Exchange Course Catalogue Fall 2026

For incoming exchange students

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Please note that all information in this course book may be subject to change

Major Global Business Communication

Applied Communication Methods

Course name	Applied Communication Methods
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Judith Ford

Course Description

In the current global business landscape, understanding the intricate methodologies that shape research is crucial for students aspiring to make their mark in this field. Building on the foundational research concepts introduced in Business Research 1 and Business Research 2, this course bridges theoretical frameworks with communication-specific methods, equipping students with the tools needed for their future thesis work. Designed to guide students through the entire research cycle, this course integrates communication concepts into business practices. As we explore various methods—from surveys incorporating interviews and focus groups to sophisticated textual analyses, including rhetorical criticism and content analysis—we will emphasize the importance of adapting these techniques to suit the diverse contexts of international business. Students will learn to articulate effective research questions, refine methodologies tailored to communication studies, and analyze findings that can directly inform practices within organizations and communities. Moreover, we will delve into qualitative approaches such as ethnography, where students will engage in participant and observer research to gain a nuanced understanding of cultural dynamics. Through inquiry methods like heuristic and narrative analysis, learners will uncover rich stories and perspectives that highlight the complexities of communication in a globalized world. By combining these methodologies, students will not only strengthen their academic research skills but also prepare for careers as global communication professionals. This course reinforces the research foundations from earlier studies while applying them to communication-focused inquiry, ensuring students are well-prepared for thesis development. Ultimately, it aims to foster both robust theoretical knowledge and practical expertise, empowering students to navigate and succeed in international business.

Learning objectives (LOs)

1. Explain the key methodological approaches in applied communication research.
2. Evaluate research methodologies against research question and justify methodology chosen, taking ethical and cultural implications into consideration to ensure responsible and inclusive methodological practices.
3. Develop communication-oriented theoretical framework
4. Collect and critically analyse qualitative and quantitative communication data.
5. Create and execute a complete research plan to address a specific global organisational or industry communication challenge.

Test format	Weighting
Assignment	100

Global Communication Consultancy

Course name	Global Communication Consultancy
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Chie Misumi

Course Description
International business is a highly competitive environment and organisations are in need to expand their operations across borders for their sustainable growth. This capstone course combines knowledge from all of the GBC Major courses to give you an opportunity to work with real companies that operate internationally. With your global team members, you analyse their current business operations and suggest how they can expand their business for their sustainable growth. Their expansion could involve developing a new product, entering a new market, seeking a new partner etc. In addition, you work on developing your intercultural competences by reflecting your behaviors in working wiith global teams. You are expected to adapt your communicative behaviors to achieve your business goals effectively and appropriately in different internaional business contexts. At the end of the course you create an advice to business owners and you develop your intercultural competences which includes developing global business communication skills. Following this course AMSIB students are prepared for a successful exchange semester abroad, internships in global organisations and throughout their interactions in the dynamic, multicultural world in which we live. This course offers incoming exchange students the solid foundation of global communication theory, application and skills for leaders across disciplines and sectors.

Learning Objectives
1. Evaluate the internal and external environments of an organisation by using your desk and field research skills.
2. Create realistic advice for an organisation to expand their business internationally in a sustainable way based upon your analysis of the business environments.
3. Judge own intercultural competences to work effectively and appropriately with global teams.

Test format	Weighting
Professional product	100

Intercultural & Inclusive Communication

Course name	Intercultural & Inclusive Communication
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Andreia Carita

Course Description

Success in intercultural communications relies upon a recognition of our own biases, an understanding of the opportunities and risks we face with working with people with cultural backgrounds different to our own, and basic tools which can help us evaluate and navigate through new situations. This course looks at the ways culture and communication intersect and influence each other with an emphasis on the importance of context—social, cultural, historical, and political—in intercultural interactions and communication.

Additionally, as organisations strive to create a culture in which everyone feels seen, heard and valued, inclusive communication skills allow us to properly approach differences between people. Through an exploration into what we mean by inclusivity, students gain insights and tools that help organisations communicate more inclusively, both internally and externally. Topics include bias recognition, conflict resolution and inclusive leadership and authentic representation of diverse voice in campaign development. We will explore some of the more innovative theory of today, evaluate case studies to offer students a wide range of reference points, and prepare students for success in global workplaces and markets.

Learning Objectives

1. Reflect on their own intercultural competence development with the use of intercultural and inclusive communication theories.
2. Identify cross-cultural managerial issues and give reasoned advice to international companies, using relevant intercultural and inclusive frameworks, that impact the organisational communication.
3. Critically evaluate their own cultural assumptions and biases and their impact on communication.

Test format	Weighting
Portfolio assessment	100

Principles of Communication

Course name	Principles of Communication
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Judith Ford

Course Description
Students of Principles of Communication learn to evaluate and ground their work in solid communication theory and methods to provide such evidence. POC builds a solid foundation of Communication Theory, Models and Critical Analysis for Solid Evidence-Based Claims, focusing heavily on case study analysis, for leaders across disciplines and sectors.

Learning Objectives

1. Explain communication theories relevant to global professionals and organisations.
2. Apply communication theories to business cases.
3. Design diverse theoretical frameworks according to situational analysis
4. Reflect on ethics of communication experts.
5. Evaluate claims based on evidence provided.

Test format	Weighting
Knowledge test	100

Cross Cultural Facilitation

Course name	Cross Cultural Facilitation
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Judith Ford

Course Description

The main goal of the course is to help students understand and practice the many ways that communication professionals use their skills and knowledge to authentically and ethically facilitate engagements between culturally-diverse stakeholders to create lasting impact and value, e.g., pan-sector initiatives, de-escalation/conflict resolution, change making campaigns, etc. The structure of the course is a multi-step process, building up to students facilitating a real life large-scale cross-cultural and cross-sector stakeholder engagement around a societal challenge. Students take their prior ERS knowledge of Stakeholder Mapping to the next level of Stakeholder Engagement (the Responsible Leadership learning line), incorporating Design Thinking, to create their own changemaking campaigns in partnerships with pan-sector partners. Along this process, students address differences in power and history of the stakeholders involved to learn how to create safe spaces to gain the authentic participation. On an individual level students practices these facilitation skills for the civic engagement that is crucial on a community, organisation and global scale. This course is part of an on-going U!REKA project under the CRISP Initiative

Learning Objectives

1. Critically analyse authenticity of responsible organisational policies, campaigns and messages based on sound criteria.
2. Distinguish motivations, perspectives and key “hooks” of multicultural stakeholders.
3. Demonstrate solid facilitation techniques.
4. Design stakeholder engagement to address societal challenge.
5. Reflect on individual strengths and weaknesses in the practice of cross-cultural facilitation.

Test format	Weighting
Professional product	100

Strategic Communication

Course name	Strategic Communication
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Judith Ford

Course Description
Global enterprises rise and fall on effective communication strategies both in their normal course of business expansion, as well as in times of growing crises. Success in the long term requires organisations to develop and articulate strategies, products and campaigns for sustainable development, ground in solid evidence. Students learn strategic planning in the field of communication and apply this learning through the design of a series of campaigns. This course is split into two meeting times (60% tutorial - 40% guest speakers); the tutorial cover the subjects above; the guest speakers bring in real world experience, upon which students build their own future career paths. Following this course AMSIB students are poised for success in their exchange semester abroad, communication internships in global organisations and throughout their interactions in the dynamic, multicultural world in which we live. This course offers incoming exchange students the solid foundation of global communication theory, application and skills for leaders across disciplines and sectors.

Learning Objectives
1. Design communication strategy in alignment with organisational mission, vision and values.
2. Create crisis communication plan within a specific industry operating in an uncertain and ambiguous global situation.
3. Articulate communication plan for a collaboration between a company and an NGO to achieve relevant SDG goals.
4. Differentiate market segments for new initiative by shared motivation, lived experience
5. Apply experiences of global communication professionals to student's own future career plans.

