Elements	Knowledge
4	Scenario Basing	Synthesis, Application

International Trade is a "Risk Management" course.

Since this module is based upon international enterprises' requiring management's knowledge and understanding of the the complete marketing effort as well as the risks involved, and the practical steps which must be taken before, during, and after the sales contract has been signed, numerous scenarios are used to drive home the reality and impact of the risks.

Students must come to accept the philosophy that *corporations should not be in the business of taking risks over which they have no control*. Consequently, all risks are examined from the multiple perspectives of the various parties involved in the international transaction. This approach is taken in order to understand that risks are *cause and effect* related, and that in order to reduce or dispel these risks, we first have to understand how and why they exist.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Practices of International Product Trade ¹⁾	O. van Geuns & A.B. Weaver			latest	9080211532	Yes

¹⁾ This book may be downloaded chapter by chapter directly from the internet website:
www.Practices-of-International-Product-Trade.Com

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Latin American Culture

Module code: LACVH2ES01
ECTS: 3
Lecturer: B.E. Fernandez de Gamboa
Contact info: b.e.fernandez.de.gamboa@hva.nl.
Semester: Fall and Spring
Please note: classes will take place from week 8 up to and including week 13 of the semester only.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Continuous Assessment	Cont.Assessment	Decentral	Decentral	T2-ih, T4-ih	120	100

Contents:**Subject & keywords**

1. Introduction: 'La Soledad de América Latina', based on the acceptance speech of Gabriel García Márquez when receiving the Nobel Prize of Literature. The Latin American Identity.
2. Latin America in the world. Vision of Latin America from Europe and from the United States.
3. Representative figures in the Latin American world.
4. Social structures and developments: women, families, migration.
5. Developments: press, film, radio, television, music, street culture...
6. Newest trends.

Learning goals:

The student of Latin American Culture will be able to find and interpret information about recent events and trends in the proper context. This will help in the forming of objective opinions.

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Modern History & Society in Latin America

Module code: MHSVH2ES02
 ECTS: 5
 Lecturer: R.M. Vila Roches (VIA)
 Contact info: r.m.vila.roches@hva.nl
 Semester: Fall and Spring

Examinations:

Nr.	Omschr.	Form of Test	Type	Resit	Periode	Duration	Weigh
1	Continuous Assessment	Cont.Assessment	Decentral	Not	T2-ih, T4-ih	0	100

Contents

Rationale:

The principal aim of this subject is to provide the student with a general basic knowledge of the historical, political, economical and social processes that have contributed to the different current situations and choices in Latin American countries.

Subjects and Keywords:

- Economical problems of Latin America: 1. The L.A. economy, half a century of experiments. 2. The external debt. 3. The regionalization of the markets.
- Cultural panorama of Latin America: 1. Itineraries of christianity. 2. L.A. towards the twentieth century. 3. The Latin American university. 4. The media in L.A. 5. Panorama of the Latin American literature. 6. A century of cinema in L.A.
- Important moments of Latin American history: 1. The Mapuches and the indoamerican resistance to the Castilian invasion. 2. Mexico, the institutionalised revolution. 3. The slavery and the social struggles of the black population in Brazil. 4. The anthropological photography: between science and exotism. 5. José Martí and the Montecristi Manifest. 6. Perón and the Peronist movement. 7. Salvador Allende and the Chilean socialism.
- Latin American Topics: 1. Art and mate in Argentina. 2. The celebration of the dead: the vision of the world in the ancestral cultures. 3. Tango and emotion. 4. The Mexican muralist movement. 5. Football, culture and modernity in L.A.
- Recent problems of Latin America: 1. Self-determination and autonomy: achievements and uncertainties. 2. Human rights, dictatorships and transitions to democracy in the Southern Cone. 3. The movement of the mothers of the Plaza de Mayo in Argentina. 4. The stray children in Mexico City. 5. The narcotraffic and the problems related to that. 6. The democracy today in L.A. 7. The opposition to the neoliberalism in L.A.

Prerequisites:

Two years of business studies (at least 40 ECT's in the second year). Fluency in English and Spanish minimum level A-2 as classified in the European Framework.

Learning goals:

This subject provides the student with the tools to:

- summarize, describe and explain developments and recent social processes in Latin America;
- analyse, estimate and contrast the historical roots and consequences indifferent countries;
- combine the information gathered and draw conclusions that open new insights in the matter;
- compare and assess his individual conclusions with general ones in order to obtain a total perspective.

Learning objectives:

No.	Learning objective: Knowledge and cognitive skills	Level
1	The student can sum up, describe and explain developments and recent social processes in Latin America.	knowledge & understanding

2	The student can analyse, estimate and contrast the historical roots and consequences in different countries in Latin America.	analysis & application
3	The student can combine the information gathered and draw conclusions that open new insights in the matter.	synthesis
4	The student can compare and assess his individual conclusions with the ones of the group in order to obtain a total perspective.	evaluation

No.	Learning objective: other skills and attitude	
1	The student can listen actively, work independently and as part of a group showing initiative and coping with criticism and imponderables.	
2	The student can take parts of meetings effectively and efficiently.	

Literature:

Titel	Autor:	Publ.	Year	Edition	ISBN	Comp.
América Latina, Mosaico Cultural.	Massardo y Suárez-Rojas	Elipses	2005	latest	9782729879112	yes

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Political Economy of Latin America

Module code: PELVH2ES03
ECTS: 5
Lecturer(s): L. de Bell
Contact info: I.de.bell@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Political Economy of Latin America	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents

Rationale:

The economic, social, and political practices and institutional arrangements in Latin America underwent a profound transformation following the collapse of the state-centered, protectionist development strategies in the early 1980s. The new dominant paradigm for development considered integration into the global economy to be the surest recipe for triggering higher levels of growth and productivity. Consequently, the reforms that were implemented dealt essentially with a one-sided reduction of state intervention in the production and social services sectors towards market-led economies with an important role for foreign direct investments and an emphasis on export-led growth.

The course provides a platform for students of international business to understand, comprehend, and analyse the great transformations that have reshaped the Latin American landscape. The course addresses the historical background and theoretical rationale of the shift towards market-led economies. How state reform is handled in response to international economic pressures varies according to the interplay of domestic political and economic forces. By means of specific case-studies, similarities and differences are placed into a comparative perspective. In addition, the registered outcomes of these reform processes have indicated strongly differential impacts, both between and within nations, economic sectors and groups. As such, the course also intends to give a more critical counterweight to the dominant development model by drawing attention to the social impact of economic transformation and the current search for alternatives.

Prerequisites:

Two years of business studies (at least 40 ECT's in the second year). Fluency in English. The course is available for exchange students.

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1	The student will be able to identify the fact that political economy recognises that man is a social being whose arrangements for the production and distribution of economic goods must be, if society is to be liveable, consistent with congruent institution of family, political, and cultural life.	knowledge and insight
2	The student will analyse the political economy incorporating such non-economic influences as social structures, political systems, and cultural values as well as such factors as technological changes and the distribution of wealth and income.	analysis
3	The student will interpret and assess the great transformations that are observed in Latin America. The issues or topics open to analysis emphasise the political economy rather than the narrowly defined economic approach.	evaluation

No.	Learning objective: other skills and attitude
1	The student can listen actively, work independently and as part of a group showing initiative and coping with criticism and imponderables.

2	The student can take parts of meetings effectively and efficiently.
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Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Silent Revolution. The Rise and Crisis of Market Economics in Latin America	Green, Duncan	New York: Monthly Review Press	2003	2nd ed.	9781583670910	Yes

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Trade Economics

Module code: TECVS2IM01
ECTS: 3
Lecturer(s): J.A. Csellak
Contact info: j.a.csellak@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Test 1	Written	Central	Central	T1-ih, H1-ih, T3-ih, H2-ih	120	45
2	Test 2	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	45
3	Assignment	Cont. Assessment	Decentral	Decentral	SSP1, SSP2	120	10

Contents

Rational:

his course gives students insight into the international economic environment in which they will work professionally. The first part of the course focuses on international trade theory and policy, including trade protection and the benefits of trade. The second part of the course focuses on international finance and monetary economics, including foreign exchange markets, capital flows and financial crises.

Prerequisites:

Not applicable.

Learning goals:

After successfully completing this course, students should be able to

1	Describe the magnitude of international trade and its importance to the world's economies.
2	Demonstrate how comparative advantage and absolute advantage work using productivity and opportunity cost values.
3	Explain the economic benefits of free trade, as well as why free trade remains controversial.
4	Analyze the effects of trade barriers using a supply and demand framework.
5	Give examples of tariffs and non-tariff barriers and explain their impacts on firms and consumers.
6	Describe regional trade organizations and their economic advantages and disadvantages.
7	Analyze and explain the significance of international balance of payments accounts.
8	Explain how international exchange markets work and the regimes that countries can use to manage exchange rates.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
International Economics: A Policy Approach	Mordechai E. Kreinin	Thomson Southwestern	2006	10th	0324259719	Yes

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Trade Economics of Asia

Module code: TEAVS2TA02
ECTS: 3
Lecturer(s): J.A. Csellak (JCS)
Contact info: j.a.csellak@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Test 1	Written	Central	Central	T1, H1, T3, H2	120	45
2	Test 2	Written	Central	Central	T2, H1, T4, H2	120	45
3	Assignment	Cont.Assessment	Decentral	Not	SSP1, SSP2	0	10

Contents

Rationale:

This course gives students insight into the international economic environment in which they will work professionally. The first part of the course focuses on international trade theory and policy, including trade protection and the benefits of trade. The second part of the course focuses on international finance and monetary economics, including foreign exchange markets, capital flows and financial crises.

Prerequisites:

Not applicable.

Learning goals:

After successfully completing this course, students should be able to

1	Describe the magnitude of international trade and its importance to the world's economies.
2	Demonstrate how comparative advantage and absolute advantage work using productivity and opportunity cost values.
3	Explain the economic benefits of free trade, as well as why free trade remains controversial.
4	Analyze the effects of trade barriers using a supply and demand framework.
5	Give examples of tariffs and non-tariff barriers and explain their impacts on firms and consumers.
6	Describe regional trade organizations and their economic advantages and disadvantages.
7	Analyze and explain the significance of international balance of payments accounts.
8	Explain how international exchange markets work and the regimes that countries can use to manage exchange rates.

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Trade Logistics & Documentation

Module code.: TLDVS2IM01/TLDVS2TA01
ECTS: 3
Lecturer(s): R. Hoekstra (HOR)
Contact info: r.hoekstra2@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Trade Logistics and Documentation	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents:

This period provides insight into the procedure of handling an export and /or import procedure with regard to transport, logistics and documentation as well as Customs' procedures, terms of delivery (Incoterms 2000), credit and transport insurance and the various export forms.

It is important that an export company is aware of all ways of handling an export and /or import transaction in order to avoid delays and mistakes, especially concerning export and import measures determined by (the) government(s).

By examining which way of transport, insurance(s), Customs' handling are most suitable as well as by being aware of all additional costs relating to an export and /or import transaction, a company is able to avoid mistakes and unnecessary delays as well as extra costs when executing an import and /or export transaction.

Learning goals:

The following learning goals are key in the course:

1. Knowledge of the demands which are necessary for executing export or import orders
2. Knowledge of possible risks and how to limited or avoid these
3. Knowledge of all costs involved for executing the export or import transaction
4. Knowledge of all steps which should be taken and the connection between all steps
5. Knowledge of al transport means and transport possibilities
6. Knowledge of all delivery forms as per the Incoterms 2000
7. Knowledge of all existing forms and documents required for import and export transactions
8. Knowledge of the various ways of insurance like transport insurance and credit insurance
9. Knowing and identifying risks connected to transport and storage
10. Knowledge of import duties, levies and taxes
11. Knowledge of the headlines of the BTW (Turnover tax) system in the EU
12. Applying and completing the relevant transportdocuments, customs forms and other forms
13. Applying the right Inco term
14. Executing an export order
15. Making the right transaction price with regard to the applied Inco term
16. Knowing and applying the best and safest method of payment
17. Knowing the packing regulations in the country of destination

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Export Practice and Management	Alan Branch	Thomson	2006	5	1844800814	Yes

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Business Processing Information (IT) Modules

- Business Information Systems
- Business Process Simulations
- Strategic Enterprise Management

Business Information Systems

Module code: BISVH2FA01
ECTS: 5
Lecturer(s): W.F. Breuer (BWR)
Contact info: w.f.breuer@hva.nl
Semester: Fall

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Business Information Systems	Written	Central	Central	T2-ih, H1-ih	120	50
2	Presentation	Project	Decentral	Not	SSP1	0	25
3	Project	Project	Decentral	Not	SSP1	0	25

Contents

Rationale:

This unit of education is a core subject of the exam program of the main phase, fourth year. In this module the student broadens his view on the use of Business Information Systems and in particular performance management systems, in an organization.

Subject & keywords:

- Analyzing use and efficiency of Business information systems in an organization
- Analyzing use of Performance management instruments
- Collaboration and professionalism

Prerequisites:

Completed module INFVH2FA02, INFVH1BU02 (Informatics) or MS3VS2FA01 (Management Information systems).

Learning objectives:

No.	Learning objective: Knowledge and cognitive skills	Level
1.	Formulate the use of outsourcing, call centers, telecommuting and continuity of data processing in the digital firm	Application
2.	Explain the use of telecommunications and networking in large organizations	Application
3.	Explain the use of source data automation in organizations	Application
4.	Explain the use of Business Intelligence and Performance management	Application
5.	Describe the design and use of Knowledge Management Systems	Application
6.	Describe the processes and explain the methods of building and managing Information Systems	Application
7.	Describe and explain the methods of project management, change management and establishing the business value of Information Systems	Application

No.	Learning objective: other skills and attitude
6.	Taking initiative
7.	Result oriented working

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Management Information Systems ¹⁾	Kenneth C. Laudon, Jane P. Laudon	Prentice Hall		11	9780136093688	No

¹⁾ or later edition

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Business Process Simulation

Module code: BPSVH2MN02
ECTS: 10
Lecturer(s): C. Draijer (DRR)
Contact info: c.t.drayer@hva.nl
Semester Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	reports and presentation BPS	Project	Decentral	Not		0	100

Contents:

In Business Process Simulation you become an employee of a virtual company with up to 75 employees.. For example, you become a purchasing officer, Personnel Manager, or marketing employee. You take over this function from your predecessor, because the companies are continued each semester with a personnel change of almost 100%. The Management is consisting of the three lecturers. Besides the department each semester projects are set up within the company. The projects focus on new developments and functionality within logistics, financials and human resource management. The company uses SAP ERP. The companies at present being simulated are a production company, a chemical company, a bank and insurance company and a packaging and distribution company.

Prerequisites:

For the variant finance : knowledge of business economics and business administration

Learning objectives

Introduction and experience with an ERP system. Implementation of selective parts of the ERP-system. Integration /application of logistic, business economic and business administration knowledge in an virtual company. Cooperation with student from different departments (BI,LE, CE, BE, MER) and minor Business Process Integration.

