Colophon

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Serious accidents, fire or other calamities;
RUG-alarm number: 8050
From the Deans

Dear Student,

This is the study guide for our teaching programmes in International Economics and Business (IE&B) and International Business and Management (IB&M) for the academic year 2004/05. It contains information about courses, final study course profiles, study programmes, and practical information about everyday matters.

IE&B and IB&M are the major international programmes, which the Faculty of Economics and the Faculty of Management & Organization have to offer. From September 2004, the Star Numan Institute will offer these programmes, which is the umbrella organization for the international teaching. We hope that SNI will become a truly international environment where students and staff from around the world will generate and gain knowledge on companies, organizations, industries and countries around the world.

Student feedback will play a major role to continue improving the quality of our programmes. If you have suggestions for improvements in the area of educational facilities or other suggestions, please make them known to your lecturers, programme co-ordinators, study advisors or to the people at the information desks. Ideas for improving the quality of teaching are always welcome.

Let us conclude by expressing our sincere wish that you will feel at home in our faculties and at the Star Numan Institute, and that your stay at our university will be both fruitful and enjoyable.

Tom Wansbeek, Dean Faculty of Economics

Henk Sol, Dean Faculty of Management and Organization
Dear students

On behalf of the board of the student association B-yond, I would like to welcome you to the University of Groningen. During the academic year, B-yond will organise a series of academic, professional and social events in English, in which students in the IE&B and IB&M programmes are welcome to take part. Through our activities we try to enhance contact between students from multiple countries, and create links between companies and students.

Our activity calendar starts right from the beginning of the academic year – we will meet you in the last week of August at the Introduction Camp and already in early September you will notice numerous posters around the Zernike complex announcing our upcoming events. Our activities are both interesting and fun – by participating in them you will meet a lot of new people and develop your academic and professional skills. Usually, the number of participants at such events is limited, so make sure you subscribe in advance in order not to miss all the fun! B-yond will also offer you a number of opportunities to pursue your own initiative, either by joining one of our committees or by utilising your own ideas and organising an entirely new event.

We are looking forward to meeting you.

Iryna Maslennikova,

B-yond Chairman

For further information on B-yond see Chapter E15.1.1.

Internet: www.b-yond.org
Email inquiries: info@b-yond.org
Mailing address: PO Box 800
9700 AV Groningen NL
Tel: +31 (50) 3633659
Fax: +31 (50) 3637208
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### The Academic year 2004-2005

The academic year of the University of Groningen is divided into semesters. Each semester is immediately followed by a period of examinations.

### Division of the academic year 2004-2005 Lecture periods

<table>
<thead>
<tr>
<th>Semester</th>
<th>Block 1:</th>
<th>Block 2:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(no lectures from 25/12/2004 to 07/01/2005)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Examinations the last two or three weeks of each block</td>
<td></td>
</tr>
<tr>
<td>2nd semester</td>
<td>14/02/2005 - 28/04/2005</td>
<td>02/05/2005 - 15/07/2005</td>
</tr>
<tr>
<td></td>
<td>Examinations the last two or three weeks of each block</td>
<td></td>
</tr>
<tr>
<td>Resits</td>
<td>22/08/2005 - 02/09/2005</td>
<td></td>
</tr>
</tbody>
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### University vacations

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christmas</td>
<td>25/12/2004 - 07/01/2005</td>
</tr>
<tr>
<td>Summer</td>
<td>18/07/2005 - 21/08/2005</td>
</tr>
<tr>
<td>Economen congres</td>
<td>01/10/2004</td>
</tr>
<tr>
<td>Goede Vrijdag</td>
<td>25/03/2005</td>
</tr>
<tr>
<td>Paasmaandag</td>
<td>28/03/2005</td>
</tr>
<tr>
<td>Koninginnedag</td>
<td>30/04/2005</td>
</tr>
<tr>
<td>Hemelvaartsdag</td>
<td>05/05/2005</td>
</tr>
<tr>
<td>Free day</td>
<td>06/05/2005</td>
</tr>
<tr>
<td>Pinkstermaandag</td>
<td>16/05/2005</td>
</tr>
</tbody>
</table>

N.B. 28 August the university is closed.