Test format	Weighting
Portfolio assessment	100

Major Global Trade and Supply Chain Management

Export Management

Course name	Export Management
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Habiba Khan

Course Description
This module is designed to teach students how to develop an export plan. The course will focus on designing an entry strategy and providing solutions to mitigate financial, legal and operational risks. Students will research internal and external characteristics of a company of choice to reach validated solutions.

Learning objective
1. Sketch the various aspects regarding export from a European and a global perspective in relation to the selected company.
2. Appraise important legal aspects of exporting.
3. Value cultural pitfalls, ethical dilemmas and social corporate responsibility in international business.
4. Examine contemporary peer reviewed articles regarding export management
5. Formulate recommendations regarding the mitigation of risks involved at various stages of export process.

Test format	Weighting
Professional product	100

Logistic Concepts

Course name	Logistics Concepts
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Erik van den Thillart

Course Description
Logistics is necessary for moving materials from suppliers to buyers, moving work in progress materials within a firm, moving finished goods to customers, returning or recycling goods and storing these items along the way in supply chains in an international environment. Products have little value to customers until they are moved to customers' usage areas. Order management, transportation, warehousing, information systems, and customer service play important roles in the logistics function. In this module, the logistics function will be explained and applied. There will be special attention for data analytics in relation to executive logistics decisions.

Learning objective

1. Analyse the impact of strategic considerations in logistics operations
2. Create KPI's of complex international logistics operations
3. Analyse the trade-off to optimise the efficiency of the distribution system
4. Determine the financial impact of logistics decisions
5. Analyse logistics operations using qualitative and quantitative tools

Test format	Weighting
Assignment	100

Procurement

Course name	New name: **Procurement.** *(Old name was 'Purchasing')*
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Raúl Casado Linares

Course Description

Procurement plays a key role in creating sustainable value by shaping how organisations source, manage and govern goods and services in international supply networks. As global competition, digitalisation and sustainability pressures increase, Procurement has become a strategic business function rather than a purely transactional activity.

This course focuses on Procurement within an international business context. Students analyse how Procurement contributes to value creation and risk management, apply procurement processes and digital tools to execute and monitor the purchase-to-pay cycle, and analyse spend and performance data to develop managerial insights and improvement proposals. They also design and justify the organisation and control of the Procurement function and critically evaluate contemporary Procurement developments, including their professional and ethical implications.

The course will require independent analysis, evaluation and design in realistic professional contexts with limited supervision, preparing students for professional roles in Procurement and supply management within international business environments.

Learning objective

1. Analyse how Procurement contributes to sustainable value creation in international supply networks.
2. Apply Procurement processes and digital tools to plan, execute and monitor a P2P cycle in a realistic business context.
3. Analyse Procurement spend and performance data and translate the results into managerial insights and improvement proposals.
4. Design and justify the organisation and control of the Procurement function in an international business context.
5. Evaluate contemporary Procurement developments and reflect on their implications for professional Procurement decisions.

Test format	Weighting
Professional product	100

Supply Chain Finance

Course name	Supply Chain Finance
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Raúl Casado Linares

Course Description
Commercial companies operating in international supply chains must continuously balance operational performance, liquidity and profitability. Supply Chain Finance provides the financial perspective needed to understand and steer these trade-offs. This course focuses on analysing how supply chain structures and operational decisions affect working capital, cash flows and financial performance, and on using this insight to support informed managerial decision-making for supply chain managers.

The course equips students with quantitative tools to evaluate inventory, receivables and payables decisions, and to assess supply chain finance instruments such as factoring and reverse factoring. Students learn to translate supply chain scenarios into financial analyses, cash flow projections, KPIs and investment evaluations using Excel-based models. Based on these analyses, they develop financially substantiated recommendations that support strategic and operational decisions in an international business context.

By integrating finance with supply chain decision-making, the course prepares students to contribute to value creation and business transformation by communicating the financial impact of supply chain choices in a clear, decision-oriented manner.

Learning objective
1. Analyse how international supply chain structures and operational decisions affect working capital, cash flow and financial performance.
2. Apply quantitative supply chain finance models to evaluate inventory, receivables and payables decisions and their impact on the cash conversion cycle.
3. Evaluate supply chain finance instruments by comparing their financial costs, benefits and risk allocation for buyers and suppliers.
4. Create Excel-based financial analyses that translate supply chain scenarios into cash flow projections, KPIs and investment evaluations.
5. Formulate financially substantiated supply chain finance recommendations based on integrated analyses and performance dashboards.

Test format	Weighting
Knowledge test	100

Supply Chain Innovation

Course name	Supply Chain Innovation
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Erik van den Thillart

Course Description
The Supply Chain Innovation module provides a comprehensive overview of the impact of innovation on supply chain processes. Topics covered include geopolitical trends, blockchain, the Internet of things, 3D printing and most of all sustainability innovations in all functional processes of the supply chain. Students will present innovations to make the SC more sustainable.

Learning objective
1. Discuss the innovation trends in supply chain management
2. Argue the science of sustainability
3. Design KPI's to monitor the implementation of supply chain sustainability
4. Justify the impact of innovation in supply chain processes
5. Present an implementation plan of a sustainable supply chain solution.

Test format	Weighting
Assignment	100

Supply Chain Optimisation

Course name	Supply Chain Optimalisation
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Erik van den Thillart

Course Description
Supply chain optimisation is a core discipline that examines how goods, information, and finances flow across interconnected networks of organisations. This course introduces analytical and quantitative approaches for designing, planning, and managing supply chains to achieve efficiency, responsiveness, and resilience. Emphasis is placed on optimisation models, decision-making under uncertainty, and trade-offs between cost, service level, and sustainability. Students will explore key topics such as demand forecasting, inventory control, transportation planning, and network design. The course integrates theoretical foundations with real-world case studies to demonstrate practical applications of optimisation techniques. By the end of the course, students will be equipped to formulate and solve supply chain problems using appropriate quantitative tools and strategic reasoning

Learning objective
1. **Analyse** supply chain structures and processes to identify inefficiencies, bottlenecks, and sources of variability.
2. **Formulate** optimisation models for key supply chain decisions, including inventory management, transportation, and network design.
3. **Apply** quantitative methods and decision-support tools to evaluate trade-offs between cost, service level, risk, and sustainability.
4. **Interpret** optimisation results and sensitivity analyses to support data-driven managerial decision-making under uncertainty.
5. **Design** integrated supply chain strategies that enhance overall performance, resilience, and alignment with organisational objectives.

Test format	Weighting
Assignment	100

Major International Finance and Control

Accounting for Decision Making

Course name	Accounting for Decision Making
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Mike van Roosmalen

Course Description
The course Accounting for Decision Making (ADM) is a management accounting course that provides insight into how accounting-based data support the managerial decision-making process. The decisions in scope are internal operational decisions related to resource allocation, costing, and pricing. The course addresses the main cost concepts (different costs for different purposes) as well as the organizational structure of responsibility centers (cost centers, profit centers).
Although management accounting in a corporate environment can be organized as a separate function, it is relevant for all business executives to be able to perform cost-benefit analyses to support their decisions and proposals (business cases).
The course provides a foundation for students in every professional career, as it will help them to set up and perform cost-based calculations that support a wide range of operational decisions.

Learning objective
1. Examine the operational decisions a professional is confronted with, the organizational context, and the type of accounting-based data that are available to support the decision-making process.
2. Employ the relevant cost concepts that must be used in a specific context.
This requires a good understanding of the cost concept, both accounting-based and based on cost theories in economics.
3. Appraise the outcome, the role, and the limitations of cost calculations for operational decisions.