Literature

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
hands-on with SAP ERP and IDES	Schenk, Draijer en Caris	Noordhoff	2009	latest	1849590109	Yes

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Strategic Enterprise Management

Module code: SEMVH2MN02
ECTS: 5
Lecturer(s): S. Panday (GAT)
Contact info: s.panday@hva.nl

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Case study	Project	Decentral	Not	T2-ih, T4-ih	0	100

Contents

Rationale:

Companies must be able to modify their internal functioning quickly in order to react to changes in external conditions. SEM involves the analysis of the internal functioning in relation to such things as failure to meet set goals for planned sales and planned costs, and changing economic conditions such as inflation and exchange rates.

The management must have access to timely, easily accessible, and well-organised management information in order to be able to take the correct decisions quickly and with care. For this it is essential to make a well-founded financial plan, to follow this plan, and to take action if necessary. All of this is required if the company objectives are to be achieved.

Use can be made of the Business Balanced Score Card or the Management Cockpit.

In the Strategic Enterprise Management (SEM) module the student learns to develop a financial plan, at management level, on the basis of historical data and expected economic developments. For this purpose, Business Planning and Simulation in the SEM module of SAP is used.

The students carry out assignments on the basis of a case study. In the case study, a typical business situation is outlined with historical data and future expectations. The assignments are carried out in teams. These teams can collaborate with teams in their own school, or nationally or internationally with teams from other institutes. In the process, the student is faced with various other aspects of management work such as working in a team, communication, time differences, and cultural aspects.

Prerequisites:

The prerequisites for this module are defined in the prerequisites for the minor Business Process Integration (BPI).

Learning objectives:

No.	Learning objective: Knowledge and cognitive skills	Level
1	Develop a financial plan based on historical data and future expectations	Application
2	Analyse macro economic data for the financial planning	Analysis
3	Criticise plans from other teams	Evaluation
4	Explain and present a business plan	Application
5	Determine the importance of a consistent automated information system	Application
6	Apply a Business Planning tool, use a query to obtain management information	Application
7	Determine the importance of performance management tools like Balanced Score card and management cockpit	Application

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Andina Bottling Co. ¹⁾ ¹⁾ Case		Harvard Business school				Yes

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Finance and Accounting Modules

- Controlling and Accounting Project
- Corporate Finance 2
- Current Issues in Finance
- Financial Accounting for Consolidation
- Financial Accounting for R/L/D & Hedge act.
- Financial Management
- Financial Risk Management
- International Financial Accounting
- Management Accounting 1
- Management Accounting 2
- Management Accounting Techniques
- Multinational Foreign Exchange Management
- Stock Valuation
- Treasury Management Project

Controlling and Accounting Project

Module code: CAPVH2FA03 / CAPVH2MN03
ECTS: 5
Lecturer(s): W.F. Breuer (BWR), A.J. van Aken (AKJ)
Contact info: w.f.breuer@hva.nl
Semester: Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Controlling and Accounting Project	Project	Decentral	Not	SSP2	0	100

Content:

The unit of education is a core subject of the exam program of the main phase fourth year. This unit of education is the practical and concluding part of the theory of controlling and accounting where students can apply their competences in this subject.

Prerequisites:

Knowledge about cost accounting.

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1.	Apply an effective accounts receivable policy	Application
2.	Analyze profit center reports and cost center reports	Analysis
3.	Develop a cost center planning	Application
4.	Analyze fixed assets	Analysis
5.	Apply financial streams and reporting	Application

No.	Learning objective: other skills and attitude
6.	Taking initiative
7.	Result oriented working

Literatuur:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Assignments for CAP ¹⁾						Yes

¹⁾ All assignments are available on-line

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Corporate Finance 2

Module code: CO2VH2ES01
ECTS: 5
Lecturer(s): M. Keijer (KJR), A. van Eeden (EDN), A. Blum, P.Fonkert (FOT), A. Resing (REG), L. Wams (WAS)
Contact info: m.g.keijer@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written Exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents

Rationale:

Corporate finance is a course offered to 3rd and 4th year students. This course aims to guide students through the problem areas of finance. The goal of Financial Management is to add value to the owners, which in most cases is to maximize the value of stocks. This is known as the shareholder value. If a firm needs new long-term financing for projects with a positive net present value a high stock price will enable the firm to issue new securities. The course strives to help students to make sound judgements in the process of decision-making.

All major financial decisions are viewed in terms of expected risk, expected return, and their combined impact on share price. We will link the concepts of risk and return in order to find the value of two basic corporate securities - bonds and stocks. This process, called valuation, can be used to find the value of any asset.

Another way of looking at the concept is that return should increase if risk increases. This relationship is regulatory observed in the financial markets, and an important clarification of it has led to Nobel prizes. We will discuss two key factors in finance- risk and return- and introduce some quantitative tools and techniques used to measure risk and return for individual assets and for a portfolio of assets. At the end the whole body of theory will be linked through the theory of the cost of capital.

The cost of capital is used to select capital investments that increase shareholder value. Now we will demonstrate how the cost of capital is calculated. We will considers the costs of long-term debts, preferred stock, common stock, and retained earnings and shows how to combine them to determine two important cost of capital measures the firm uses in making long-term financing and investment decisions.

Subject & keywords:

- Interest Rates and Bond Valuation
- Stock Valuation
- Return, Risk, and the Security Market Line
- Cost of Capital

Prerequisites:

Basic understanding of mathematical and statistical techniques such as geometric series, variance, standard deviation. Students should also be familiar with the concept of time value of money and should be able to calculate the present value and the future value of multiple cash flows.

Learning goals:

At the end of this course the student is able to:

Nr.	Learning objectives: knowledge and skills	Level of dominance
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1.	Describe the features of bonds and stocks, calculate their future and present value and their expected return	Knowledge
2.	Interpret information about securities in the financial press	Evaluation
3.	Calculate the average returns, the variance and standard deviation of portfolios.	Apply
4.	Explain how prices behave in an efficient and inefficient market	Insight
5.	Describe what risk is, how it can be measured and know the meaning of diversification	Knowledge
6.	Use the capital asset-pricing model (CAPM), the security market line and use both to calculate an asset's required return	Apply
7.	Calculate the WACC for a company and its flotation costs	Apply

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Fundamentals of Corporate Finance Chapters, 7, 8,12,13,15	S. Ross, R. Westerfield & B. Jordan			6	0-07-115103-6	Yes
Notes taken during the lectures should be used as reference material						Yes

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Current Issues in Finance

Module code: CIFVH2ES02
ECTS: 5
Lecturer(s): M. Keijer (KJR)
Contact info: m.g.keijer@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam	Written	Central	Central	T2, H1 , T4, H2	120	100

Contents

Subject and Keywords:

- 1) Financial Innovation (What is it? Why/How is it used? Discusses Structured Finance items i.e.: credit default swaps, collateralized debt obligation, etc.)
- 2) Financial Innovation and Risk Management (Subprime crisis, reserve requirement, solvency ratio's, rating agencies, etc.)
- 3) Behavioral Finance: aspects of the irrational agent in economic theory
- 4) Nobelprices in economics: mr Kahnemann, mr Sen and mr. Yunus (Welfare & Finance: micro-credit, behavioral finance)
- 5) Finance and Political Power (Monetary/Financial relation between China&US, Middle East financing with oil-dollars, China's Sovereign Wealth Funds, IMF/World bank's myopia/biases)

The course is a capita selecta course; there will be an emphasis on one or two of the described topics.

Prerequisites:

A solid understanding of the principles of corporate finance.

Learning goals:

1) Last CIF lectures concentrated on Behavioral Finance:

Behavioral Finance is the combination of psychology and economics that investigates what happens in markets in which some of the agents display human limitations and complications. We begin with a preliminary question about relevance. Does some combination of market forces, learning and evolution render these human qualities irrelevant? No. Because of limits of arbitrage less than perfect agents survive and influence market outcomes. We then discuss three important ways in which humans deviate from the standard economic model. Bounded rationality reflects the limited cognitive abilities that constrain human problem solving. Bounded willpower captures the fact that people sometimes make choices that are not in their long-run interest. Bounded self-interest incorporates the comforting fact that humans are often willing to sacrifice their own interests to help others. We then illustrate how these concepts can be applied in two settings: finance and savings. Financial markets have greater arbitrage opportunities than other markets, so behavioral factors might be thought to be less important here, but we show that even here the limits of arbitrage create anomalies that the psychology of decision making helps explain. Since saving for retirement requires both complex calculations and willpower, behavioral factors are essential elements of any complete descriptive theory."

2)CIF lectures will also concentrate on Financial Crisis (Subprime Mortgage Crisis)

The financial crisis of 2007–present is a crisis triggered by an insolvent United States banking

system. It has resulted in the collapse of large financial institutions, the bailout of banks by national governments and downturns in stock markets around the world. In many areas, the housing market has also suffered, resulting in numerous evictions, foreclosures and prolonged vacancies. It is considered by many economists to be the worst financial crisis since the Great Depression of the 1930s. It contributed to the failure of key businesses, declines in consumer wealth estimated in the trillions of U.S. dollars, substantial financial commitments incurred by governments, and a significant decline in economic activity. Many causes have been proposed, with varying weight assigned by experts. Both market-based and regulatory solutions have been implemented or are under consideration, while significant risks remain for the world economy over the 2010–2011 periods. This economic period has at times been referred to as "the Great Recession".

The collapse of a global housing bubble, which peaked in the U.S. in 2006, caused the values of securities tied to real estate pricing to plummet thereafter, damaging financial institutions globally. Questions regarding bank solvency, declines in credit availability, and damaged investor confidence had an impact on global stock markets, where securities suffered large losses during late 2008 and early 2009. Economies worldwide slowed during this period as credit tightened and international trade declined. Critics argued that credit rating agencies and investors failed to accurately price the risk involved with mortgage-related financial products, and that governments did not adjust their regulatory practices to address 21st century financial markets. Governments and central banks responded with unprecedented fiscal stimulus, monetary policy expansion, and institutional bailouts

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Behavioral Corporate Finance: Decisions that create value	Hersh Shefrin					No
Fooled by Randomness	Nashim Taleb					No
To determine						No
Predictably Irrational: The Hidden Forces That Shape Our Decisions	Dan Ariely					No

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Financial Accounting for Consolidation

Module code: FACVH2FA02
ECTS: 5
Lecturer(s): J.M.M.A. Verboom (VEM)
Contact info: j.m.m.a.verboom@hva.nl
Semester: Fall

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Financial Accounting 1	Written	Central	Central	T2-ih, H1-ih	120	100

Contents

Rational:

This unit of education is a core subject of the exam program of the main phase H2. It is meant to continue building on the introduction to financial accounting as presented in the 1st and 2nd and 3rd year, with more emphasis on the international financial environment of corporations.

Subject & keywords:

- calculating and managing financial-economic and fiscal risks
- choosing and giving info for decision making as well as for planning and control purposes
- giving information for external interested parties
- offering financial-economic and fiscal services and advice to interested parties.
- Social competence
- Communicative competence

Prerequisites:

Students must have passed the second and third year accounting exams. Also following one or both the 3rd year courses Management Accounting and Financial Risk Management is strongly advisable.

IFM students, having done a similar subject during their 3rd year exchange programme are exempted from this course.

Learning objectives:

1. Student is able to prepare consolidated financial statements.
2. Student is able to prepare translation and re-measurement of foreign-entity financial statements, one line consolidations of equity investments and consolidation of foreign subsidiaries for external reporting purposes.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Advanced Accounting	Beams	Prentice Hall	2006	10th	9780131358058	Yes

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Financial Accounting for Reorganizations, Liquidations, Derivative instruments & Hedge activities.

Module code: FAHVH2FA01
ECTS: 5
Lecturer(s): J.M.M.A. Verboom (VEM)
Contact info: j.m.m.a.verboom@hva.nl
Semester: Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Financial Accounting 2	Written	Central	Central	T4, H2	120	100

Content:

This unit of education is a continuation of the Financial Accounting for Consolidation course (FACVH2FA02).

Prerequisites:

Students must have passed the financial accounting 1 course (FACVH2FA02).

Learning objectives:

1. Student is able to account for various forward contracts and other derivatives.
 2. Student is able to prepare interim financial statements and business segment reporting.
 3. Student is able to account for partnerships formation, operations and changes in ownerships interest.
 4. Student is able to account for partnerships liquidation.
 5. Student is able to account for a corporate liquidation and reorganization
-

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Advanced Accounting	Beams	Prentice Hall	2006	10th	9780131358058	Yes

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Financial Management

Module code: FIMVH2ES01
ECTS: 5
Lecturer(s): A.J.R. van Eeden
Contact info: a.j.r.van.eeden@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam	Written	Central	Central	T2, H1 , T4, H2	120	100

Contents:

Rationale:

Financial Management is a course offered to students in the 3rd and 4th year. The course aims to give an inside view into financial management and the problem area's of corporate finance with a strong emphasis on the future entrepreneur. This course should enable students to make sound judgements in the process of starting up a business and developing it further. Equally this course will help assess the services and recommendations of financial experts (internal and external) as to levels of realism and reliability.

Besides a general introduction to financial management this course will give students a profound knowledge of financial statements (Historical and Pro Forma), including the meaning and usefulness of cash flow. Methods of financial forecasting and modelling will get prope rattention.

One of the goals of financial management is to add value to a business. Commonly this is reflected in creating and maximisingshareholder value. Several aspects will be discussed like, bond and stock valuation and the concept of time value of money. An important issue in financial management is the aspect of risk and its relationship with return. We will introduce quantitative tools and methods to measure risk and return.

Capital investments are nowadays analysed by using the net present cash flow concept. A very important determant of this analyses is the cost of capital. Students will get an inside in how the cost of capital is calculated and what its usage is in modern financial management.

Sources of capital and the capital structure will be discussed. The course is rounded off with an introduction to mergers & acquisitions.

Subject & keywords:

- Financial statements, cash flow, financial forecasting and modelling
- Time value of money, bond and stock valuation
- Capital market history, risk, return and the security market line
- Cost of Capital, equity, debt, WACC and capital structure
- Raising capital, equity, debt, VC, IPO
- Mergers & Acquisitions

Prerequisites:

None

Learning goals:

At the end of this course the student is able to:

Nr.	Learning objectives: knowledge and skills	Level of dominance
1.	Describe the features of bonds and stocks, calculate their future and present value and their expected return	Knowledge
2.	Know the elements important in mergers & acquisitions.	Knowledge
3.	Know the sources of funding and the way to structure the finances of a business.	Knowledge

4.	Analyse financial statements incl. cash flow statements. Work with financial forecasts (Pro Forma statements) and financial models.	Apply
5.	Describe what risk is and how it can be measured.	Knowledge
6.	Use the capital asset-pricing model (CAPM), the security market line and use both to calculate an asset's required return	Apply
7.	Calculate the WACC for a company and its flotation costs	Apply

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Financial Risk Management

Module code: FRMVH2ES03
ECTS: 5
Lecturer(s): J.S. Schoorl (SCX)
Contact info: j.s.schoorl@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents

Rationale:

Financial Risk Management is an advanced course in money and capital market instruments and derivatives and financial risk management using these. FRM can be seen as an application of the student's knowledge of macro- and micro-economics and corporate finance. Much use is made of Excell spread sheets.

Subject and Keywords:

- Cash flows, time value of money, value
- financial risk and risk measurement
- financial instruments: deposits, bonds, FX, etc.
- financial derivatives: forwards, futures, options
- arbitrage, hedging, speculating

Prerequisites:

At least introductory knowledge of macro- and micro-economics; intermediate knowledge of corporate finance and financial calculus; and as much use is made of spread sheets, knowledge of Excell is a must.

Exchange students from partner schools should be aware that they must have besides knowledge of corporate finance **thorough knowledge of quantitative methods**.

Learning objectives:

Nr Knowledge and skills

1. Increase knowledge and professional attitude necessary for an international financial manager working in globally integrated financial markets
2. Learn to recognize global financial challenges and trends and act on them
3. Determine which and how business decision and transactions are affected by changes in the economic environment, in particular interest rate and foreign exchange volatility.
4. Apply knowledge of markets and instruments to anticipated and unexpected internal and external (financial) events
5. Awareness of the importance of following and analyzing the financial markets

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Mastering Derivatives	F.Taylor	FT-Prentice Hall	2006	3	9780273709787	No
Financial Risk Management and Financial Instruments and Derivatives	J.S.Schoorl	Chapters to be found on WebCT-site of SCX				Yes

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International Financial Accounting

Module code: IFAVH2ES01
ECTS: 5
Lecturer(s): J.M.M.A. Verboom
Contact info: j.m.m.a.verboom@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam 70 and assignments 30	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents**Rationale:**

International (Financial) Accounting is a core topic for internationally oriented Business students. Recent financial reporting scandals at Enron, Ahold, Parmalat, Global Crossing, Shell and World Com indicate, both in Europe and in the USA, the need for a better understanding how "multi-interpretable" financial figures are. While a professional Business school does not primarily educate students up to the level of certified accountants, its students should be aware -at an intermediate level- of international financial reporting standards.

This module fits the profile of the modern international manager, who is able to independently judge the financial strengths of a corporation.

The purpose of this course is to make students aware of the international dimensions of financial reporting. Students will pursue careers in international environments and they should therefore be sensitive to the impact of various reporting standards in different countries.

At the end of the module students should be aware of the complexities that exist in international reporting and should be able to understand the problems that investors are faced with in interpreting financial statements of multinationals.

Subject & keywords:

Fundamental concepts
Regulation and international differences
Contents of Annual Reports
Statement analysis
Tangible and intangible fixed assets
Inventories
Financial assets, liabilities and equity
Taxation
Cash flow statements
Consolidation
Foreign currency translation
Price changes
Firm valuation
International comparison

Prerequisites:

A solid knowledge of Financial Accounting, i.e. the ability to read, assess and evaluate a company's Annual Report. Students should be familiar with the interrelationship between the Balance Sheet, Profit and Loss Account and the Cash Flow Statement.

Learning objectives:

Nr.		Level of dominance
1.	To analyse financial statements taking into account different accounting standards.	Analysis
2.	To produce an overall rational financial appraisal for simple situations and comparisons, embracing the implications of differences or changes in international accounting policies.	Synthesis
3.	To assess the differences in reported net income as a result of applying various accounting standards.	Insight
4.	To explain the effects of different accounting standards on impairment, goodwill, depreciation, plus foreign currencies translation.	Insight

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Financial Accounting, an International Introduction	D. Alexander & Chr. Nobes	Pearson/Prentice Hall	2007	3	9780273709268	Yes

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Management Accounting 1

Module code: MA1VH2FA04
ECTS: 5
Lecturer(s): B.J. Ming (MIG)
Contact info: b.j.ming@hva.nl
Semester: Fall

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam	Written	Central	Central	T2-ih, H1-ih	120	70
2	assignment(s)	Cont.Assessment	Decentral	Not	SSP1	0	30

Contents

Rationale:

This unit of education is a core subject of the exam program of the main phase H2. It is a continuation and application of the 2nd year cost accounting and management accounting course (FMAVH1).

Emphasis lies on more complex cost allocation systems, management control systems, creating and-or changing and measuring corporate strategy. Finally there is the topic of process costing and the cost of spoilage and scrap.

Subject & keywords:

1. Business strategy and use of the Balanced Scorecard,
2. Several cost allocation methods for single products, joint products and by-products
3. Revenues and customer profitability
4. Budgets and responsibility accounting
5. How to deal with constraints
6. Inventory management

Prerequisites:

Having passed the exam Financial and Management Accounting (FMAVH1FA02) and the 2nd year module Management and Cost Accounting exam.

Learning objectives:

a. relation to the final objectives of the profile of the education

No.	Learning objective: Knowledge and cognitive skills	Level
1	recognize and define relevant information.	knowledge
2	defining, classifying and explaining information in a context	understanding
3	applying the relevant accounting techniques where and when needed	application
4	deduce, order and explain relevant information for the desired purpose	analysis
5	draw up a plan, conclude and report	synthesis
6	Cycle of planning and control and performance evaluation of manager and or (sub)-unit of an organization	evaluation

b. specific learning objectives

No.	Learning objective: other skills and attitude
7.	emphasizing the professional attitude for the modern controller
8.	controller as a team player and pro-active adviser of the manager

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Cost Accounting	Horngren, Datar and Foster	Prentice Hall	2006	12/e	9780131495388	Yes
Reader MA1	Ming		2007			Yes

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Management Accounting 2

Module code: MA2VH2FA04
ECTS: 5
Lecturer(s): B.J. Ming (MIG)
Contact info: b.j.ming@hva.nl
Semester: Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	exam	Written	Central	Central	T4-ih, H2-ih	120	70
2	assignment(s)	Cont.Assessment	Decentral	Not	SSP2	0	30

Contents:

Management Accounting 2 is a continuation and application of the 2nd year Cost Accounting and Management Accounting course. Increasing the knowledge and professional attitude is necessary for an international financial manager or controller as decision maker or member of a decision making team, using cost accounting as a managerial tool for business strategy and implementation.

Topics:

- How to measure and deal with time and quality constraints
- Understand and apply inventory management
- Learn about management control systems
- Understand transfer pricing in local and multinational companies
- Evaluate different performance measures like EVA

Emphasis in this part of the course lies on more complex cost allocation systems, quality and time constraints, inventory management, and a horizontal form of management control transfer pricing, and performance measurement from a multinational perspective.

Prerequisites:

level of Financial and Management Accounting (FMAVH1) and Management Accounting 1 (MA1VH2FA04)

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1	recognize and define relevant information.	knowledge
2	defining, classifying and explaining information in a context	understanding
3	applying the relevant accounting techniques where and when needed	application
4	deduce, order and explain relevant information for the desired purpose	analysis
5	draw up a plan, conclude and report	synthesis
6	Cycle of planning and control and performance evaluation of manager and or (sub)-unit of an organization	evaluation
Learning objective: other skills and attitude		
No.		
7.	emphasizing the professional attitude for the modern controller	
8.	controller as a team player and pro-active adviser of the manager	

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Cost Accounting	Horngren; Datar; Foster	Prentice Hall	2004	12/E	ISBN 0-13-149538-0	Yes
Notes and Handouts	Ming and others					Yes

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Management Accounting Techniques

Module code: MATVH2ES01
ECTS: 5
Lecturer(s): B.J.Ming (MIG)
Contact info: b.j.ming@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	written exam MAT	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents**Rationale:**

Cost Accounting provides data for both financial and management accounting
Managerial cost accounting focusses on themes related to product costing, planning & control in relation to performance evaluation (budget & transfer-pricing) and relevant information and decision making (the concept of opportunity costs).

Product costing has many meanings.
The textbook uses the "different costs for different purposes" approach.

Prerequisites:

Students should have mastered a solid and firm basis in financial and management accounting concepts as well as be able to do the required calculations for the above mentioned topics.
Students should not underestimate the degree of difficulty of the calculations required for the exam.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Cost Accounting	Horngren, Foster, Datar	Prentice Hall	2004	12/e	9780131495388	Yes
Notes on WEBCT	Ming					Yes
Teacher handouts			2010			Yes

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Multinational Foreign Exchange Man.

Module code: MFXVH2FA01
ECTS: 5
Lecturer(s): J.S. Schoorl (SCX)
Contact info: j.s.schoorl@hva.nl
Semester: Fall

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written exam	Written	Central	Central	T2-ih, H1-ih	120	100

Contents

Rationale:

This unit of education, foreign exchange management by multinational companies, is a core subject of the exam program of the main phase. It builds on and is an application of the more theoretical 2nd year introduction to corporate finance (FM2VH1), with emphasis on the international financial environment, especially foreign exchange exposure, of corporations. Following one of or both the 3rd year courses Bank Management (BMA) and Financial Risk Management (FRM) is advisable.

Subject & keywords:

- goals of the multinational enterprise
- the international monetary system, balance of payments,
- international parity conditions, foreign exchange arbitrage
- the foreign exchange market and foreign exchange determination
- transaction and operating exposure and hedging

Prerequisites:

Having passed the 2nd year Financial and Management Accounting 1, Financial and Management Accounting 2 and Finance.

Learning objectives:

Knowledge and skills:

1. Increase knowledge and professional attitude necessary for an international financial manager working in globally integrated financial markets
2. Learn to recognize global financial challenges and trends and act on them
3. Determine which and how business decision and transactions are affected by changes in the economic environment, in particular interest rate and foreign exchange volatility.
4. Apply knowledge of markets and instruments to anticipated and unexpected internal and external (financial) events

Behaviour

5. Awareness of the importance of following and analyzing the financial markets

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
International Financial Management	J.Madura & R.Fox	Thomson	2007	1	ISBN-13: 9781844803606	Yes

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Stock Valuation

Module code: STVVH2ES03
ECTS: 5
Lecturer(s): F.V. Mettes (MES)
Contact info: f.v.mettes@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Investment report	Written	Decentral	Decentral	T2-ih, T4-ih	0	50

Contents

Rational:

Stock valuation (asset management) explains at an advanced level the determinants of stock prices. The two main stances, fundamental analysis and modern portfolio theory will be discussed in detail. A first introduction to technical analysis and behavioral finance is also part of the course. A special feature of the course is a full integration of business economics (financial statement analysis), industry analysis (Porter) and macro-economics (globalization, growth, business cycle and monetary policy).

This is a practical course that will give students the skills and tools needed for the proper valuation of stocks. Students will be required to work in groups on an investment report. Here they can demonstrate the acquired knowledge in a practical way.

Further, throughout the course, students will be required to analyze and interpret financial data from different sources and to participate actively in classroom discussion.

Subject & keywords:

- technical analysis;
- fundamental analysis
- financial statement analysis

Prerequisites:

Though elementary mathematical and statistical techniques modestly employed will be reviewed in class, the course might be less suited for students with more pejorative feelings concerning formulas and figures. Students should be familiar with basic statistical concepts like standard deviation, variance, arithmetic average and geometric average.

Learning goals:

Stock Valuation contributes to the following competencies:

The student is capable of mapping out the economic situation and activity of a country from the perspective of whether or not an investment is advisable. In a concrete situation he can select relevant economic factors for the enterprise and define their development in terms of threats and opportunities, such as the introduction of a new product.

Methodical and reflective thinking: analysing a problem in an academic manner and developing a solution. The graduate is capable of defining and analysing a problem in his own words. In order to find a solution the graduate can independently carry out research, collect and validate information and come to conclusions by means of logical reasoning. He can make a distinction between description and analysis and is capable of formally structuring the analytic process. He can apply measuring instruments and illustrate information in diagrams.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
A Random Walk Down Wall Street	B.G.Malkiel	W.W.Norton&Company		latest		Yes

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Treasury Management Project

Module code: TMPVH2FA04
ECTS: 5
Lecturer(s): J.S. Schoorl (SCX)
Contact info: j.s.schoorl@hva.nl
Semester: Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Treasury Management Project	Cont.Assessment	Decentral	Decentral	SSP2	0	100

Content:

In this unit of education the knowledge and competencies acquired in the courses *Financial Accounting*, *International Financial Management (MFX and MFI)* and *Financial Risk Management* is applied to real life treasury problems. Students do the job of treasurer in a virtual company using SAP/R3 .

Prerequisites:

Having passed 2nd year (H1) Corporate Finance and Financial Accounting, having passed Management Information Systems (MIS) and at least having followed (and preferably passed) or follow the main phase (H2) courses International Financial Management (MFX and MFI). Having done the course Financial Risk Management (FRMVH2FA07) is strongly advised.

Learning objectives:

In groups of four, students are responsible for the cash/forex/treasury management of a (virtual) consultancy company using real SAP/ERP.

In relation to the final general objectives of the profile of the education, in the Treasury Management Project students obtain operational knowledge of and skills in financial accounting, financial markets, the use of instruments and derivatives in treasury management, and in the application of SAP.

Specific learning objectives are that at the end of the TMP, students will have applied the following competences:

- Making a liquidity planning, cash flow-analysis, pro forma balance sheets and income statements,
- Independently collecting relevant information
- Financial ratio-analysis
- Investment analysis
- Determining foreign exchange rate exposure of imports from and exports to non-euro-countries
- Hedging this forex exposure using currency forwards, swaps and options
- Cash management (short term funding/investing) in multiple currencies
- Receivables and payables management
- Determining the cost-of-capital of exceeding credit terms;
- Analysing interest rate exposure
- Hedging using FRAs, FLOORs, CAPs, COLLARs, long term bond futures and interest rate swaps

After completing this module, students should:

No.	Learning objective: knowledge and cognitive skills	Level
1	Knowledge of financial markets and financial instruments	understanding
2	Management of money flows	application
3	Management of information of these money flows (here using SAP/R3)	understanding/application
4	Report (written and orally) adequately	application
5	Understand that in real life financial management you always deal	application

	with uncertainty	
No.	Learning objective: other skills and attitude	
6	Work and solve problems within a team	
7	Learn to take criticism and use it to your advantage	
8	take initiative	

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
International Financial Management	J.Madura & R.Fox		2007	1	ISBN-13: 9781844803606	No
TMP Syllabus and hand-outs available on WebCT and via SAP-mail						Yes

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Language Modules

- Communication Skills in English for exchange students
- Communication Skills in English 5 (for Double Degree students)
- Dutch 1
- Dutch 2
- Dutch 5
- German 5
- German 6
- French 5
- French 6
- Portuguese 5
- Spanish 5
- Spanish 6
- Spanish 7

Communication Skills in English for exchange students

Module code: EX1VH2LD02
ECTS: 3
Lecturer(s): A. Carita (CAA), E.P. Meijhuizen
Contact info: a.m.carita@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Listening	Written	Decentral	Central	T2-ih, H1-ih, T4-i, H2-ih	60	50
2	Oral	Written	Decentral	Central	T2-ih, H1-ih, T4-ih, H2-ih	90	50

Please note: the grade for EX1 is the average of the grades for tests 1 and 2. It will only be entered into the grade lists system if the student has a minimum grade of 6.0 for each fo the tests.