Test format	Weighting
Knowledge test	100

Financial Risk Management

Course name	Financial Risk Management
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	J. Mrabti

Course Description
The course Financial Risk Management provides an advanced and practice-oriented treatment of risk identification, risk quantification, and risk management techniques used by international firms and financial institutions. Students learn to analyse exposures in the financial markets and to evaluate managerial decisions regarding the mitigation, transfer, or trading of risks. The course adopts a managerial perspective and follows a modular structure that progresses through six essential domains: market risk, options, asset-liability management (ALM), forwards and futures, credit risk, and swaps. Each domain is taught with the dual purpose of giving students deep theoretical understanding and the ability to implement these tools in real-world settings. The course structure is intentionally aligned with professional certification bodies such as GARP's Financial Risk Manager (FRM) and the CFA curriculum.

Learning objective
1. Forecast financial risks affecting international firms and institutions.
2. Measure market-driven financial risks (credit, market, liquidity risk) using valuation techniques such as VaR, duration, convexity, and expected shortfall.
3. Value derivative instruments: forwards, futures, options, and swaps.
4. Classify derivative instruments used in hedging and risk management strategies.
5. Apply hedging and trading techniques using derivatives in international financial markets.

Test format	Weighting
Knowledge test	100

International Financial and Sustainability Reporting

Course name	International Financial and Sustainability Reporting
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Zeeshan Shahzad

Course Description

The future of reporting is integrated. Global businesses are moving toward transparency and accountability and investors increasingly demand sustainability and climate information. Therefore, modern businesses need professionals with integrated financial and sustainability skills who can navigate global reporting standards, assess sustainability risks, communicate transparently with stakeholders, meet regulatory demands, attract investment, and lead responsibly in a rapidly changing world.

International Financial and Sustainability Reporting course will equip the students with those skills as they will study integrated reporting, sustainability reporting and IFRS standards to learn how to prepare the reports to meet the demand of modern day global businesses.

Learning objective

1. Learn and apply the rules of various IAS/IFRS related to revenues, tangible fixed assets, intangible assets, provisions, contingent liabilities, and assets and impairment of assets. Moreover, justify their usage.
2. Justify the use of different accounting valuation techniques from current, historical to fair value and understand the various disclosures related to different accounts of financial statements and learn their usage.
3. Understand the context and purpose of IFRS/IASs, financial reporting, integrated reporting and the related framework and theory.
4. Discuss the impact of intra-group transactions on consolidated financial statements. Also, describe the principles of consolidation and create consolidated statement of profit or loss and statement of financial position using those principles.
5. Learn, understand and apply the disclosure requirements of IFRS S1 and IFRS S2, including the identification of material sustainability risks and opportunities, and the preparation and analysis of climate-related disclosures

Test format	Weighting
Knowledge test	100

Investment Analysis

Course name	Investment Analysis
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Ralf Jacobs

Course Description
The course Investment Analysis (INA) provides insight into the decision-making process that is involved with the buying and selling of financial assets (i.e. securities). The course addresses the functioning of financial markets, as well as the valuation of financial assets.
For all business executives, in particular within MNEs, it is vital to understand how capital providers (a.o. debt and equity) assess the business and arrive at a valuation, considering both risk and return. This allows these executives to align their business decision making with the requirements of capital providers. The course also provides a foundation for students who want to pursue a career in banking or asset management.

Learning objective
1. Examine the investment background an investment professional is confronted with, in particular the functioning of securities markets.
2. Employ contemporary investment theories, particularly the Efficient Market Hypothesis, Modern Portfolio Theory, and the Capital Asset Pricing Model.
3. Appraise the attractiveness of securities, in particular stocks, amongst others by using cash flow-based security valuation models that involve concepts such as dividend discounting and operating free cashflow.

Test format	Weighting
Knowledge test	100

Management Control

Course name	Management Control
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	José Ruiz del Portal Tranche

Course Description
In this Management Control (MAC) course, you will analyse a company's efforts to achieve its ESG goals. The case study emphasises the importance of value-based management (VBM) in identifying the key value drivers needed to assess a company's readiness for an ESG transition and its implications for long-term value creation. The key value drivers for the MAC assignment are sales growth, operating profit margin, cost of capital, and Economic Value Added (EVA). You will assess the impact of sustainability issues on these four key drivers and their role in creating long-term value for the company's shareholders and stakeholders.

Learning objective

1. Discriminate (EVALUATE*) market, accounting and value-based measures of performance
2. Examine (ANALYSE*) the core value drivers of the operational profit (EBIT) of a company
3. Relate (ANALYSE*) the capital structure of the firm to the weighted average cost of capital
4. Appraise (ANALYSE*) the role of ESG factors in the creation of intrinsic value for the firm
5. Assess (EVALUATE*) the impacts on Economic Value Added of ESG implementation

Test format	Weighting
Knowledge test	100

Sustainable Finance

Course name	Sustainable Finance
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Dr. Micha G. Keijer (“Patron Patron”)

Course Description
The Sustainable Finance module combines Behavioural Finance (BHF) and Sustainable Finance (SUF) to explore how human psychology and sustainability shape financial decision-making. BHF examines how cognitive biases, limited rationality and social influences affect investors and markets, taught over six weeks with a decentral exam. SUF introduces business sustainability and corporate accountability through the EGSEE framework—economic, governance, social, ethical and environmental dimensions—highlighting how firms balance profitability with broader stakeholder value. This six-week component concludes with a sustainability reporting assignment. Together, the module equips students to understand and apply finance in a responsible, impact-driven context.

Learning objective
1. Students identify and explain key behavioural finance concepts—such as cognitive biases, heuristics, overconfidence, loss aversion, and market anomalies—and describe how these psychological factors influence investor behaviour and financial decision-making.
2. Students apply behavioural finance theories to analyse real-world investment decisions or market situations, demonstrating how psychological biases may lead to deviations from rational models and affect market outcomes.
3. Students explain the principles of business sustainability and corporate accountability, including the EGSEE framework (economic, governance, social, ethical, environmental), and understand how these dimensions interact within modern financial decision-making.
4. Students apply sustainability frameworks and reporting standards to evaluate a company’s ESG performance and produce a structured sustainability analysis or report that integrates empirical findings with clear conclusions and recommendations.

Test format	Weighting
Assignment	40
Knowledge test	60

Major International Marketing and Sales

Global Marketing Communications

Course name	Global Marketing Communications
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Andro Bottse

Course Description
Going across borders means dealing with different cultures, traditions, laws, and regulations. The ability to effectively communicate is now key to provide businesses with a competitive advantage and to capture consumers and markets. This course reviews the principles of marketing communications, its theoretical frameworks and applications in a global perspective. The various forms of promotional tools (advertising, publicity, PR, social media and so forth) will be discussed and analysed to determine their usage in different cultural contexts and in what ways businesses can use the tools responsibly (CSR) and ethically in order to make sound communications decisions.
Cases from a wide variety of backgrounds will be analysed to provide an understanding of the di lemmas (for example, standardisation vs. adaptation of a communications campaign) businesses frequently face and how they may be overcome

Learning objective
1.Demonstrate an in-depth understanding of marketing communications theories and concepts, connecting them to the company's value creating strategies.
2.Determine how cultural differences and sensitivity affect your decision to standardise or adapt a campaign.
3.Research extensively and critically appraise an international marketing communications campaign
4.Critically evaluate and verbally communicate ethical and corporate social responsibility issues regarding advertising and other communication tools.
5.Present research findings and communicate them in a professional and academic manner.

Test format	Weighting
Professional product	100

Consumer Branding

Course name	Consumer Branding
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3, part of the MAS major
Period	S1, S2
Course coordinator	Erik Kostelijk

Course Description
Consumer Branding equips students with the knowledge and skills to understand how consumers think, feel, and behave, and how brands can strategically respond. The course covers consumer decision-making, personas, customer journeys, brand identity, values, positioning, storytelling, and brand activation. AI tools are incorporated to support research, ideation and visualisation, reflecting how modern marketing teams work, while students learn to critically evaluate AI-generated output. Because branding plays a central role in marketing, innovation and business growth, the course prepares students for careers in brand management, marketing strategy, consultancy, and entrepreneurship, where the ability to build strong and meaningful brands is essential.