Contents:

Rationale:

English is the *lingua franca* of international business. Therefore it is essential that International Business School students should be able to communicate in this language. This module will provide students with the knowledge and tools required for using the four skills mentioned above.

After having successfully completed this module, the student's English communication skills will be at the B1/B2 level of the Common European Framework of Reference for Languages (CEF).

Subjects and keywords:

- communication
 - listening
-

Learning goals:

The student will be able to communicate at the B1/B2 level of the Common European Framework of Reference for Languages (CEF).

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Communication Skills in English 5

Module code: EC5VH2ES02
ECTS: 5
Lecturer(s): E.P. Meihuizen (MEX), F.A.M. Zwarthoed (ZWD), A. Langan (LGN), W. Noppert (NOT), M. Macculloch (MAH)
Contact info: e.p.meihuizen@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	oral summarizing	Language lab	Decentral	Central	T2-ih, H1-ih, T4-ih, H2-i	90	15
2	oral report	Language lab	Decentral	Central	T2-ih, H1-ih, T4-ih, H2-i	90	25
3	Continuous assessment	Cont.Assessment	Decentral	Not	ssp1, ssp2	0	10
4	Report-writing	Computer lab	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	180	50

Contents

Rationale:

The IBMS graduate can effectively work and communicate in an international business environment. With a view to this, the ability to report adequately, both orally and in writing, is one of the key communicative skills a modern businessman or businesswoman should have. IBMS graduates master this at an upper-advanced level.

This course consists of two parts:

(a) Oral reporting: a 90-minute workshop per week plus a number of homework assignments. The basic structure of the workshop is as follows: after some instruction materials will be handed out in class, students are given some fixed, limited period of time to study these materials (in groups and/or individually), then give an oral report. This way they will build up some routine in oral reporting skills.

In order to create variety for the students the workshops cover a wide range of subjects (economic, financial, commercial, social and political) from different branches of industry and, if possible, from a number of different countries.

(b) report-writing: a 45-minute seminar / tutorial per week. At first it deals with instruction about course contents, requirements, format of report and pitfalls; after that it is mainly spent on feedback on reports written at home (see teaching methods).

The level of module EC5 is Common European Framework (CEF) level C2, ALTE level 5, Cambridge Certificate of Proficiency in English (CPE) or appropriate equivalents of TOEFL / TOEIC / IELTS.

Subject & keywords:

- oral presentation
- reporting in writing
- thinking analytically
- methodical and reflective thinking
- planning and organising

Prerequisites:

- European exchange students: Common European Framework level C1.
- Other exchange students: ALTE level 4, Cambridge CAE or BEC3, or appropriate equivalent of

Learning objectives:

No.	Learning objective: Knowledge and cognitive skills	Level
	After successfully completing this course the student :	
1	can discriminate between relevant and irrelevant information	analysis
2	can summarize key points from various sources of (written) information	synthesis
3	can give consistent and clear advice based on this information	synthesis
4	demonstrates a high level of proficiency in spoken and written business English	synthesis

No.	Learning objective: other skills and attitude
5	Can do all the above in a fixed, limited period of time.

CEF Learning Objectives (level C2):

a. Listening: the student has no difficulty in understanding any kind of spoken language, whether live or broadcast, even when delivered at fast native speed, provided he/she has some time to get familiar with the accent.

b. Reading: the student can read with ease virtually all forms of the written language, including abstract, structurally or linguistically complex texts such as manuals, specialised articles and literary works.

c. Spoken interaction: the student can take part effortlessly in any conversation or discussion and has a good familiarity with idiomatic expressions and colloquialisms. He/she can express him/herself fluently and convey finer shades of meaning precisely. If he/she does have a problem he/she can backtrack and restructure around the difficulty so smoothly that other people are hardly aware of it.

d. Spoken production: the student can present a clear, smoothly flowing description or argument in a style appropriate to the context and with an effective logical structure which helps the recipient to notice and remember significant points.

e. Writing: the student can write a clear, smoothly flowing text in an appropriate style. He/she can write complex letters, reports or articles which present a case with an effective logical structure which helps the recipient to notice and remember significant points. He/she can write summaries and reviews of professional or literary works.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Hand-outs						No
EC5 Course Manual	F. Zwarthoed	HvA-HES	2006	latest		Yes

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Dutch 1

Module code: N01VH2ES01
ECTS: 3
Lecturer(s): A.H.T. Krijnen (KRJ)
Contact info: a.h.t.krijnen@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	writing and reading	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	90	50
2	listening and speaking	Oral	Decentral	Decentral	T2-ih, H1-ih, T4-ih, H2-ih	15	50

Contents**Rationale:**

Dutch for self study is an elementary Dutch course. Its method follows the so-called communicative approach to language learning. It covers different themes spread over 9 lessons. Each lesson provides examples over everyday language use, mainly in the form of dialogues (on CD and in print), notes on language use, vocabulary lists and brief grammar notes.

Subject & keywords:

1. How are you? / A party /Three years ago
2. Making a call and e-mailen/ Letters and sounds/Home/ Fill in a form
3. Which tram? /At the Central station/One more question/Time
4. In de trein/ Met de fiets/Een fiets huren
5. In het café/In de supermarkt/op de borrel
6. In de keuken/in een restaurant/Aan tafel
7. Een concert/een quiz/Televisie kijken
8. Wat doe jij aan?/Een interview/ Naar de bioscoop
9. Op de markt/In het warenhuis/Geld

Prerequisites:

A reasonable proficiency in English.

Learning goals:

No.	Learning objective: Knowledge and cognitive skills
1.	A1 European Framework for languages

After taking this course, the student will be able to communicate in practical, everyday situations. He will be familiar with the basic grammar of Dutch, including the past tenses and be able to use this knowledge in standard situations. As a result of the interactive, communicative nature of the method used, however, the emphasis in this phase is on speaking and listening skills.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Dutch for self study (2 cds included)	Van Kampen/ Stumpel				9789027457110	Yes

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Dutch 2

Module code: N02VH2ES02
ECTS: 3
Lecturer(s): A.H.T. Krijnen (KRJ)
Contact info: a.h.t.krijnen@hva.nl
Semester: Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	writing+reading	Written	Central	Central	T4, H2	120	50
2	speaking and listening	Oral	Central	Central	T4, H2	120	50

Contents and topics in the course:

Dutch for self study is an elementary Dutch course. Its method follows the so-called communicative approach to language learning. It covers different themes spread over 9 lessons. Each lesson provides examples over everyday language use, mainly in the form of dialogues (on CD and in print), notes on language use, vocabulary lists and brief grammar notes.

Topics in the course are: 9. Op de markt/ In het warenhuis/ Geld 10. In de winkel/Een trui kopen/In de boekwinkel 11. Op het politiebureau/Is er een bank in de buurt??Op het postkantoor 12. Benzine tanken/Mijn auto doet het niet/Dat mag niet/U mag hier niet parkeren/Roken verboden 13. Een baby/Mijn baas gaat weg/Een kaart 14. De bruiloft/De buurvrouw/Lange Nederlanders 15. Het lichaam/Ziek/Verkouden/Het recept 16. In het park/ Inpakken/Au!/ Langzaam slank/ Maanden en seizoenen 17. Een nieuw huis/Een huisje huren/Wat is het koud hier 18. Wat een weer!/ Naar het strand/Verslag van een gesprek.

Learning goals:

After taking this course, the student will be able to communicate in practical, everyday situations. He will be familiar with the basic grammar of Dutch, including the past tenses and be able to use this knowledge in standard situations. As a result of the interactive, communicative nature of the method used, however, the emphasis in this phase is on speaking and listening skills. After completing the module students have reached the following levels of the European Framework Listening and Speaking: A1.

Prerequisites:

A reasonable proficiency in English and a basic knowledge of Dutch (level NO1).

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1.	A1 European Framework for languages	

After taking this course, the student will be able to communicate in practical every day situations. He will be familiar with the basic grammar of Dutch, including the past tenses, and be able to use this knowledge in standard situations in every day life. He will also have some reading and writing skills.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Dutch for self study (2 cds included!)	Van Kampen/Stumpel				9027498059	Yes

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Dutch 5

Module code: NI5VH2ES01
ECTS: 3
Lecturer(s): A.H.T. Krijnen (KRJ)
Contact info: a.h.t.krijnen@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Grammar and Writing	Written	Central	Central	T2, H1 , T4, H2	120	100

Contents and topics in the course:

This course is the last in a series of 5 modules. It is strongly focussing on using grammar constructions correctly in communication.

The student learns how to establish and maintain international business relationships. This skill is especially geared to a Dutch-speaking environment and culture. The student learns to communicate with Dutch-speaking colleagues, business relations and clients about work, as well as at work.

Prerequisites:

Level Dutch 4.

Learning goals:

After finishing this course the student will be able to communicate in practical situations on the basis of a corpus of words and skills in correct grammatical constructions. After completing the module students have reached the following levels of the European Framework Listening: B2; Reading: B2; Writing: B2.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Taal totaal tekstboek	Caroline Kennedie, Marjan Bassie en Edith Schouten	Intertaal	2010	latest	978 90 5451 3322	Yes
Taal Totaal werkboek, Nederlands voor gevorderden	Caroline Kennedie, Marjan Bassie en Edith Schouten	Intertaal	2010			Yes

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German 5

Module code: DI5VH2ES01
ECTS: 3
Lecturer(s): F.R. Bos (BOS)
Contact info: f.r.bos@hva.nl
Semester: Fall and Spring

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	mündlich, kontinuierlich	Cont.Assessment	Decentral	Not	T2-ih, T4-ih	0	40
2	Gruppenreferat	Oral	Decentral	Decentral	T2-ih, T4-ih	20	30
3	referatsbezogener Bericht(schriftlich)	Written	Decentral	Decentral	T2-ih, T4-ih	0	30

Contents

Rationale:

Germany is the most important business/trading partner for The Netherlands so later in business life students most likely will find themselves in situations where they have to speak and understand German.

Doing business with German companies requires good communication skills in German. In this course students develop and practise oral and written skills which enable them to communicate effectively with German business partners and consequently to function on an intermediate level in a German context.

Subject and keywords:

- Internet based learning materials
- Vocabulary
- Fluency: spoken interaction
- Presentation: spoken production
- Handout writing

Prerequisites:

Level B1 Common European Framework

Learning objectives:

- Fähigkeit zur angemessenen Verwendung von Sprechhandlungen und Redemitteln in der beruflichen Kommunikation mittels Rollenspielen
- Erwerb von landeskundlichen und/oder interkulturellen Kenntnissen
- Fähigkeit zum Halten eines Vortrags, individuell oder als Teilnehmer(in) an einem mündlichen Gruppenreferat, über ein deutschlandkundliches oder interkulturelles Thema
- Fähigkeit zu einem angemessenen schriftlichen Ausdruck mittels Textproduktion als schriftliche Berichterstattung über das jeweilige Referatsthema.

Niveau gemeinsamer europäischer Referenzrahmen/CEF	Lernziele
B2	Hören

Rezeptiv: Verstehen	<p>Kann längere Redebeiträge und Vorträge verstehen und auch komplexer Argumentation folgen, wenn mir das Thema einigermaßen vertraut ist. Kann am Fernsehen die meisten Nachrichtensendungen und aktuellen Reportagen verstehen. Kann die meisten Spielfilme verstehen, sofern Standardsprache gesprochen wird.</p> <p>Lesen Kann Artikel und Berichte über Probleme der Gegenwart lesen und verstehen, in denen die Schreibenden eine bestimmte Haltung oder einen bestimmten Standpunkt vertreten. Kann zeitgenössische literarische Prosatexte verstehen.</p>
B1/B2 Produktiv: Sprechen/Schreiben	<p>Sprechen B1: Kann die meisten Situationen bewältigen, denen man auf Reisen im Sprachgebiet begegnet. Kann ohne Vorbereitung an Gesprächen über Themen teilnehmen, die einem vertraut sind, die einen persönlich interessieren oder die sich auf Themen des Alltags wie Familie, Hobbys, Arbeit, Reisen, aktuelle Ereignisse beziehen. B2: Kann sich so spontan und fließend verständigen, dass ein normales Gespräch mit einem Muttersprachler recht gut möglich ist. Kann sich in vertrauten Situationen aktiv an einer Diskussion beteiligen und seine/ihre Ansichten begründen und verteidigen.</p> <p>Schreiben B1: Kann über Themen, die einem vertraut sind oder einen persönlich interessieren, einfache zusammenhängende Texte schreiben. Kann persönliche Briefe schreiben und darin von Erfahrungen und Eindrücken berichten. B2: Kann über eine Vielzahl von Themen, die einen interessieren, klare und detaillierte Texte schreiben. Kann in einem Aufsatz oder Bericht Informationen wiedergeben oder Argumente und Gegenargumente für oder gegen einen bestimmten Standpunkt darlegen. Kann Briefe schreiben und darin die persönliche Bedeutung von Ereignissen und Erfahrungen deutlich machen.</p>

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Gesprächstraining: Hand-outs	Dozent	HvA-HES				Yes
Referat, Bericht: Internet		internet				Yes

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German 6

Module code: DI6VH2EL01
ECTS: 4
Lecturer(s): R. Berings (BES)
Contact info: m.c.j.berings@hva.nl
Semester: Fall and Spring

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Korrespondenz	Cont.Assessment	Decentral	Not	ssp1, ssp2	0	40
2	Zusammenfassungen	Cont.Assessment	Decentral	Not	ssp1, ssp2	0	30
3	Oral	Cont.Assessment	Decentral	Not	ssp1, ssp2	0	30

Contents

Rational:

Diese Lerneinheit bereitet Studierende auf die Fähigkeit vor, die Hauptinhalte komplexer Texte zu konkreten und abstrakten Themen auf eigenem Fachgebiet zu verstehen und deren Inhalt in zusammengefasster Form mündlich und schriftlich wiederzugeben. Sie dient auch als Vorbereitung auf den schriftlichen internationalen Geschäftsverkehr mit komplexeren Inhalten.

Prerequisites:

D07VH2WE01. Diese Lerneinheit folgt auf D07 und D08.

Learning goals:

- Fähigkeit, Wirtschaftstexte schriftlich auf deutsch zusammenzufassen unter Anwendung von Grammatikregeln und spezifischem Vokabular.
- Fähigkeit zur mündlichen Kommunikation über Wirtschaftsthemen.
- Fähigkeit zur schriftlichen geschäftlichen Kommunikation mittels Briefe, Fax, E-Mail usw.