Learning objective

1. Select target audiences using evidence-based analysis of consumer values, behaviours, and decision-making to profile their key characteristics **['Consumer Insights']**
2. Assess how brands are perceived and how these perceptions contribute to consumer choice. **['Brand Image']**
3. Create a distinctive brand identity by defining and articulating core values and characteristics. **['Brand Identity']**
4. Design a brand strategy that builds on consumer and brand insights to achieve specified objectives. **['Brand Strategy']**
5. Apply brand strategies to guide market activation consistently across the customer journey and through appropriate brand assets. **['Brand Activation']**

Test format	Weighting
Professional product	100

Sales, Account Management and Services Marketing

Course name	Sales, Account Management and Services Marketing (SAS, 3000SAS_20)
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Jan Zonneveld

Course Description
Sales, Account Management, and Services Marketing focus on creating customer value through integrated customer-centricity across the firm. The central theme of this module is to provide an in-depth understanding of the differences between transaction-based (sales-oriented) and relationship-based (service-oriented) approaches.
The module provides an in-depth examination of contemporary trust-based sales and account management theory, encompassing the preparation and execution of sales dialogues, the expansion of customer relationships, and sales management. A transaction-based orientation is contrasted with a relationship-based orientation, offering insights into relationship marketing, including discussions of core concepts such as trust, loyalty, and customer lifetime value.
The module employs a service-centric approach, grounded in structured analysis and informed by state-of-the-art academic theories, to inform professional practice.
Students will apply learned theory in team assignments with real-life international operating companies, allowing them to identify and address sales and services marketing issues.

Learning Objective
1. Understand the presented and discussed Services Marketing and Sales Management theories
2. Formulate theory-informed research questions and analyse problems regarding services marketing and sales management in a company
3. Select and develop a research methodology in line with Services Marketing and Sales Management theories
4. Execute research according to the chosen methodology
5. Analyse the collected data regarding the theories used, demonstrating an understanding and the capacity to apply the course theories in practice

Test format	Weighting
Professional product	100

Digital Marketing

Course name	Digital Marketing
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	*Choose* S1, S2, **S1 and S2**
Course coordinator	S. Petkova

Course Description
Nowadays, Digital Marketing channels capture the companies and brands' attention when they look for connections with the target customer impacting on the customer decision making process. As a result, the demand for high-quality digital marketing talent has become more prominent. This module provides a clear view and understanding of the most in-demand marketing skills such as Search Engine Optimization (SEO), Social Media Marketing (SMM), Search Engine Advertising (SEA), Content Marketing, Ecommerce, Digital Branding and Video Marketing. Also, the module includes the presentation and the activation of key theoretical concepts and models related to digital strategy development and implementation.

Learning objective
1. Demonstrate an in-depth understanding of the digital marketing fundamentals.
2. Critically reflect and weight the advantages and disadvantages of digital marketing tactics and techniques: Search Engine Marketing (SEO & SEA), video and viral marketing, social media marketing, e-commerce, digital branding and mobile marketing.
3. Execute a situation analysis within a digital environment which includes: online internal audit, online competitor' analysis and online audience' analysis (identify and profile potential, actual and retained users / customers)
4. Design and implement a digital marketing strategy.
5. Monitor and optimise a digital marketing strategy.

Test format	Weighting
Portfolio assessment	100

Innovate for impact

Course name	Innovate for Impact
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1, S2,
Course coordinator	Antje van Essen-Hermans

Course Description
This course prepares students to test real marketing challenges by designing a sustainable category extension for an existing brand. Working in international teams, students integrate market research, consumer insight, and strategic analysis to create an evidence-based market proposition. AI is embedded throughout the process—supporting ideation, research design, prototyping, and data interpretation—mirroring how modern marketers operate. The course simulates professional practice: students develop actionable solutions, justify decisions with data, and communicate their work through posters and presentations. Graduates gain practical skills in innovation, sustainability-driven marketing, and responsible AI use—key capabilities for future roles in brand management, commercial strategy, and business development.

Learning objective
LO1: Creative Opportunity Identification
LO2: Problem Definition & Research Design
LO3: Evidence-Based Market Analysis
LO4: Sustainable Solution Development
LO5: Professional & Responsible AI Use

Test format	Weighting
Portfolio assessment	100

Strategic Marketing Management

Course name	Strategic Marketing Management
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	*Choose* S1, S2, B1, B2, B3, or B4
Course coordinator	Joseph Brady

Course Description
Strategic marketing Management is a key course for the marketing track because it encompasses many critical factors for students who wish to enter the marketing field. The course focuses on developing key strategies based upon the fundamental understanding of proper research, targeting and executable options for customer driven success in marketing. Furthermore, the class provides many real world cases and challenges the students to think critically about their approach to successful marketing.

Learning objective
1. Deduce outcomes of external and internal analysis to develop strategic marketing options in an international context
2. Design and present an international marketing strategy
3. Explain and apply the strategic marketing planning process.
4. Justify the choice for a particular marketing strategy

Test format	Weighting
Professional product	40
Knowledge test	60

Major Organisation, Leadership and Change

Business Models & Services

Course name	Business Models & Services
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Alexandro Carolina

Course Description
Business Models and Services explores the complexities of the service economy, which accounts for over 70% of global GDP and employment. Students analyze service operations management, customer relationship strategies, and innovative business models in service organizations. Through a combination of theoretical frameworks and applied research, students investigate real service companies, conduct field research including manager interviews, and develop strategic recommendations. This course prepares students for careers in service industries—from hospitality and healthcare to consulting and technology—while building essential research and analytical skills needed for their thesis work. The emphasis on practical application ensures students can immediately apply concepts to real business challenges.

Learning objective
1. Analyze service operations challenges and apply appropriate operations management strategies to address customer expectations, supply networks, and resource management
2. Design effective customer experiences and service processes using service design tools (service blueprinting, customer journey mapping, zone of tolerance)
3. Evaluate service failures and develop service recovery and complaint handling strategies that enhance customer relationships
4.Assess the role of organizational culture and human resources in service delivery and recommend strategies for building a service-oriented culture
5. Analyze business models and marketplace strategies for service organizations and create evidence-based recommendations for strategic improvement and sustainability

International Strategy and Organisation

Course name	International Strategy and Organisation (ISO)
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1, S2
Course coordinator	Tbc

Course Description
Today's global economy is highly interconnected and interfering with societies and the environment and managers of the future need to be able to create strategies and organisations that are able to explore and exploit opportunities with international scale and scope and minimise their environmental footprint. Building on the foundations of strategic management, this module deepens your knowledge about what it means to be a global conscious citizen, as an individual but also an organisation. We will look at three different, yet complementary, theoretical perspectives to strategic management and organisation and at the various ways companies can organise to access international resources and knowledge that provide strategic and competitive advantage, yet by reducing/minimising their environmental impact and creating inclusivity. In addition to weekly reading, you will analyse cases, and apply your knowledge to practice. You will work in groups and participate in one of three structured debates and prepare a research paper.

Learning Objectives
1. Critically evaluate different theoretical perspectives of international strategy within and across diverse contexts.
2. Point out social and ecological responsibility of individual managers and companies within and across internationally diverse contexts.
3. Assess the strategic, environmental and societal implications of corporate change.
4. Contrast various forms of intra- inter-organisational governance and collaborations
5. Synthesise complex material to critically evaluate implications on strategic, organisational and corporate responsibility levels.