Lernziele:

Niveau gemeinsamer europäischer Referenzrahmen/CEF	Lernziele
B2 Rezeptiv: Verstehen	Lesen B: Kann Artikel und Berichte über Probleme der Gegenwart lesen und verstehen, in denen die Schreibenden eine bestimmte Haltung oder einen bestimmten Standpunkt vertreten. Kann zeitgenössische literarische Prosatexte verstehen.
B1/B2 Produktiv: Sprechen/Schreiben	Sprechen B2: Kann zu vielen Themen aus eigenen Interessengebieten eine klare und detaillierte Darstellung geben. Kann einen Standpunkt zu einer aktuellen Frage erläutern und Vor- und Nachteile verschiedener Möglichkeiten angeben. Schreiben B2: Kann über eine Vielzahl von Themen, die einen interessieren, klare und detaillierte Texte schreiben. Kann in einem Aufsatz oder Bericht Informationen wiedergeben oder Argumente und Gegenargumente für oder gegen einen bestimmten Standpunkt darlegen. Kann Briefe schreiben und darin die persönliche Bedeutung von Ereignissen und Erfahrungen deutlich machen.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Wirtschaftstexte		n.a.				No
Korrespondenzaufträge (handouts)	Dozent	HES				Yes
Wörterbücher						Yes

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French 5

Module code: FI5VH2ES01/FI5VH2LD01
ECTS: 3
Lecturer(s): F. M. J. Herberichs (HEF)
Contact info: f.m.j.herberichs@hva.nl
Semester: Fall and Spring

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Knowledge & writing skills	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Fluency	Cont.Assessment	Decentral	Central	T2-ih, H1-ih, T4-ih, H2-ih	60	50

Contents

Rationale:

Le module FI5 permet d'acquérir les savoir et savoir-faire linguistiques et communicatifs dans les situations les plus courantes de la vie sociale et professionnelle. L'objectif principal est d'entraîner l'étudiant à comprendre et réaliser en français les tâches professionnelles les plus courantes.

Ce module aborde non seulement les aspects linguistiques mais aussi les aspects culturels du monde des affaires à travers des situations liées au monde du travail. Ainsi, les aspects socio-économiques de la France et les usages dans les relations professionnelles sont largement évoqués, permettant de comprendre comment se font les affaires en France.

Subject & keywords:

Compréhension orale et écrite, expression orale et écrite

Prerequisites:

Le module Fi5 s'adresse aux étudiants ayant clôturé le module Fi4 et possédant déjà une bonne connaissance du français général correspondant au moins au niveau A2 du CECR. Dans le module Fi5, la dynamique de l'échange est essentielle : c'est en communiquant avec les autres que l'étudiant va s'approprier les compétences de communication. Discussions et jeux de rôle font partie intégrante du processus d'apprentissage. Il est par conséquent indispensable que l'étudiant soit prêt à participer aux travaux de groupe et à s'impliquer dans la discussion.

Learning goals:

Après avoir suivi ce module, l'étudiant est capable de:

- maîtriser la langue française au niveau B1 du CECR, à l'oral comme à l'écrit, dans les situations courantes de la vie professionnelle
- appliquer avec discernement les règles de grammaire
- utiliser activement un vocabulaire économique et commercial afin de participer sagement aux échanges dans l'entreprise
- distinguer les différences culturelles et d'en tenir compte
- reconnaître ses propres fautes et d'en tirer un enseignement (réflexion)

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Affaires à suivre, livre de textes	Bloomfield, A. et B. Tausin	Hachette	2001		9782011551641	Yes

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French 6

Module code: FI6VH2EL01

ECTS: 4

Lecturer(s): F. M. J. Herberichs (HEF)

Contact info: f.m.j.herberichs@hva.nl

Semester: Fall and Spring

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Herk.	Periode(s)	Duur	Weging
1	Knowledge & writing skills	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Fluency	Cont.Assessment	Decentral	Central	T2-ih, H1-ih, T4-ih, H2-ih	60	50

Contents

Rationale:

Le module FI6 permet d'acquérir les savoir et savoir-faire linguistiques et communicatifs dans les situations les plus courantes de la vie sociale et professionnelle.

L'objectif principal est d'entraîner l'étudiant à comprendre et réaliser en français les tâches professionnelles les plus courantes.

Ce module aborde non seulement les aspects linguistiques mais aussi les aspects culturels du monde des affaires à travers des situations liées au monde du travail.

Ainsi, les aspects socio-économiques de la France et les usages dans les relations professionnelles sont largement évoqués, permettant de comprendre comment se font les affaires en France.

Prerequisites:

Le module Fi6 s'adresse aux étudiants ayant clôturé le module Fi4 et, de préférence, suivi le module Fi5. Ces apprenants possèdent déjà une bonne connaissance du français de l'entreprise.

Dans le module Fi6, la dynamique de l'échange est essentielle : c'est en communiquant avec les autres que l'étudiant va s'approprier les compétences de communication. Discussions et jeux de rôle font partie intégrante du processus d'apprentissage. Il est par conséquent indispensable que l'étudiant soit prêt à participer aux travaux de groupe et à s'impliquer dans la discussion.

Learning goals:

Après avoir suivi ce module, l'étudiant est capable de:

- maîtriser la langue française au niveau B1 du CECR, à l'oral comme à l'écrit, dans les situations courantes de la vie professionnelle
- appliquer avec discernement les règles de grammaire
- utiliser activement un vocabulaire économique et commercial afin de participer sagement aux échanges dans l'entreprise
- distinguer les différences culturelles et d'en tenir compte
- reconnaître ses propres fautes et d'en tirer un enseignement (réflexion)

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Affaires à suivre, livre de textes	Bloomfield, A. et B. Tausin	Hachette	2001		9782011551641	Yes

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Portuguese 5

Module code: PI5VH2ES01
ECTS: 3
Lecturer(s): A.M. Carita (CAA)
Contact info: a.m.carita@hva.nl
Semester: Fall

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Continuous Assessment	Cont.Assessment	Decentral	Central	T2-ih, H1-ih	120	70
2	Mondeling	Oral	Central	Not	T2-ih, T4-ih	180	30

Contents

After taking this curriculum unit, the student will be able to communicate in everyday situations in a professional environment. Moreover, the student will be able to read and summarize Portuguese texts, and also to give presentations about the subjects they learned during the lessons. Every chapter has a topic that forms the framework, within which the various words and structures are presented that are necessary for communication.

Learning goals:

After completing the module students have reached the following levels of the **European**

Framework

Listening: A2-2
Speaking: A2-2
Reading: A2-2
Writing: A2-2

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Português XXI 3, tekstboek	Ana Tavares	Lidel	2005	latest	978905417580	Yes

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Spanish 5

Descr.: SI5VH2ES02
ECTS: 3
Lecturer(s): R.M. Vila Roches (VIA), B.E. Fernandez de Gamboa (FEZ)
Contact info: r.m.vila.roches@hva.nl
Semester: Fall and Spring

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	continuous assessment	Cont.Assessment	Central	Not	T2-ih, T4-ih	0	60
2	business correspondence	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	40

Contents

Rationale:

The students and graduates who chose Spanish as a second language must be able to communicate in this language in an adequate and effective manner.

This course has two parts: a) the oral and b) the written communication.

a) The student:

- understands the spoken language used daily in a general and work-related situations
- is prepared to interact independently and with confidence in a professional environment
- is aware of the social and cultural forms
- can make an effective presentation

b) The student:

- can produce simple written texts for general and business purposes
- understands and can write a professional resumé and letter of application
- can keep a business and personal correspondence of a simple nature
- is aware of the difference in written styles between professional and informal situations

Prerequisites

Module 4 or similar level. In case of doubt, the student will decide with the lecturer the adequate module to follow.

The course is available for exchange students of the following level, according to the criteria of the European Framework: Speaking: A2; Writing: A1-2; Listening: A2-2; Reading: A2-2.

Learning objectives:

The main goal is to enable the students to operate independently in international business situations, particularly in relation to Spanish-speaking countries. The active written and spoken competences will be improved, and applied in various practical and relevant situations.

European framework: speaking: A2-2; writing: A2-2; listening : B1-2; reading: A2-2.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Syllabus Español Módulo 5	Lecturers Spanish	Repro HvA-HES		latest	nr. 162	Yes
Técnicas de Correo Comercial	Palomino, María Angeles	Edelsa Grupo Discalia S. A., Madrid	1997	latest	9788477111764	Yes

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Spanish 6

Module code: SI6VH2EL01
ECTS: 4
Lecturer(s): B. Fernandez (FEZ)
Contact info: b.e.fernandez.de.gamboa@hva.nl
Semester Fall and Spring

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Continuous assessment (see study guide)	Continuous assessment	Decentral	Decentral	T2-ih, H1-ih	0	100

Contents

En este curso el estudiante recibe la formación adecuada para poder operar de forma independiente en un entorno internacional y, en concreto, en el mundo empresarial hispanohablante.

1. Lectura de textos sobre la actualidad política, económica, social y cultural de España e Hispanoamérica.
2. Presentaciones: técnicas de presentación.
3. Debates y técnicas de negociación por medio de juego de roles.
4. Ejercicios de comprensión auditiva
5. Repaso gramatical y adquisición de vocabulario.
6. Redacción de diferentes tipos de escritos. Ver guía de estudios.

Prerequisites

Módulo 5 o nivel similar

Learning objectives:

Por ser el último módulo obligatorio del programa, se tratará de practicar todas las destrezas y mejorarlas. El estudiante que haya terminado el módulo y, con él, el programa básico obligatorio, tendrá el siguiente nivel:

- *Comprensión auditiva:* puede comprender gran parte de lo que se dice a su alrededor, siempre que los interlocutores usen un lenguaje estándar y hablen claramente. Puede comprender cuando se dirigen a él o a ella, a condición de que el hablante hable con claridad y evite un uso demasiado idiomático de la lengua.
- *Expresión oral:* en situaciones habituales en el mundo de los negocios internacionales puede decir lo que quiere y participar sin preparación, en una conversación o discusión, aunque a veces le será difícil seguir lo que otra persona intenta decir exactamente.
- *Comprensión lectora:* puede entender textos periodísticos variados, siempre que no sean extremadamente complicados, y todo tipo de textos relacionados con su ámbito profesional.
- *Expresión escrita:* es capaz de redactar textos sencillos (informes, resúmenes, etc.) siempre que esté familiarizado con los temas.
- EFW: Expresión escrita: A2-1; Comprensión auditiva: B1; Expresión oral: A2-2; Comprensión lectora: B1.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Español Módulo 6	Lecturers Spanish	Repro HES				Yes

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Spanish 7

Module code: SI7VH2EL01
ECTS: 4
Lecturer(s): M.L. Villota Goitia
Contact info: m.l.villota.goitia@hva.nl
Semester Fall and Spring

Important: You cannot register for most first and second year language modules through the Time Table Assembly. We therefore recommend exchange students who would like to follow a language module other than English or Dutch not to enroll through the Time Table Assembly. We advise you to make an appointment with the lecturer to establish your level. If you let the International Office know afterwards which module you will be following, we will make sure that you will be registered.

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Cont. Assessment	Cont.Assessment	Central	Not	T2, H1 , T4, H2	120	100

Contents

Rational:

Los conocimientos adquiridos en este módulo aumentarán la desenvoltura lingüística del estudiante en el mundo profesional hispanohablante pues no sólo se dirige a mejorar su dominio de la lengua española sino también a dotarle de conocimientos sobre la cultura y actualidad del mundo hispanohablante

Prerequisites:

Todos los estudiantes que siguen el Módulo 7 habrán pasado, como mínimo, medio año en un país hispanohablante y todos tendrán un nivel mínimo de entrada

Learning goals:

Todos los estudiantes que siguen el Módulo 7 habrán pasado, como mínimo, medio año en un país hispanohablante y todos tendrán un nivel mínimo de entrada. Sin embargo, dependiendo del nivel de entrada, la capacidad de cada estudiante y del aprovechamiento del Módulo, el nivel de salida variará. El máximo nivel alcanzable será el B2 del MCRE para todas las destrezas. Al ser éste el nivel requerido para el diploma DELE Intermedio (conocido en la HES como 'Cervantes Diploma'), existirá la posibilidad, para los estudiantes interesados, de prepararse durante este módulo para dicho examen.

Para fomentar que los estudiantes se presenten al diploma DELE, la HES ofrece a los estudiantes que aprueben la financiación posterior (total o parcial) de la matrícula de inscripción.

El estudiante que haya terminado este módulo habrá alcanzado los siguientes niveles del marco común de referencia para las lenguas del Consejo de Europa:

- Expresión escrita: B1-2;
- Comprensión auditiva: B2-1;
- Expresión oral: B1-2;
- Comprensión lectora: B2-1

Literature:

Titel	Auteur(s)	Uitgever	Jaar	Druk	ISBN	Verpl.
						No
El verbo español	Profesoras de español	Repro HES				No
Español Módulo 7	Profesoras de español	Repro HES	2007	09-2007		Yes

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Management and Organisation Modules

- Cross Cultural Negotiations
- Human Resource Management
- Human Resource Management 1
- Human Resource Management 2
- Innovation
- Intercultural Awareness
- Management and Organisation
- Sales Negotiation & Culture

Cross Cultural Negotiations

Module code: CCNVS3IM01
ECTS: 3
Lecturer(s): I.R. Lewis (LWS)
Contact info: i.r.lewis@hva.nl
Semester: Fall and Spring

Examination:

Nr.	Description	Form	Type	Type resit	Period	Duration	Weigh
1	Continuous Assessment	Cont. Assesment	Decentral	Not	ssp1, ssp2	0	20
2	Assignments	Written	Decentral	Decentral	ssp1, ssp2	0	40
3	Oral Exam	Oral	Decentral	Not	T2-ih, T4-ih	30	40

Contents

Rationale:

Successful negotiation is not based on luck, it relies on a variety of skills. In order to improve negotiation skills, students will study negotiation theory and develop their skills in a controlled environment.

Through readings, assignments, and class discussions, students will increase their knowledge of what to expect and how to react in a negotiation with individuals or organizations from different cultures. They will also learn how the negotiating process differs from culture to culture with particular focus on Asia cultures.

Topics covered in this course may include but are not limited to: ideal, fallback, BATNA, principled negotiation, negotiating tactics, and decision-making.

Subject & keywords:

Topics covered in this course may include but are not limited to: ideal, fallback, BATNA, principled negotiation, negotiating tactics, and decision-making.