Test format	Weighting
Assignment	40
Assignment	60

Contemporary Topics in Organisational Behaviour

Course name	Contemporary Topics in Organisational Behaviour
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Eva Kuijper

Course Description
This module focuses on the understanding of employee behaviours and attitudes that contribute to organisational success or failure. Throughout the course you will identify factors that influence employees, the processes by which these factors exert their influence and ways of applying this knowledge within organisations. The content of the course is built around 6 themes. Those are individual behaviour, motivation, teams, diversity management, organisational culture and work-life balance.

Learning objective
1. Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
2. Assess the potential impact of organizational level factors (such as structure, culture) on organisational behaviour
3. Evaluate the impact of employee behavior on organisational performance.
4. Assess and judge relevant theories on organisational behaviour and relate them to contemporary organisational settings
5. Draw conclusions in a methodical matter from information gathered

Test format	Weighting
Professional product	100

Perspectives on Leadership

Course name	Perspectives on Leadership
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Amie van Woudenberg

Course Description
This course explores effective leadership theory and practice within diverse contexts and examines contemporary issues. Students analyze various leadership styles, communication strategies, and ethical considerations necessary for effective leadership in modern organizations. Through the study of academic and practitioner reading materials, experiential learning, and in-class exercises, students develop practical leadership skills and apply theoretical concepts to real-world scenarios.

Learning Objectives

1. Apply foundational knowledge of leadership theories and styles in diverse contexts.
2. Develop self-awareness and align personal values with leadership behaviors.
3. Enhance communication skills for effective leadership and relationship-building.
4. Adapt leadership strategies to navigate shifts in work dynamics and uncertain environments.
5. Foster positive leadership, ethical leadership and inclusivity in organizational settings.

Test format	Weighting
Portfolio assessment	100

Change Management

Course name	Change Management
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Sjoukje Elsma

Course Description
In this course, students will search for a change target for an existing company, design a change process for it and then implement it. Existing and proven theories, models and concepts of change management are applied. Besides the substantive design and implementation of a change process, which students do in teams, there is also an individual learning process in which students work on and reflect on their learning objectives in this project.

Test format	Weighting
Professional product	40
Knowledge test	60

OLC Consultancy Lab

Course name	OLC Consultancy Lab
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Victor Cabral

Course Description
The OLC Consultancy Lab (OLC=Organization, Leadership, and Change) offers you the chance to apply both your theoretical and practical OLC skills in providing tangible business advice. The project's goal is for you to solve a real challenge for a company. You will work in teams of 4 to 5 students. Your lecturer will provide you with a number of interesting challenges you can choose from. The challenges which will be available are related to and (partly) integrate the different disciplines of the OLC major (Change Management; Leadership; Business Models and Services; Organizational Behavior; Strategy and Organization). You will come up with concrete solutions and recommendations for the company to implement, supported by sound academic knowledge (gathered in the other OLC modules and previous years of study). During the module, you will be conducting research in close collaboration/consultation with the company. As the challenges are real and relevant, your recommendations can be very beneficial to the company.

Learning Objectives
1. Articulate a complex business problem/opportunity and develop SMART research question(s).
2. Develop a sound workplan to address a complex business challenge.
3. Conduct valid primary and secondary research and demonstrate an evidence-based line of reasoning.
4. Design and present hand-on solutions to a complex business challenge and provide recommendations related to different OLC topics
5. Engage with a client throughout the problem-solving process, demonstrating effective communication, collaboration, and problem-solving skills to successfully address and resolve a real business challenge.

Test format	Weighting
Professional product	100

Arts, Business and Culture

Course name	Arts, Business and Culture
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2
Course coordinator	mr. Anne-Sophie Andela LLM

Course Description

In this interdisciplinary course you will learn how the arts relate to business, culture and identity. How a knowledge of the arts leads to innovative ideas, by looking with different lenses. And investigate the link with history, economic and social development. You will learn how to speak with truth and conviction. And how exposure to different "worlds" creates unexpected insights and leads to innovative out-of-the box thinking. This will culminate into an invaluable "toolkit" with alternate frames of reference that will stand you in good stead. In business and whatever venture you decide to tackle next. Be prepared to be amazed and empowered!

Learning objective

1. Critically appraise the role of art in business and society and vice versa
2. Relate art to its historic, political context and sociological meaning
3. Create an educative, interesting product with market value
4. Identify different art forms and streams in art history
5. Identify current trends (cultural marketing, creative entrepreneurship)

Test format	Weighting
Portfolio assessment	100

ASIA - Applied Strategy in Asian markets

Course name	ASIA
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2
Course coordinator	Claudio Perotti

Course Description

In today's globalized economy, Asia is a crucial region for international business. With rapidly growing economies, diverse cultures, and unique business practices, Asia offers numerous opportunities and challenges for international companies. This elective is designed to provide AMSIB students with an in-depth understanding of doing business in/with Asia.

Asia is home to some of the largest and fastest-growing economies in the world. According to the International Monetary Fund (IMF), Asia accounts for more than 50% of global economic growth in 2024 . Countries such as China and India are not only economic giants but also key players in technology and innovation. The Asian region has a massive consumer market with a rapidly growing middle class, offering extraordinary business opportunities.

Learning Objectives

At the end of this course the student can:

1. Apply an external analysis framework (DESTEP/PESTEL) to analyse the macro-environment of a self-selected Asian country/region and sector and identify the international business opportunities and challenges it creates for a specific organisation doing business in/with that context.
2. Collect, select and critically interpret relevant quantitative and qualitative secondary data from credible international and professional sources to build an evidence-based external analysis of their chosen Asian context.
3. Analyse how key macro-environmental forces in their selected Asian context (including sustainability, technological developments and trade agreements) create concrete opportunities, risks and transition pressures for organisations from any region that are doing business in/with that Asian market and at least one other world region.
4. Produce an individual professional advisory product that reflects industry practice and translates their external analysis into logically argued, feasible and responsibly framed recommendations for a specific organisation from any region that is doing business in/with Asia, including implications for managing relationships with key Asian and non-Asian stakeholders.

Test format	Weighting
Behavioral assessment	80
Professional product	20

Business French 1

Course name	Business French 1
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1
Course coordinator	Manon Cornelissen

Course Description

Business French 1 introduces international business students to French language and culture at CEFR level A1.1.
You will develop basic communication skills for visiting French-speaking environments and functioning in simple professional situations. The course covers practical topics such as food habits, introducing yourself and others professionally, holding brief conversations when meeting someone, describing your workplace, ordering in a restaurant, and discussing simple issues to find a solution. While practicing these interactions, you also explore sustainable-oriented solutions in everyday workplace scenarios.
By learning how to interact appropriately and respectfully in diverse cultural settings, you strengthen your intercultural communication and relationship-building abilities.

Learning Objectives

1. Translate familiar and business-related words and basic phrases with a complexity related to beginners level A1.1 you hear spoken slowly and clearly.
2. Describe in your own words the main points from professional texts such as posters, brochures, schedules, invitations, and email.
3. Write text messages or email to ask for- and give information, accept, or refuse an invite and justify absence or attendance.
4. Use basic French to carry out simple business conversations with the help of a conversational partner who speaks slowly and clearly, applying basic pronunciation rules and demonstrating fluency at beginners' level A1.1
5. Interpret the effect of cultural aspects, such as formal and informal communication, to adapt to the cultural situation properly.

Test format	Weighting
Knowledge test	50
Knowledge test	50

Business French 2

Course name	Business French 2
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S2
Course coordinator	Manon Cornelissen

Course Description

Business French 2 introduces you to basic communication skills at CEFR A1.2 and cultural knowledge to visit or work in French-speaking countries or companies. The course covers practical topics such as preparing for a simple job interview, conducting basic phone calls, comparing products, and describing daily routines, holidays, and job experiences. While preparing for the job interview, you are also introduced to business organisations with a social or sustainable mission. The course strengthens intercultural communication and relationship-building abilities.

Learning Objectives

1. Translate familiar and business-related words and basic phrases with a complexity related to beginners level A1.2 you hear spoken slowly and clearly.
2. Describe in your own words the main points from professional texts such as posters, brochures, schedules, invitations, and email.
3. Write text messages or email to ask for- and give information, accept, or refuse an invite and justify absence or attendance.
4. Use basic French to carry out simple business conversations with the help of a conversational partner who speaks slowly and clearly, applying basic pronunciation rules and demonstrating fluency at beginners' level A1.2
5. Interpret the effect of cultural aspects, such as formal and informal communication, to adapt to the cultural situation properly.

Test format	Weighting
Knowledge test	50
Knowledge test	50

Business Chinese Mandarin 1

Course name	Business Chinese Mandarin
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1
Course coordinator	Zongyan Chen

Course Description

The Business Chinese Mandarin course (BM1) provides you with both language skills and cross-cultural knowledge that are essential in today's international business world. In this course, you will learn how to communicate appropriately and respectfully in Chinese, as well as how to conduct basic business conversation with Chinese speakers. You will be able to deal with cultural differences between China and Western countries, and to master basic relationship-building skills. These learning outcomes will support your in aspect of Relationship management (PLO 3) that will prepare you to work effectively with international stakeholders in your future business careers.

Learning Objectives

1. Listening : Follow and translate simple and short daily conversations, which are spoken slowly and clearly by native speakers. Write down answers to the questions in Pinyin or characters.
2. Speaking (interaction): Carrying out simple business communication in daily life and study. The topics are asking names, nationality and family; going shopping, going to work, telling time/date. Speaking (production): Use the knowledge learned and produce your own meanings based on the topics learned.
3. Reading: Read sentences in Pinyin or characters and translate/paraphrase the meanings of the sentences or short passages. Write down answers to the questions correctly.
4. Writing: Use Chinese vocabulary/expressions and the relevant grammars to write down sentences, short passages/texts in Pinyin or characters.
5. Interpret the effect of cultural aspects, such as formal and informal communication, to adapt to the cultural situation properly.

Test format	Weighting
Knowledge test	50
Knowledge test	50

Business Chinese Mandarin 2

Course name	Business Chinese Mandarin
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S2
Course coordinator	Zongyan Chen

Course Description
The Business Chinese Mandarin course (BM2) provides you with both language skills and cross-cultural knowledge that are essential in today's international business world. In this course, you will learn how to communicate appropriately and respectfully in Chinese, as well as how to conduct basic business conversations with Chinese partners. You will be better able to deal with cultural differences between China and Western countries, and to develop basic intercultural communication and relationship-building skills. These learning outcomes will support you in aspect of Relationship management (PLO3) that will prepare you to work effectively with international stakeholders in your future business careers.

Learning **Objectives**
1. Listening:
Follow clearly pronounced standard Chinese (Putonghua/Mandarin).
Translate the most frequently used words and phrases, and the main points in short, clear and simple messages, the daily conversations based on the familiar topics.
Write down answers to the questions in Pinyin or characters.
2. Speaking
Speaking (interaction):
Interacting each other in correct constructions about the given topics such as ask route and take transportation, visit someplace, see doctor, talk about weather, talk about habits/hobbies/activities, describe living conditions/areas.
Speaking (production)
Use the knowledge learned to produce/deliver your messages reasonably in person or in pair.
3. Reading
Read sentences in Pinyin or characters.
Translate/paraphrase texts, which are about the topics learned and write down answers correctly.
4. Writing
Sufficient words and phrases are demanded to be acquainted with.
Use the learned factual language knowledge to answer questions.
Write simple business and personal messages, letters, emails and short passages with appropriate grammar/sentence structures based on the given topics.
5. Interpret the effect of cultural aspects, such as formal and informal communication, to adapt to the cultural situation properly.

Test format	Weighting
Knowledge test	50
Knowledge test	50

Business Spanish 1

Course name	Business Spanish 1
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1
Course coordinator	Marivi Martinez Brocca

Course Description

Business Spanish 1 enables international students with no prior knowledge of Spanish to develop basic communication skills (CEFR level A1.1), acquire the cultural knowledge needed to visit Spain and Spanish-speaking countries, and function in a professional environment where Spanish is spoken. Completion of this course is recommended, though not mandatory, for admission to Business Spanish 2. In addition to language acquisition at the A1 level, this course provides cross-cultural insights into topics such as intercultural greetings, formal and information communication, the importance of family, and business relations in Spanish-speaking contexts, among others. These intercultural skills strengthen key competencies in PLO 3: Relationship Management, which prepares you to collaborate effectively with international stakeholders in your future business career. Furthermore, it introduces students to business organizations with a social and sustainability-oriented mission.

Learning Objectives

1. Use vocabulary and basic grammatical structures about topics of immediate personal relevance and simple business-related contexts.
2. Interact in a simple way in basic business conversations, applying learned expressions and relying on support from the interlocutor when needed.
3. Produce short written messages and brief texts to convey personal information such as name, nationality, address, and other basic details.
4. Identify and extract main points from short, simple written business texts such as posters, brochures, schedules, invitations, and emails.
5. Interpret the effect of cultural aspects, such as formal and informal communication, to adapt to the cultural situation properly.

Test format	Weighting
Knowledge test	50
Knowledge test	50

Business Spanish 2

Course name	Business Spanish 2
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	Semester 2
Course coordinator	Lorea Villtoa Goitia

Course Description

Business Spanish enables international students with prior knowledge of Business Spanish 1, or an equivalent course, to continue developing basic communication skills (CEFR level A1.2), acquire the cultural knowledge needed to visit Spain and other Spanish-speaking countries, and function in professional environments where Spanish is spoken. In addition to language acquisition at the A1 level, this course provides cross-cultural insights into topics such as intercultural greetings, formal and information communication, the importance of family, and business relations in Spanish-speaking contexts, among others. These intercultural skills strengthen key competencies in PLO 3: Relationship Management, which prepares you to collaborate effectively with international stakeholders in your future business career. Furthermore, it introduces students to business organizations with a social and sustainability-oriented mission.

Learning Objectives

1. Use vocabulary and basic grammatical structures about topics of immediate personal relevance and simple business-related contexts.
2. Interact in a simple way in basic business conversations, applying learned expressions and relying on support from the interlocutor when needed.
3. Produce short written messages and brief texts to convey personal information such as name, nationality, address, and other basic details.
4. Identify and extract main points from short, simple written business texts as posters, brochures, schedules, invitations, and emails.
5. Interpret the effect of cultural aspects, such as importance of the family and time flexibility, to adapt to the cultural situation properly.

Test format	Weighting
Knowledge test	50
Knowledge test	50

Cases In Entrepreneurship

Course name	Cases In Entrepreneurship
Academic year	2026-2027
Credits (EC)	5
Programme	International Business Full-Time
Year	Year 3
Period	S1 and S2
Course coordinator	drs. Simone Scholtens MSc.

Course Description

The module Cases in Entrepreneurship uses a Case Study approach in order to understand theoretical concepts related to the study and practice of Entrepreneurship. Topics covered are as follows:

1. Entrepreneurship and it's relevance in today's economy
2. Theories in Entrepreneurship
3. Blue Ocean Strategies, Opportunity, Discovery, Creation
4. Social Entrepreneurship
5. The Circular Economy

The module consists of a combination of Lectures, Case Study Workshops, Discussions, Presentations and Debates and invited guest speakers. There will be a lot of interaction and sharing of knowledge. It is a nice interactive course with high evaluations of our international students. The course counts for 5EC.

Learning Objectives

1. Explain and justify the importance of entrepreneurship to the economy on a country case basis.
2. Identify and justify elements that support entrepreneurial behavior
3. Apply core entrepreneurial theories on a real case study.
4. Critically assess the similarities and differences between social and commercial ventures
5. Evaluate and justify the necessity for a circular economy.