Prerequisites:

Students must have a strong command of the English language to successfully participate in class discussion, read assigned texts, and participate in the negotiations

Learning objectives

No.	Learning objective: Knowledge and cognitive skills	Level
1	Define negotiation, ideal, fallback, and BATNA, active listening, principled negotiation, and other relevant terms	knowledge
2	Describe cultural factors that directly influence the negotiation process, especially decision-making, communication styles, and negotiation team composition	understanding
3	Conduct negotiations in clear, communicative English, maintaining professional and culturally appropriate attitude towards fellow negotiators; including maintaining appropriate dress, language, body language, tone of voice, and posture	application
4	Implement a variety of arguments and tactics, adapt negotiation style to the situation, including the counterpart's culture	application
5	Develop executable and effective negotiation strategies	application
6	Develop and remain open to creative solutions before and during the negotiation	application
7	Justify choices and positions in preparation as well as during negotiation exercise	analysis

8	Prepare effectively for a negotiation, including an effective opening, organization, appropriate negotiation tactics, and anticipating cultural differences	synthesis
9	Design reasonable, measurable goals for improving own negotiation skills based on reflection reports	synthesis
10	Evaluate personal performance during negotiation	evaluation

Literature:

Title	Author(s)	Publisher	Edition	ISBN	Compulsory
Cross Cultural Negotiations Reader	Various	HES			Yes
Getting to Yes	Roger Fisher, William Ury & Bruce Patton	Arrow Books Ltd	2003, 2 nd edition	97818441314	Yes

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Human Resource Management

Module code: HRMVH2MN01
ECTS: 5
Lecturer(s): C. Klaver (KLR)
Contact info: c.klaver@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Human Resource management	Written	Decentral	Decentral	T2-ih, T4-ih	0	100

Contents

Rationale:

The Human Resource Management (HRM) module gives the student an understanding of HRM policy and its translation into HRM tools. Skills are developed in the use of an advanced and integrated ERP system for HRM activities.

The student is introduced to the theory of strategic HRM policy, for both national and international companies, and its operational effects. Examples of topics covered are the structure of the organisation, function analysis, pay, and secondary condition of employment. The integration of HRM with financial accounting and control aspects is looked at from a management perspective. The management information used for taking HRM decisions is analysed with the aid of mySAP ERP.

The module consists of a theoretical introduction to HRM policy and activities. At the same time the student is introduced to the mySAP HRM module. The second part of the module consists of a practical investigation in which an HRM aspect (for example bonuses, travel costs, company training, recruitment and selection, or performance interviews) is worked out in detail, in terms of strategic and operational implementation.

Learning objectives:

Nr.	Course Objective	Domain	Level
1	Understand practices in Human Resource Management (HRM) which facilitate the attainment of the competitive advantage	cognition	understanding
2	Understand the integration of Strategic Human Resource Management in the formulation of the Strategic Management Process	cognition	understanding
3	Assess factors affecting the analysis and design of work, as well as work outcomes regarding job attitudes and performance, and understand and perform mySAP ERP transactions in organizational structure and job analysis. Analyze own job within the business simulation	cognition	understanding,application
4	Develop conceptual knowledge of recruitment, selection, and placement practices in HRM, and understand and perform mySAP ERP transactions in acquiring human resources	cognition	understanding,application
5	Develop conceptual knowledge of training and development and career management in HRM, and understand and perform transactions in developing human resources	cognition	understanding,application

6	Develop conceptual knowledge of pay structure decisions and employee benefit practices in HRM, and understand and perform transactions in compensating human resources	cognition	understanding,application
7	Develop conceptual knowledge of the integration of HRM activities with financial and cost accounting processes. Develop skills in calculating direct and indirect costs of absenteeism, employee turnover, travel management and personnel development	cognition	understanding,application
8	Develop basic proficiency in the utilization of the mySAP ERP Human Resources Module, as well as basic understanding of its integration with other functional modules in mySAP ERP, like financial and controlling modules	cognition	understanding,application
9	Develop keen decision making skills by generating effective managerial solutions to Human Resource Management and integrative software applications	cognition	understanding,application
10	Identify challenges which are critical to gaining the competitive advantage in the global marketplace	cognition	understanding

Literature: Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Essentials of HRM	Tyson, S. & York, A.	Butterworth & Heinemann, Elsevier Science	2000	laatste	0 7506 4715 9	Yes
HRM with SAP	Schenk, D-J & Klaver, C.	Hogeschool van Amsterdam, Hogeschool voor Economische Studies	HES 2006	laatste	nvt	Yes

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Human Resource Management 1

Module code: HR1VH2ES05
ECTS: 3
Lecturer(s): A. van Woudenberg (WOU)
Contact info: a.d.van.woudenberg-swicegood@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written exam	Written	Central	Central	T2, H1 , T4, H2	120	70
2	Presentation	Project	Decentral	Decentral	T2, T4	0	30

Contents

Rationale:

Managing people effectively is vital to success in today's highly competitive marketplace. The task of managing human resources effectively include all the activities that organizations use to influence the competencies, behaviors and motivations of all the people who work for them. These in turn influence profitability, customer satisfaction and a variety of other important measures of organizational effectiveness. Meeting the challenge of managing people effectively requires the involvement of everyone in the organization. HR activities include both the formal policies of the organizations and the actual daily practices that people experience.

In this course we address and incorporate those facts and competencies with which modern managers need to be knowledgeable. Many of the traditional functions of Human Resources (HR) are today incorporated into the job descriptions of line managers and teams as a result of restructuring and employee empowerment. So this course is not just for future HR managers, but also primarily for future managers and team members who must now know HR.

This course is devoted to studying both the formal policies and the everyday practise of HRM. We combine theory with practical exercises and cases. We look at how to get the people of the business to make things happen in a productive way so that the business prospers and the people thrive.

Subjects and Keywords:

Introduction to Human Resource Management (HRM): 1. What is Human Resource Management? 2. The changing environment of HRM 3. HRM issues today
Mergers, Acquisitions and Strategic Human Resource Management 1. The strategic management process 2. Creating competitive advantage through HRM 3. Mergers, Acquisitions and HRM
Personnel Planning and Recruiting: 1. Job Analysis 2. The Recruitment and Selection process 3. Workforce Planning and Forecasting 4. Recruiting Job Candidates 5. Developing and Using Application Forms
Selecting employees: 1. The Basics of Testing and Selecting Employees 2. Using Tests at Work 3. Interviewing Candidates 4. Using Other Selection Techniques 5. Including Practical Section on Selection Interviewing
Training and Developing Employees: 1. Orienting Employees 2. Traditional Training Techniques 3. Computer and Internet-Based Training

4. Managerial Development and Training
5. Evaluating the Training and Development Effort
Motivation
1. Motivational theories
2. The role of HRM in motivation
3. The managers role in motivation
Managing HR Globally:
1. The expatriate experience
2. The role of HRM
3. Organizational initiatives in expatriate management.
4. Repatriation
Current issues in HRM
Introduction to Human Resource Management (HRM):
1. What is Human Resource Management?
2. The changing environment of HRM
3. HRM issues today
Mergers, Acquisitions and Strategic Human Resource Management
1. The strategic management process
2. Creating competitive advantage through HRM
3. Mergers, Acquisitions and HRM

Prerequisites:

None

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1.	To relate new job analysis and design approaches to motivation, retention, and performance	Insight and analysis
2.	To explain the need for 360-degree feedback, portfolio approaches, and team reviews along with the traditional performance appraisal.	Insight and analysis.
3.	To recognize the importance of hierarchy of needs in motivation.	Insight and analysis.
4.	To relate the relationship of Human resource strategy with overall organizational strategy and functional strategy.	Insight.
5.	To identify, explain, and discuss the steps in constructing a human resource plan.	Insight and analysis.
6.	To relate effective recruitment, selection and retentions strategies.	Insight.

No.	Learning objective: other skills and attitude
1.	Is able to contribute actively to joint efforts and team performance; maintains a good working environment (Interpersonal)
2.	Is able to orient towards the development of own skills and attitudes. (personal)
3.	Is able to relate and explain that social ethics, work ethics and methods are determined by culture, by fine-tuning behaviour when operating in a multi-cultural environment) (personal).

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp. No
Human Resource Management ¹⁾	Compiled by: A. van Woudenberg Authors: Dessler and Torrington	Pearson	2009		9781849591690	Yes

¹⁾ This is a custom book for the HR1 course.

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Human Resource Management 2

Module code: HR2VH2EL03

ECTS: 3

Lecturer(s): A. van Woudenberg (WOU)

Contact info: a.d.van.woudenberg-swicegood@hva.nl

Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written test	Written	Central	Central	T2, H1 , T4, H2	120	70
2	Presentation	Project	Decentral	Decentral	T2, T4	0	30

Contents

Rationale:

Managing people effectively is vital to success in today's highly competitive marketplace. The task of managing human resources effectively include all the activities that organizations use to influence the competencies, behaviors and motivations of all the people who work for them. These in turn influence profitability, customer satisfaction and a variety of other important measures of organizational effectiveness. Meeting the challenge of managing people effectively requires the involvement of everyone in the organization. HR activities include both the formal policies of the organizations and the actual daily practices that people experience.

In this course we address and incorporate those facts and competencies with which modern managers need to be knowledgeable. Many of the traditional functions of Human Resources (HR) are today incorporated into the job descriptions of line managers and teams as a result of restructuring and employee empowerment. So this course is not just for future HR managers, but also primarily for future managers and team members who must now know HR.

This course is devoted to studying both the formal policies and the everyday practise of HRM. We combine theory with practical exercises and cases. We look at how to get the people of the business to make things happen in a productive way so that the business prospers and the people thrive.

Subjects and Keywords:

Introduction to Human Resource Management (HRM): 1. What is Human Resource Management? 2. The changing environment of HRM 3. HRM issues today
Managing Rewards: 1. The functions of rewards system 2. Fair pay 3. Main types of payment systems 4. Job evaluation
Employee Benefits: 1. Legally required benefits 2. Pension and helath insurance plans 3. Miscellaneous benefits
Stress Management: 1. What is Stress? (Sources, Perception, Reaction) 2. Cost and Effects of Stress in the Workforce 3. How to Strengthen Resistance in Stress Situations 4. The Role of Manager in Stress Recognition and Prevention
Coaching: 1. Introduction to Coaching 2. The Manager's Role (vs. External Coach) 3. Coaching Skills and Styles

4. The Coaching Session 5. Including: Practical Exercise on Coaching
Discipline and Grievance: 1. The need for disciplinary procedures 2. Operating disciplinary procedures 3. The need for grievance procedures 4. Operation grievance procedures 5. Disciplinary and grievance interviews
Ethics, Employee Rights, and Fair Treatment at work 1. What Shapes Ethical Behavior at Work? 2. HR Management's Role in Ethics and Fair Treatment 3. Employee Discipline and Privacy 4. Managing Dismissals
Current issues in HRM

Prerequisites:

None

Learning goals:

Nr.	Learning Objective	Level of dominance
1.	Relate new job analysis and design approaches to motivation, remuneration and performance	Insight
2.	Compare countries in remuneration and benefit systems	Insight
3.	Recognize causes of stress; know stress management and safety management methods	Insight ; Application
4.	Explain the HRM consequences of mergers and reorganizations (layoffs, cultural change, organizational change)	Insight
5.	Compare countries as to Union, works council and other worker participation approaches	Insight
6.	Compare methods of counselling, grievance management and discipline management	Insight
7.	Compare countries as to methods of organizational change	Insight
8.	Recognize cost and effect aspects of HR activities	Insight
9.	Execute disciplinary, counselling and grievance interviews	Application

Literature:

Title Author(s) Publisher Year Print ISBN Comp.

Reader HR2

Yes

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Innovation

Module code: INNVH2ES01/INNVH2MN01
ECTS: 5
Lecturer(s): K.A.R. Markus (MAK)
Contact info: k.a.r.markus@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Innovation	Cont.Assessment	Decentral	Decentral	SSP1, SSP2	0	100

Contents

Rationale:

Innovation seems to be the magic word in managing businesses successfully. In this course it will become clear that there are various types of Innovation at which we will take a closer look. Having identified different types of Innovation it is important to get an understanding of how acknowledged Innovative companies create conditions to become and stay Innovative. Ideation is an important aspect of Innovation. The continuously changing demands of current and potential clients require a constant flow of new product- process- and management ideas to attract and retain satisfied customers.

Subjects and keywords:

Innovation is a hands on course during which you will innovate a product or service yourself and assess target customers' interest in your Innovation. Future entrepreneurs can be successful only when they have/introduce an innovative product or service. To be able to come up with such a product, several tools are discussed and applied. After an introduction by the lecturer, students are required to write several reports. Topics could be something along the lines of:

- different types of Innovation, e.g. Process-, Product-, Management-innovation, including 'real life' examples.

- Successful Innovation management; do's and don'ts, success factors, including a 'real life' company example.

Studying and/or applying restricted (ASIT, TRIZ) and unrestricted (Brainstorming, Six Thinking Hats, Lateral thinking) idea generating techniques.

Learning and applying Exploratory Research (Focus Groups) on own idea's obtained by brainstorming.

Prerequisites:

Innovation is a third year course. Students are expected to have a strong basis of Marketing and Management & Organization. Students are required to have mastered the English language.

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1	Knowledge of innovation-, new product and project management	Knowledge
2	Application of innovation-, new product and project management	Application
3	Knowledge of creativity enhancing tools	Knowledge
4	Application of creativity enhancing tools	Application
5	Formulating feasibility study	Synthesis

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Syllabus Innovation	K. Markus, A. Oudemans		2006			Yes

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Intercultural Awareness

Module code: ICNVH2ES02
ECTS: 4
Lecturer(s): C.S. Taylor (TOR), P.M. Nguyen (NGN), F.A.M. Zwarthoed (ZWD)
Contact info: c.s.taylor@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	project	Project	Decentral	Not	T2-ih, T4-ih	0	50
2	written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50

Contents

Rationale:

Intercultural awareness is essential for building productive relationships and operating effectively in the age of globalization and international business. Business students must cultivate their insight into different cultures and ability to plan and carry out strategies for coping with the challenges of intercultural situations. This course focuses on the core of culture, the values and beliefs at the root of customs, habits, and symbols.

The course is presented in two parts. The first part focuses on the concept of culture and theories of culture offered by Hofstede and Trompenaars as well as cultural intelligence as articulated by Earley. Students are expected to develop in-depth understanding of both theories, the definitions of their various dimensions, and their applicability in a business setting. The second part of the course looks at practical illustrations and applications of the theories introduced in the first part. Students will read and discuss case studies. They will also practice developing strategies for coping successfully with intercultural business situations.

At the end of this course, students will be able to analyze and develop effective solutions to basic intercultural problems in business. They will have developed an understanding of the relationship between values and culture and be able to apply their understanding to specific situations.

Subjects & Keywords:

1. Intercultural Awareness: ethnocentrism; cultural relativism; stereotypes; high and low context; time: monochronic and polychronic
2. Defining Culture: anthropological definition of culture; working definition of culture; types of culture: national culture, organizational culture, sub-cultures; models of culture; role of values in culture
3. Cultural Intelligence: emotional, cognitive, physical intelligence; cultural intelligence profiles; improving cultural intelligence
4. Business Theories of Culture: methodology; dimensions; application; critique
5. Culture Shock: acculturation curve; coping strategies; re-entry shock
6. Guanxi: understanding guanxi relationships; impact of guanxi on business; managing guanxi relationships
7. Intercultural Ethics: corruption and culture; universalism versus particularism
8. Intercultural Teams: intercultural communication; working with intercultural teams; managing intercultural teams

Prerequisites:

There are no prerequisites for this course, however students must have a strong command of the English language to successfully participate in class discussion, read assigned texts, and complete the project.