Test format	Weighting
Assignment	20
Professional product	80

Creativity In Business

Course name	Creativity in Business
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2,
Course coordinator	Rionette Groenewald

Course Description

In today's dynamic and uncertain business environment, creativity is a critical 21st-century skill that enables individuals and organizations to adapt, innovate, and solve complex problems. By learning to think beyond traditional analytical approaches, students will develop the ability to generate original and innovative solutions to business challenges.

The course emphasizes experiential and interactive learning methods that foster curiosity, imagination, and collaboration—key competencies for the modern workplace. Students will engage with creativity tools, frameworks, and models that support idea generation, evaluation, and implementation. By expanding their knowledge base and nurturing curiosity, students will strengthen their capacity to identify patterns, connect ideas, and develop innovative products, services, and processes.

Learning Objectives

1. Explain key concepts of creativity and the principles of the creative process and reflect in writing on the meaning of creativity for their own development as creative individuals.
2. Explain the role of creativity in business innovation and apply basic creative thinking strategies such as connecting ideas, asking exploratory and critical questions, and challenging assumptions.
3. Analyse and explain the differences between creative and analytical problem-solving approaches and apply the Creative Problem-Solving (CPS) Model to solve at least one real-world business case, producing a documented, sustainable solution that demonstrates each stage of the model.
4. Apply various creative thinking tools such as mind mapping, Six Thinking Hats, SCAMPER, and reverse brainstorming, to gather, analyze, and interpret information to develop and justify effective solutions to a given real-world problem.

Test format	Weighting
Assignment	70
Assignment	30

Critical Thinking

Course name	Critical Thinking
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1 & S2
Course coordinator	Jeff Ernst

Course Description

This course explores Argument Theory as our most reliable framework for discerning what is most likely true about the external world. Students will practice building logical arguments and learn to evaluate them for validity and soundness. Furthermore, theory from cognitive psychology will be applied to limit our chances of fooling ourselves. The skills of critical thinking apply not only to the business world, but also to every facet of your life; there is baloney everywhere, and we don't want to be fooled.

Learning Objectives

1. Apply the language of Argument Theory
2. Analyze arguments for logical form
3. Evaluate arguments for validity and soundness
4. Evaluate arguments using cognitive theory
5. Evaluate arguments using scientific principles

Test format	Weighting
Assignment	60
Assignment	40

Data Analytics for Business

Course name	Data Analytics for Business
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2
Course coordinator	Matthew Hall

Course Description

In this course, you will learn the basics of data analytics techniques and their application to business cases. You will be taught about the main concepts for managing data, and techniques for dealing with (big) data. You will learn the link between data analytics and businesses, especially regarding the influence data analytics has on them. You will learn how to evaluate different data analytics techniques for manipulating and visualising data, and you will be able to apply data analytics skills to real business cases aiming at improving business performance.

The data analysis techniques will be taught through Python, a programming language, and will start with the very basics.

Learning Objectives

1. Understand data analytics techniques and the main concepts of managing data using Python.
2. Evaluate the appropriate methods and technologies for analysing, representing, and disseminating data.
3. Apply the characteristics of Big Data to provide effective services for businesses.
4. Understand the (theoretical and practical) current issues of data management and the strategic significance of data within organisations.
5. Create a dashboard that analyses, represents, and creates a story about a scenario

Test format	Weighting
Portfolio assessment	100

Economics and Politics of Europe

Course name	Economics and Politics of Europe
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2,
Course coordinator	Haiden Nguyen

Course Description

This course will introduce students to the historical, economic and political aspects of the European Union (EU). The EU is a unique partnership between 27 democratic European countries. The EU is a key player on the global stage. It accounts for around 20 percent of the world GDP. It hosts a single market of around 500 million inhabitants, with the second most wildly used currency in the world: the euro.
Studying the European Union is important for a future business career because it shapes how companies operate in one of the world's largest markets. The EU's Single Market makes it easier to trade across 27 countries, while EU laws affect areas like competition, data protection, product standards, and consumer rights. Overall, knowledge of the EU helps future business professionals make better strategic decisions and remain competitive in Europe and global markets.

Learning Objectives

1. Explain the structure and functions of EU institutions
2. Analyze the effects of EU economic and political policies on business.
3. Evaluate the role of the EU in the global business environment.
4. Apply EU-related analysis to business cases

Test format	Weighting
Assignment	100

Effective Crisis Management

Course name	Effective Crisis Management
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	**S1/S2**
Course coordinator	Rionette Groenewald

Course Description

A crisis is a change – either sudden or evolving – that results in an urgent problem that must be addressed immediately. For a business, a crisis is anything with the potential to cause sudden and serious damage to its employees, reputation, or bottom line. A major crisis will affect the entire organisation and, in some cases, can lead to its collapse. Managers whose organisations are in the midst of a crisis must act quickly to recognise its source, contain it and eventually resolve the crisis with the least amount of damage.

This course on crisis management will offer students the basics in identifying, preventing, and controlling crisis situations. Crisis management basics, from preparation to training and compliance are discussed, as are various stages of a crisis, and the need to establish a crisis management team. Clearly identifying the roles and functions of each crisis management team member is essential for the ultimate success of contingency planning, which is also discussed.

Finally, the course concludes with guidance regarding damage control, the restoration of confidence in a business, company or entity, and offers students a basic checklist that may be utilised as a starting point for a crisis management team in a variety of business environments or public sector scenarios.

All the above will be done by analysing recent crisis situations and evaluate it by looking at the company background, the crisis situations, internal and external responses, the aftermath and consequences, the lessons learned and future prevention.

Learning objectives

1. Identify and analyse the sources and phases of crises and explain the importance of preparedness in effective crisis management.
2. Calculate, assess, and interpret risk probability and impact to support informed crisis management decision-making.
3. Develop the ability to evaluate response and recovery efforts based on real-life crises case studies to improve crisis management outcomes.
4. Develop the skills to advise companies to make crisis management plans with clear, well-understood structures, roles and responsibilities.
5. Apply effective crisis communication strategies, including the strategic use of social media, to manage information, maintain public trust, and guide stakeholders during a crisis.

Test format	Weighting
Assignment	40
Knowledge test	60

Innovative Business Design

Course name	Innovative Business Design (IBD)
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1 or S2
Course coordinator	David van Moppes

Course Description

In this module you will study how value can be created and business opportunities can be traced down through a circular approach, and find out how businesses can contribute to and benefit from the transition to a circular economy. And how you can help make this transition happen. Through discussion, activities, research and design, you will not only reflect on how to change the current economic system, you will take action to do so. Our approach will be active, experimental, and practical: you will redesign a real product of a real company based on biomimicry (solutions and strategies mimicked/ copied from nature), and show changes (from linear to circular) in the company's supply- and value chain, and in its Business Model Canvas (BMC).

Learning Objectives

1. Understand the theoretical foundations and principles of the circular economy paradigm.
2. Understand the practical arguments, such as global climate change, pollution, and over-harvesting, for shifting to a circular economy.
3. Systematically assess and analyze an international company and one of its products from both a linear and circular perspective, by using its value chain, supply chain and Business Model Canvas.
4. Identify and analyze a complex business problem using perspectives from literature related to the circular economy and design thinking. Specifically biomimicry, systems thinking and circular business models are being used and implemented.
5. Draw well- founded conclusions and recommendations, based on circular economy principles and related to a complex business problem, and present them in a professional way.

Test format	Weighting
Assignment	60
Knowledge test	40

International Business Law

Course name	International Business Law
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2
Course coordinator	mr. Anne-Sophie Andela LLM

Course Description

Law in business is risk management. Law regulates behaviour, helps to avoid conflicts and provides solutions. It provides the framework for international trade and commerce. It is an indispensable instrument in a manager's toolkit. IBL focuses on the hands-on use of law in international business.
You will be equipped with the legal insight and knowledge to make sound business decisions. Be provided with the "do's and don'ts" to strengthen your legal position in negotiations from the perspective of a legal advisor to major trade houses, banks, insurers and transporters. And be empowered to use the opportunities the law affords whilst avoiding the pitfalls.

Learning Objectives

1. Translate legislation and judgments into legal do's and don'ts
2. Use uniform law related to the export transaction
3. Identify which legal measure (such as the appropriate business form, intellectual property right, applicable law or form of dispute settlement) to apply in a given situation
4. Critically appraise the role of international organisations (such as EU, WTO and GATT) in international trade
5. Interrelate the legal aspects of doing business both internally (to e.g. sales, marketing, finance, HRM and general corporate, economic and managerial considerations) and externally (to current and ethical issues in international geo-politics and economics).

Test format	Weighting
Knowledge test	100

International Business & Ethics

Course name	International Business & Ethics
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2
Course coordinator	N.(Núria) Arbonés Aran

Course Description

The course covers ethical aspects when assessing decision-making either in personal, collective and business life. The topic is approached from philosophical, societal, managerial and marketing viewpoints, taking into account stakeholders perspectives and value systems.

The course trains to approach societal, collective and organisational matters together with individual moral decisions seen from several stakeholder viewpoints and value systems in an international and 'global' context.

Acknowledging and acquiring more substantiated insights into the logic of a variety of 'business models' has proved to be indispensable to better assess the core of the possible ethical problems, issues and successes of businesses.

Learning Objectives

1. Acknowledge and have acquired understanding of the broader context and connections of IB&E: the multi-stakeholder, the international, the global and the local
2. Understand and apply a series of basic, relevant and divers ethical theories when assessing business models and companies' CSR activities
3. Complete a convincing and well elaborated Research Case Study meeting the course goals and requirements
4. Work together with others in a constructive, substantiated and enlightening way
5. Reflect on the own ethical behavioural and acquired knowledge, competences and experiences

Test format	Weighting
Assignment	50
Assignment	50

Innovation and Technology

Course name	Innovation and Technology
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2
Course coordinator	Mike Russell

Course Description

This course introduces second-year International Business students to the key digital and emerging technologies shaping contemporary and future industries. Building on the foundations of Industry 4.0, the course explores how data, automation, and connectivity transform business models, operations, and value chains, while extending towards Industry 5.0 perspectives that emphasise human-centricity, sustainability, and resilience.

Students examine technologies such as edge computing, quantum computing, artificial intelligence, data analytics, Internet of Things, automation, blockchain, digital platforms, and extended reality from a business application and use-case perspective. Rather than focusing on technical implementation, the course develops students' ability to understand what these technologies do, where they create value, and how they affect strategy, organisation, and stakeholders.

Through real-world cases, sector examples (including SMEs), and applied assignments, students learn to assess digital opportunities and risks, link technology choices to business goals, and reflect on ethical, social, and environmental implications. The course equips students with a practical vocabulary and analytical lens to engage confidently with digital transformation challenges in international business contexts.

Learning Objectives

1. Demonstrate an understanding of core Industry 4.0 and 5.0 technologies.
2. Determine the business impact of selected Industry 4.0 and 5.0 technologies on impacted stakeholders.
3. Analyse digital technologies through use cases, value creation, and justify their applicability to international business practices.
4. Evaluating organisational, ethical, and sustainability implications of technology adoption.
5. Apply theoretical and practical insights to international and SME business contexts.

Test format	Weighting
Professional product	50
Knowledge test	50

Management and Innovation

Course name	MEI – MANAGEMENT AND INNOVATION
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1, S2
Course coordinator	drs. Simone Scholtens MSc.

Course Description

In this module you will learn what organizational change is about. Starting with the principles of efficiency and effectivity, you learn how to create value. Innovation models will be introduced to help you building innovation strategies. You will understand why obstacles for a smooth innovation process occur and how to react. You will get tools to figure out if innovation really provides value, how important teams are and what kind of leadership and culture you need to facilitate and enforce the innovation process. As innovation always means change, we finally look at how to successfully implement the innovation.

Learning Objectives

1. Demonstrate how effectivity and efficiency are related to building competitive advantage.
2. Identify issues and apply tools for scalability of innovation
3. Identify leadership principles in relation to innovation and contingencies
4. Demonstrate issues about ecosystems of innovation.
5. Demonstrate different organisational change paradigms

Personal Finance

Course name	Personal Finance
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 2
Period	S1, S2,
Course coordinator	Ikram Ben Allal

The course Personal Finance is designed to broaden the financial knowledge of business students. The course has three objectives: 1. to prepare you for your own healthy financial future, 2. to create a foundation for the courses Investment Analysis, Sustainable Finance, an Financial Risk Management that are all part of the major International Finance & Control, 3. to offer you an insight into the profession of Financial Advisory, which some of you might like to pursue.

The course will evolve around the topics of:

- Balancing the Budget,
- Saving & Investing,
- Sustainable & Behavioural Aspects of Finance, and
- Personal Financial Risk.

It will guide you in defining financial goals for a client (an individual or family) and set out the path for achieving them. Many topical issues will be addressed, ranging from cryptocurrencies to the FIRE movement (Financial Independence, Retire Early).
While the course certainly offers you a solid preparation for the major, it can also be taken by students that do not have the ambition to pursue this major.

Learning Objectives

1. Develop financial goals given the characteristics of your client (a person or family).
2. Appraise the suitability of different financial instruments with the ambition to construct a portfolio to meet the financial goals.
3. Identify and manage psychological, behavioural and sustainable aspects of personal finance.
4. Identify and manage personal financial risk.
5. Develop a financial action plan.

Test format	Weighting
Portfolio assessment	40
Professional product	60

Sales Negotiation and Culture

Course name	Sales Negotiation and Culture (SAN)
Academic year	2026-2027
Credits (EC)	5
Programme	International Business full-time
Year	Year 3
Period	S1 and S2
Course coordinator	Andro Bottse

Course Description

One of the most important skills in business is negotiating. Negotiations take place in everyday life and in every business situation where two parties are involved that want to reach an agreement. Agreements to work together, to buy or to supply, to manufacture, to develop etc. An entrepreneur who wants to be successful in selling his products or services needs to have the skills to convince, to present, to communicate, to listen, to summarize and to come up with creative alternatives in order to move the other party to a point where an agreement may be reached. We summarize these skills in two words: negotiation skills. Effective negotiators have a large toolbox filled with tactics and strategies which they decide to use or not use, depending on their position, objectives and other situational factors. Negotiating skills are an important asset for business professionals; knowledge of and sensitivity to cultural background are essential requirements for graduates entering the international business arena. The classes combine sales and negotiating principles, tactics and strategies with cross- cultural elements. Skills necessary for negotiations between parties from different cultural backgrounds receive special attention. The Fundamentals of Negotiation Part of the course, focuses on these aspects as well as on how to properly prepare for a negotiation

Learning Objectives

1. Negotiation preparation & strategy: Students can prepare a professional negotiation strategy by defining BATNA, ideals, fallbacks, assumptions, stakeholder needs/priorities, and a justified set of tactics—tailored to the context and parties involved.
2. Execute sales/negotiation conversations using advanced interaction skills. Students can conduct sales and negotiation interactions in English by applying active listening, asking open questions, paraphrasing/summarising, and steering the negotiation toward a workable agreement.
3. Intercultural negotiation competence and cultural adaptability. Students can analyse how cultural patterns influence negotiation styles and communication (verbal + non-verbal) and apply context-appropriate intercultural communication choices to prevent misunderstandings and build rapport across cultures.
4. Professional self-management through reflection and evidence-informed improvement. Students can evaluate their own negotiation performance and development using observation/feedback and relevant theory, reflect on effectiveness and professionalism, and translate this into concrete improvement actions for future negotiation behaviour.

Test format	Weighting
Assignment	40
Knowledge test	60