Learning goals:

Upon completion of the Intercultural Awareness course, students should be able to predict and suggest solutions to culture-based misunderstandings by accurately applying cultural theory. Students will be able to describe the relationship between values and culture. They will demonstrate their ability to work in an intercultural environment by completing a group project with an intercultural group. Using the knowledge gained in this course, students should be able to develop strategies to avoid culture-related misunderstandings.

No.	Learning Goals
1	Define relevant terms
2	Describe the acculturation process
3	Illustrate cultural dimensions with accurate examples
4	Determine cultural dimensions are relevant to the analysis of a situation.
5	Differentiate between personal and cultural traits and between nationality and cultural background
6	Practice cultural relativism in intercultural discussions
7	Work and communicate effectively as part of a multicultural group
8	Develop strategies for working effectively with a multicultural group
9	Adapt behavior to different cultural situations
10	Demonstrate curiosity about other cultures

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Intercultural Awareness	various	HES	2009	latest		Yes

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Management & Organisation

Module code.: MAOVH2ES01/MAOVH2MN01
ECTS: 5
Lecturer(s): J.A.A. Kloosterman (JKL), B. Moosa (MOB)
Contact info: j.a.a.kloosterman@hva.nl.
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written exam	Written	Central	Central	T2-ih, H1-ih, H1-ib, T4-ih, H2	120	70
2	Assignments	Written	Decentral	Not	T2-ih, T4-ih	0	20
3	Continuous assessment	Cont.Assessment	Decentral	Not	T2-ih, T4-ih	0	10

Contents

Rationale:

Organizational functioning is complex. No single theory or model of management and organization has emerged as the best or most practical. Thus Entrepreneurs, managers, and supervisor must be able to probe and diagnose organizational situations when they attempt to understand, interpret, and predict behaviour.

'The manager's job is change. It is what we live with. It is what we are to create. If we cannot do that, then we are not good at the job. It is our basic job to have the nerve to keep changing and changing and changing again.'

Subject & keywords:

The topic and subject matter for this course is as follows:

Topics	Subject matter
Strategies	1. Different types of strategies 2. Levels of strategies 3. Vocabulary of strategies
Structures	1. Structuring of organization - Mintzberg 2. Organizing the vertical structure 3. Departmentalization
International Operation and Globalization	1. Modes of development 2. The changing global environment 3. International division structures 4. Global structural arrangements
Leadership	1. Emerging perspective on leadership 2. Developing and using power base 3. The nature of power 4. Key leader behaviors and skills 5. Language of leadership
Organizational Culture	1. To strengthen the mixture first understand the chemistry 2. An analytical approach to organizational culture. 3. Coping with culture 4. Building a constructive Organizational culture 5. Culture and effectiveness
Organizational Change	1. Classification of change 2. Lewin change model 3. Sources of resistance to change 4. Approaches to overcoming resistance 5. Organizational development 6. The learning organization

Foundation of Behavior	1. Why look at individual behavior 2. Job involvement and organizational commitment 3. Implication for managers 4. Personality types in different cultures 5. Contemporary issues
Understanding Groups and Teams	1. Stages of development 2. Explaining work group behavior 3. Turning groups into effective teams 4. Current challenges in managing teams
7's Model	7's Model

This module MAO is part of (a) of the minor entrepreneurship and (b) the H2 examination programme.

Prerequisites:

None.

Learning goals:

No.	Learning objective: Knowledge and cognitive skills	Level
1.	To create a framework of analysis for a systematic treatment of the taught themes in various settings.	Synthesis
2.	To explore the how, what, why, and when of organizational management as viewed and practiced by managers.	Analysis
3.	To describe the disciplines that have contributed to the field of management and organization.	Knowledge
4.	To realize and accept emerging properties and explain the complexity and the difficulties of making strategy;	Insight
5.	To explain the structuring of organizations and be in position to contribute towards structuring of organizations.	Insight
6.	To describe prescriptive models for organizational implications of strategic decision making like structure, systems, culture, power and leadership style;	Insight
7.	To explain international strategies and structures and accept it's place in an organizational setting.	Insight
8.	To (a) explain the impact of corporate culture on the management of an organization, and on managers and other employees, and (b) discuss the manifestation of culture in an organization.	Insight
9.	Be in position to identify factors which contribute towards effective leadership and discuss a number of critical leadership issues such as finite shelf-leves and succession.	Insight
10.	To explain visionary leadership, entrepreneurship, and intrapreneurship.	Knowledge and insight
11.	To be able to identify a number of different approaches to the planned management of change through summarizing alternative ways of overcoming resistance.	Knowledge and insight
12.	To describe the major forces for change and types of change situation, and draw up a hierarch of levels of change.	Insight

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
The Strategy Process	H. Mintzberg	Prentice Hall International			0131227904	No
Strategy Synthesis Reader	Bob De Wit and Ron Thomson Meyer		2005	latest	9781861529657	No
		HVA HES Repro				Yes

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Sales Negotiation & Culture

Module code: SANVH2ES04
ECTS: 5
Lecturer(s): M. van Buschbach (BUS), F.A.M. Zwarthoed (ZWD)
Contact info: m.van.buschbach@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	continuous assessment	Cont.Assessment	Decentral	Not	T2-ih, T4-ih	0	40
2	assignments	Written	Decentral	Decentral	T2-ih, H1-ih, T4-ih, H2-ih	0	30
3	negotiation exam	Oral	Decentral	Decentral	T2-ih, H1-ih, T4-ih, H2-ih	120	30

Contents

Rationale:

In business life one frequently faces situations that require negotiating. To do business successfully the professional business man or woman must possess communication skills inherent to negotiation processes; they must also have acquired the ability to deal with cultural differences. A professional business education must provide students with the knowledge of, and especially tools for, cross-cultural negotiations. This is true, regardless of whether one starts a company of his own, or chooses employ in another company.

This training module enables the student to train and develop their negotiating skills, and adopt a flexible approach to cultural differences. During the first part of the course the emphasis is on basic techniques and skills for negotiators. Students receive negotiation roles for each week, which they have to prepare for in writing, describing the outcomes they wish to achieve. In class these negotiations are acted out by students, and the trainer comments on their negotiating style and approach. In the second part of the course the intercultural aspects become part of the negotiating simulations students must do. Negotiating students now see themselves confronted by communications styles they were not expecting. Dealing with them adequately, and incorporating a so-called "culture-neutral" attitude in one's negotiating style, are the main objectives of the second part of the training course. Besides the training activities students must complete several assignments. They hand in preparations for negotiations; they must observe other students while negotiating and write an observation report -including advice for improvement-; and they must analyse and discuss an intercultural negotiation case study.

Prerequisites:

IBMS-students must have completed 40 ECTS or more in H1. Students must be reasonably fluent in written and oral English.

Learning objectives:

Learning objectives: knowledge, insight, understanding

The student knows and understands the basic theory concerning negotiating; the student knows and understands the poles of the dimensions of Hofstede.

Learning objectives: skills

the student

- can prepare for a negotiation;
- can use various tactics and strategies during a negotiation;
- can recognise tactics and strategies;
- anticipate cultural influences on communication;
- use cultural concepts to explain specific events
- adjust his communication style to the cultural parameters of a given situation

Learning objectives: attitudes

The course also aims to develop empathy, flexibility and cultural sensitivity. These learning objectives do not feature in the summative assessments. Students do receive feedback on them, from peers and teachers/trainers; this feedback is formative, and is not expressed by a grade.

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Intercultural Business Communication	Chaney/Martin	Prentice Hall	1995		131860097	No
It's a deal	Steele/Murphy?Russill	McGraw-Hill	1989		007709229-5	No
Intercultural Sales Negotiations	various	HES	2009			Yes

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Marketing Modules

- Demand Chain Management
- International Marketing
- International Sports and Events
- Internet Marketing
- Marketing, Budgeting and Forecasting
- Marketing in Action
- Marketing Communication
- Marketing Research 3
- Sponsoring & Media
- Strategic Marketing (5 ECTS)
- Strategic Marketing (4 ECTS)

Demand Chain Management

Module code: DCMVH2ES01
ECTS: 5
Lecturer(s): L.J. Unger (UNG)
Contact info: I.j.unger@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents

Rationale:

As manufacturing becomes more and more cost efficient the proportion of the price of goods generated by activities in the supply and delivery of goods has increased, resulting in intense management scrutiny of logistics and supply chain costs. Additionally, as products become more commoditized, one of the areas where companies can differentiate their goods is in their ability to deliver superior delivery terms.

The course investigates the basic concepts of logistics and inventory management, and then delves more deeply into the question of how can the company create a competitive advantage through delivering supply services. The final area of interest is the investigation of how efficient supply chain management can increase the risk of doing business, and how these risks can be identified to secure the firm a steady supply of components and other materials to their production process.

Subjects and Keywords:

- Logistics costs, inventory and customer value
- Creating and delivering customer value through the Customer Service Level Agreement
- Creating a responsive supply chain
- Strategic lead-time management
- Evaluating and managing risk in the supply chain

Prerequisites:

The student should have a minimum of 6 ECTS in marketing and 4 ECTS in management/financial accounting. Without basic knowledge of marketing, management accounting and to a lesser degree finance and organization, it will be difficult if not impossible to participate in this course.

Learning goals:

Number	Learning Goals
1	Knowledge of the concepts and terminology of logistics and supply chain management
2	Insight in the interrelationships and interdependencies in supply and demand settings
3	Skills in the application of knowledge in solving cases and exercises
4	Ability to calculate key measurements of inventory control
5	Ability to map a critical supply line and estimate the level of risk involved

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Logistics and Supply Chain Management	Christopher	Pearson Education	2005	latest	9780273681762	Yes

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International Marketing

Module code: IMKVH2ES04
ECTS: 3
Lecturer(s): A.C. Krawczyk (AKR), A.N. Timmermans (TIS)
Contact info: a.c.krawczyk@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Analysis	Cont.Assessment	Decentral	Not	SSP1, SSP2	0	35
2	Implementation through cases	Cont.Assessment	Decentral	Not	SSP1, SSP2	0	30
3	Written Exam	Written	Central	Central	T2, H1 , T4, H2	120	35

Contents

Rationale:

The course International Marketing (IMK) focusses on the international aspects of industrial markets and the business environment of global companies. This module builds an understanding of how business environment differs from country to country; elements of which may be the determinants of a competitive advantage, from the perspective of a given firm.

This course offers a marketing management approach in considering the various aspects and selecting the best opportunities, while effecting an integration of students' accumulated knowledge and personal skills. Particular attention is given to strategic decisions effecting tactical decisions. The four determinants of competitive advantage of nations (as identified by Michael E. Porter 1990 - also known as Porter's Diamond) will be the starting point to investigate the firm's best opportunities according to the evolving success requirements balance of both the company's and the industry's business environment in a chosen target market. The course takes the perspective of marketing decisions made by global companies on product level, which is derived from business-unit level, derived from corporate level. Therefore, future managers in marketing, sales and/or finance are required to be able to carry out an export management feasibility study, and to prepare an implementation plan on product or service level with a perfect strategic fit with corporate level. The emphasis of this course is on these last two elements: implementation with strategic fit.

Prerequisites:

A proven knowledge of advanced marketing is required. Successful completion of marketing management for at least 2 semesters.

A shown capability to communicate well in English; both spoken and written.

nr.	Learning objectives:	Level of dominance
1.	To recognise the characteristics of global markets.	Knowledge
2.	To distinguish between strategic and tactical decisions.	Insight
3.	To identify the determinants of competitive advantage of nations.	Analysis
4.	To determine the key components of the company's <i>success requirements balance</i> when entering a chosen market.	Insight
5.	To appropriately develop a tactical implementation plan for a Business Unit and to properly support plans with business economic calculations.	Knowledge, application and skills

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Global Marketing: a decision oriented approach	Svend Hollensen	Pearson Education	2004	latest	9780273706786	Yes
Country & Company: a succes requirements balance	contrived and compiled by Lucas Wams	HES syllabus	2007			Yes

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International Sports & Events

Module code: SEIVH2MN01
ECTS: 4
Lecturer(s): R. Spierings (SGS) / P. de Baare (BBE)
Contact info: r.j.a.spierings@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	SEI	Written	Central	Central	T2, H1 T4, H2	120	100

Contents

Rationale:

The course International Sports & Events is part of the SFSVVH2MN01: Minor Business of Sports and Events and covers the actual developments in the business of sports and Events. This consists of knowledge of organizers and connecting organization, International events such as Olympic Games, World Cup Soccer, etc , knowledge of the Dance – and entertainment industry, looking into the aspects of events concerning large crowds and attention.

The subjects are centered around actual topics, using real life cases and guest lecturers as well as experiencing first hand sport – and/or dance events.

Subject & keywords:

- Big events;
- Rights and deliverables;
- International scope;
- value adding through international events;
- effects of big events;
- where sport and entertainment meet

Prerequisites:

A basic knowledge of marketing and international sportevents is required.

Learning goals:

Nr.	Learning goals	Level
1	Is able to translate dynamics of actual cases in the market	Analyzing
2	Has knowledge of the major developments in the event market	Knowledge
3	Is able to analyse actual events.	Analyzing
4	Has knowledge of the global players in the event market	Knowledge
5	Recognizes the impact of major events	Analyzing

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
International cases in the business of sport	Arthur Chadwick	Elsevier	2008	latest	9780750685436	Yes

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Internet Marketing

Module code: INMVH2ES01
ECTS: 5
Lecturer(s): A.A.B. Resing
Contact info: a.a.b.resing@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	assignment + presentation	Project	Decentral	Not	SSP1, SSP2	0	50
2	written exam	Written	Central	Central	T2-ih, H1-ih T4-ih, H2-ih	120	50

Contents:

Rationale:

The internet and other digital media have transformed marketing. For customers, they give a much wider choice of products, services and prices from different suppliers and the means to select and purchase items more readily. For organisations marketing these products and services gives the opportunity to expand into new markets, offer new services, apply new online communications techniques and compete on a more equal footing with larger business.

The course Online Marketing offers students a step-by-step approach from online strategy to highly interactive implementation.

Lectures, seminars and real-life cases will be used to not only describe the digital landscape and impact on business strategies but moreover to encourage students to explore and experiment with today's and tomorrows digital marketing and communication.

At the end of the process, students are expected to present a creative, fully developed online presence for a fictive organisation.

Prerequisites:

Basic knowledge of Marketing Fundamentals is essential.

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Marketing Budgeting and Forecasting

Module code: MABVH2ES01
ECTS: 5
Lecturer(s): J.S. Schoorl (SCX), L.J. Unger (UNG), M. Meeles (MEL),
Contact info: j.s.schoorl@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written exam and case	Written	Decentral	Not	T2-ih, H1-ih, T4-ih, H2-ih	120	100

Contents

Rationale

The rationale for the International Marketing minor is to provide the specialist tools necessary to develop and execute a Marketing Budget to reach specific targets. The course Market Budgeting and Forecasting focuses specifically on the development of market objectives and key ratios as the building blocks of operational budgets.

Subjects and Keywords

The MAB-module, Market Forecasting and Budgeting is focused on understanding market dynamics, analysis of company results and the construction of a operational marketing budget.

The course has three main areas of concern:

Managerial Economics deals with the dynamics of our market system. It aims at making students aware of how – in general – markets work and enabling them to make predictions. Both events in and around markets and differences in market forms determine a firm's room for policy decisions on for instance promotion or price. Market development scenarios are meant to assist the budgeting process.

Budgeting and variance analysis applies the above topics in a series of workshops using management accounting techniques. This section of the course focuses on interpretation in variances between budgeted results against actual, which then forms the basis for the coming year's marketing strategy.

Budgeting is the final topic of the course. In interactive workshops the students participate in the construction of a marketing plan and budget; from setting objectives through construction of a monthly operational budget.

Typical issues are:

- Modelling markets (demand, quantity demanded, supply, quantity demanded, adjustment process)
- Preconditions of market economies
- Elasticity concept (price, income, cross) and its determinants
- Predicting market results (price, volume, profit) of market structures (Perfect competition, Monopoly, Monopolistic competition, Oligopoly)
- Preconditions and types of price discrimination
- Price formation and adjustment process
- Elasticity concept (price, income, cross) and its determinants
- Strategic and operational planning and the use of budgets
- Revenue structure of firms (total, marginal, average revenue)
- Cost structure of firms (total, marginal, fixed, variable costs)
- Planning / Budgeting cycle
- Purpose and advantages of budgeting
- The master Budget and operating, financial and other budgets
- Budgeted versus actual performance: variance analysis
- Flexible budgets and one-variable-at-a-time variances
- Reconciliation of variances and feedback in the budgeting cycle

- Creating market demand through promotional activity
- Budgeting methods (% of sales, task and objective, complete parity)
- Revenue and cost restraints
- Setting budgeting objectives (retained and new earnings)
- Cost allocation (direct and indirect costs)
- Marketing Key Ratios (customer retention, average order value)
- Cost/revenue periodization

Prerequisites

Students are expected to have basic knowledge about microeconomic concepts and are able to apply them in real-world situations.

Students should have successfully completed 1st and 2nd year marketing management courses and basic Management Accounting.

Students should also have at least basic knowledge of the budgeting process and variance analysis.

Learning goals

The following learning goals are key in the course:

Number	Learning Goals
1	Understanding market structures and dynamics and their influence on marketing decisions
2	Ability to calculate and interpret differences between actual and planned revenue streams
3	Ability to understand the choice of marketing activity to achieve performance goals
4	Ability to construct an operational budget

Literature

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Market Planning and Budgeting	L. Unger	Pearson	2008		978-1-84776-395-2	Yes
Marketing Forecasting and Budgeting, Manual A: Managerial Economics	M. Meeles	HES				Yes

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Marketing in Action

Module code: MIAVH2ES06
ECTS: 5
Lecturer(s): M.Kohnstamm (KOM)
Contact info: m.kohnstamm@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Assignment 1	Project	Decentral	Decentral	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Assignment 2	Project	Decentral	Decentral	T2-ih, H1-ih, H2-i, H2-ih	120	50

Contents

Rationale

During the final years of the study at the HES a lot of attention is given to marketing strategy and (international) marketing management. But at the start of a marketing career the HES graduate will become an assistant to the marketing manager and should be able to handle operational marketing problems. His/her boss is the manager who will decide about the marketing strategy. Therefore it is useful to acquire skills on an operational level.

In this course little theory is offered. The bulk of the available time is dedicated to the application of marketing theory in a 'real life' situation. The main topic of this course will be the development of short term action plans, based on 'real life' cases. A company will be invited to brief the students about a specific marketing problem. Examples are 'bad in store visibility' or 'low customer loyalty' or 'declining top of mind brand awareness'. The students will be requested to develop a solution for the problem. Examples from the past are the development of a promotion for Telfort, the improvement of the assortment sold in the food department of the HEMA or the relaunch of the website 'Speurders' of De Telegraaf (newspaper) or the development of a customer retention plan for T Mobile.

The students will have to present their solutions to a representative of the company (for example the marketing manager) and the HES lecturer.

Prerequisites

Reasonable knowledge of marketing is expected.

Learning objectives

Nr.		Level of dominance
1.	To investigate the marketingproblem of a particular company	Analysis
2.	To implement marketing mix instruments to increase the turnover of a brand	Synthesis
3.	To implement various marketing mix instruments to increase the competitive position of a brand	Synthesis
4.	To use the marketing theory in a 'real life' situation	Application

5.	To do a clear and professional presentation in correct English
6.	To speak and present in a clear and convincing manner
7.	To answer question from the audience
8.	To make use of the right body languages
9.	To make decisions in group settings
10.	To work togeteher in finding marketingsolutions for a particular company

Literature

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
The literature varies per semester according to the practical assignment		HvA-hes				Yes

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Marketing Communication

Module code: MKCVH2ES04/MKCVS3EL01
ECTS: 5
Lecturer(s): N.C. van Loendersloot (LLT),
Contact info: n.c.van.loendersloot@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Written	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	100
2	Marketing Communication Plan	Project	Decentral	Not	T2-ih, T4-ih,	0	100
3	Assignments	Written	Decentral	Not	T2-ih, T4-ih,	0	50
4	Test IAD	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	90	50

Contents**Rational:**

Marketing communication (or: promotion) is one of many subjects dealt with in marketing courses. This course offers interested students the opportunity to study the specialism of marketing communications in greater depth.

The course consists of the following elements/tests:

1. a theoretical part MKC (test 1) and a
2. practical part (a marketing communication plan) (test 2)
3. assignments IAD (test 3)
4. a theoretical part IAD (test 4)

The theory and concepts of part 1 have to be applied in the second part as well as the theory (test 4) which is needed for the assignments (test 3)

Subjects & keywords:

IMC, Branding, How Advertising works, Target groups and Objectives, How to develop a mkc plan, Budgeting, Advertising, PR, Media Planning, POP, DM, Exhibitions & Trade fairs/Events, Sales Promotion, Online Advertising/E-commerce, Trends in communication, Sponsoring, Personal Selling. Global Marketing Communication, The Global - Local Paradox, Culture, Dimensions of Culture (Hofstede) Values and Marketing, Advertising and the media, Value paradoxes in advertising appeals, Executional Style and Culture, Global Advertising & Promotion/Advertising styles.

Prerequisites:

Good knowledge of marketing and principles of culture/international communication

Learning objectives:

Cognitive educational objectives:

- a. The acquisition of factual knowledge appropriate to the areas under consideration.
- b. Learning to analyse data collected oneself in order to obtain a clear picture of the current situation.
- c. Learning to synthesise or combine and integrate the available data in order to make a well-reasoned choice in setting up the Promotion/Advertisement plan.
- d. Learning to make an evaluation of the data, resulting in worthwhile and relevant suggestions for a Marketing Communication approach
- e. Knows the theoretical aspects of intercultural communication

- f. Knows some main habits and etiquette of some leading cultures in the world
- g. Skill in analysing International Advertising campaigns
- h. Skill in writing a International Advertising program
- i. Knowledge of the professional field of International Advertising and its attitudes

Behavioural

- a. The ability to work independently and in teams on assignments related to the subjects

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Global Marketing and Advertising	Marieke de Mooij	Sage Publications	2009	3	9781412970419	Yes
Marketing Communications A European Perspective third edition	De Pelsmacker, Geuens, Van den Bergh	Pearson Education	2007	3	9780273706939	Yes
relevant articles		Provided by the teacher				Yes
Syllabus		HES				Yes

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Marketing Research 3

Module code: MR3VH2ES02
ECTS: 5
Lecturer(s): H.A.M. Stumpel (STL)
Contact info: h.a.m.stumpel@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Written exam	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	90	100

Contents

Rationale:

Consumer marketing decisions are based on sound knowledge of market behavior. The elective Marketing Research III approaches the problem converting market data into marketing management information through training the students' skills in data conversion, testing of differences and applying multivariate analyses. At the end of the course the student should be capable of using market data as source material to come to conclusions relevant to market management decisions, thus –in the future being a marketing manager– being able to be a good sparring partner for the research company.

Level of measurement, Tests (t-test groups, one-way anova, Kruskal Wallis test, Chi square test, Mann Whitney test, t-test pairs, Sign test, Wilcoxon test, Chi square test for one sample), Analyses (Correlation, both Pearson and Spearman, Factor analysis, regression analysis, linear discriminant analysis)

Prerequisites:

A prerequisite for this subject is having completed the MR1 and MR2 module. The student already is able to define the research problem, make a questionnaire, define a sample etc. The attitude of the student must be curiosity. Based on data, which have already been put in a data file, this curiosity leads to hypotheses, which can be tested with the available statistical tests in spss.

Learning goals:

Being able to produce simple frequencies and crosstabulations	Application
Being able to specify useful data from a datafile	Application
Being able to produce the required statistical tests on variables from a data file	Application
To produce a schedule with the necessary tests on variables	Application
Being able to interpret the output of tests	Analysis
Being able to give an overview of a market, based on all tests done	Analysis
Being able to interpret multivariate techniques like factor-analysis, discriminant-analysis and regression-analysis	Analysis

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Multivariate Data Analysis	Hair, Anderson, Tatham, Black	Prentice Hall	2007	latest	9780132281393	No
Marketing Research with spss ¹⁾	Stumpel	HES		latest		Yes

¹⁾ I://data/spss/chapter01.pdf, I://data/spss/chapter02.pdf, I://data/spss/chapter03.pdf, I://data/spss/chapter04.pdf, I://data/spss/chapter05.pdf, I://data/spss/chapter06.pdf, I://data/spss/chapter07.pdf,

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Sponsoring & Media

Module code: SPMVH2MN01
ECTS: 4
Lecturer(s): M. van Vlaanderen/H.M.T. Denton
Contact info: m.van.vlaanderen@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weight
1	Sponsoring	Written	Central	Central	T2, H1 T4, H2	120	60
2	Media	Written	Decentral	Decentral	SSP1, SSP2	0	40

Contents

Rationale:

The course Sponsoring and Media is part of the SFSVVH2MN01: Minor Business of Sports and Events and covers the actual developments in the business of sportsmarketing. The business of sportsmarketing consists of suppliers of sportsproducts and –services, sportsbodies and commercial organisations using sports for their enterprise goals. The subjects are centered around Sponsoring topics and Media topics.

Subject & keywords:

- branding through sponsoring;
- broadcasters and sportbodies mediarights;
- sponsoring and creativity;
- value adding through international sportevents;
- accountability of sponsoring international sportevents;
- citymarketing and international sportevents.

Prerequisites:

A basic knowledge of marketing is required.

Learning goals:

Nr.	Learning goals	Level
1	Is able to translate marketingknowledge to actual cases in the market	Analyzing
2	Has knowledge of the major developments in the international sponsormarket	Knowledge
3	Is able to analyse actual sponsoractivations	Analyzing
4	Has knowledge of the major developments in the sportsmedia market	Knowledge
5	Recognizes relations between mediaproviders, sportsbodies, advertisers, viewers and other parties concerned	Analyzing

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
International cases in the business of sport	Arthur Chadwick	Elsevier	2008	latest	9780750685436	Yes

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Strategic Marketing

Module code: STMVH2ES02/SMKVS3EL01
ECTS: 5
Lecturer(s): S. Molenaars (MRS), R. Janssen (JWS)
Contact info: s.molenaars@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Theory Examination	Written	Central	Central	T2-ih, H1-ih, T4-ih, H2-ih	120	50
2	Strategic Plan (Group Assignment)	Project	Decentral	Decentral	SSP1, SSP2	0	50

Contents

Rational:

This unit of education provides students with a complete overview of the core concepts of strategic market management.

Subject & keywords:

- Definition of a business strategy
- The value of market management for companies
- Strategic analysis
- Alternative business strategies
- Determinants of strategic options
- Selecting strategic options
- Strategy implementation

Prerequisites:

Good knowledge of the basic fundamentals of Marketing

Learning objectives:

No.	Learning goals
1	Knowledge and understanding of the core concepts of strategic market management
2	Knowledge and understanding of strategic analysis
3	Knowledge and understanding of creating strategic options and selecting options
4	Knowledge and understanding of developing market strategies and programmes
5	Knowledge and understanding of strategy implementation
6	Understanding markets, customers and competitors
7	Knowledge and understanding of building customer relationships
8	Creation of a strategic market plan, based on conducted strategic analysis
9	Convincing top management of choices made in the strategic market plan

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Strategic Market Management-Global Perspectives	D. Aaker en D. McLoughlin	John Wiley & Sons; Chichester	2010	latest	9780470689752	Yes

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Strategic Marketing

Module code: SMKVH2IM02 / SMKVH2TA02
ECTS: 4
Lecturer(s): J. van Burk (BUK) / A.N. Timmermans (TIS)
Contact info: j.van.burk@hva.nl / a.n.timmermans@hva.nl
Semester: Fall and Spring

Examination:

#	Description	Form of Test	Type	Type resit	Period	Duration	Weigh
1	Strategic Marketing Management	Continuous assessment	Decentral	Not	T2-ih, T4-ih	0	100

Contents

Rationale:

This unit of education provides students with a complete overview of the core concepts of strategic market management.

Subject & keywords:

- Definition of a business strategy
- The value of market management for companies
- Strategic analysis
- Alternative business strategies
- Determinants of strategic options
- Selecting strategic options
- Strategy implementation

Prerequisites:

Prior knowledge of the basics of Marketing Management is essential. These subjects must have been completed with a passmark in order to be granted access to this course. Also, all prior courses in Market Research (needed for strategic analysis); Management & Organisation and Management Accounting/Financial Accounting have brought important knowledge and skills to students that will be needed in this course.

Learning objectives:

No.	Learning goals
1	Knowledge and understanding of the core concepts of strategic market management
2	Knowledge and understanding of strategic analysis
3	Knowledge and understanding of creating strategic options and selecting options
4	Knowledge and understanding of developing market strategies and programmes
5	Knowledge and understanding of strategy implementation
6	Understanding markets, customers and competitors
7	Knowledge and understanding of building customer relationships
8	Creation of a strategic market plan, based on conducted strategic analysis
9	Convincing top management of choices made in the strategic market plan

Literature:

Title	Author(s)	Publisher	Year	Print	ISBN	Comp.
Strategic Market Management-European Edition	D. Aaker en D. McLoughlin	John Wiley & Sons; Chichester	2007		9780470059869	Yes

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