### Days on which lectures (may) be postponed

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td>Information day RUG (Voorlichtingsdag)</td>
<td>29 October 2004</td>
</tr>
<tr>
<td>Student for a day</td>
<td>2 and 3 December 2004</td>
</tr>
<tr>
<td></td>
<td>17 and 18 March 2005</td>
</tr>
<tr>
<td>Open day RUG (Open dag)</td>
<td>25 February 2005</td>
</tr>
<tr>
<td>Lecture ‘Carrousel’</td>
<td>19-21 April 2005</td>
</tr>
<tr>
<td></td>
<td>26-28 April 2005</td>
</tr>
<tr>
<td>Parents’ day RUG (Ouderdag)</td>
<td>3 June 2005</td>
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</table>
Academic year 2004-2005

### Deadlines for courses application

(via Progress www)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Block</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>1st</td>
<td>block 1</td>
<td>26-07-2004</td>
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<tr>
<td>1st</td>
<td>block 2</td>
<td>04-10-2004</td>
</tr>
<tr>
<td>2nd</td>
<td>block 1</td>
<td>17-01-2005</td>
</tr>
<tr>
<td>2nd</td>
<td>block 2</td>
<td>21-03-2005</td>
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Application opens 6 weeks before the deadlines

Schedules and timetables can be found on Internet:

http://www.rug.nl/economics/informationfor/students/
## Lecture and Examination Periods

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<th>Start/finish date</th>
<th>Notes</th>
<th>Activities</th>
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<td><strong>SEMESTER 1</strong></td>
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<tr>
<td>Half Semester 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37 C1</td>
<td>Starts 6 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38 C2</td>
<td>Mon. 13 Sept.</td>
<td></td>
<td></td>
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<tr>
<td>39 C3</td>
<td>Mon. 20 Sept.</td>
<td></td>
<td></td>
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<tr>
<td>40 C4</td>
<td>Mon. 27 Sept.</td>
<td></td>
<td></td>
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<tr>
<td>41 C5</td>
<td>Mon. 4 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42 C6</td>
<td>Mon. 11 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43 C7</td>
<td>Mon. 18 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44 C8</td>
<td>Ends Fri. 29 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>45 T1</td>
<td>Starts Mon. 1 Nov.</td>
<td></td>
<td>Regular examinations for HS 1.1 material</td>
</tr>
<tr>
<td>46 T2</td>
<td>Ends Fri. 12 Nov.</td>
<td></td>
<td></td>
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<tr>
<td><strong>Half Semester 2</strong></td>
<td></td>
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<tr>
<td>47 C1</td>
<td>Starts Mon. 15 Nov.</td>
<td></td>
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<tr>
<td>48 C2</td>
<td>Mon. 22 Nov.</td>
<td></td>
<td></td>
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<tr>
<td>49 C3</td>
<td>Mon. 29 Nov.</td>
<td></td>
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</tr>
<tr>
<td>50 C4</td>
<td>Mon. 6 Dec.</td>
<td></td>
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<tr>
<td>51 C5</td>
<td>Mon. 13 Dec.</td>
<td></td>
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<tr>
<td>52 C6</td>
<td>Mon. 20 Dec.</td>
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</tr>
<tr>
<td>53 No classes</td>
<td>Starts Mon. 27 Dec.</td>
<td>Christmas vacation</td>
<td></td>
</tr>
<tr>
<td>1 No classes</td>
<td>Ends Fri. 7 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 C7</td>
<td>Mon. 10 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 C8</td>
<td>Ends Fri. 21 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 T1</td>
<td>Starts Mon. 24 Jan.</td>
<td></td>
<td>Resit examinations for HS 1.1 material and</td>
</tr>
<tr>
<td>5 T2</td>
<td>Mon. 31 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 T3</td>
<td>Ends Fri. 11 Feb.</td>
<td></td>
<td>Regular examinations for HS 1.2 and S 1 material</td>
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C = Lecture period; T = Examination period; HS = Halfsemester; S = Semester
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<th>Half Semester 1</th>
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<td>7 C1</td>
<td>Starts Mon. 14 Feb.</td>
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<tr>
<td>8 C2</td>
<td>Mon. 21 Feb.</td>
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<tr>
<td>9 C3</td>
<td>Mon. 28 Feb.</td>
</tr>
<tr>
<td>10 C4</td>
<td>Mon. 7 Mar.</td>
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<tr>
<td>11 C5</td>
<td>Mon. 14 Mar.</td>
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<td>12 C6</td>
<td>Mon. 21 Mar. 25 March Good Friday</td>
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<tr>
<td>13 C7</td>
<td>Mon. 28 Mar. 28 March Easter Mon.</td>
</tr>
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<td>14 C8</td>
<td>Ends Fri. 8 Apr.</td>
</tr>
<tr>
<td>15 T1</td>
<td>Starts Mon. 11 Apr. Resit examinations for HS 1.2 and S1 material and</td>
</tr>
<tr>
<td>16 T2</td>
<td>Mon. 18 Apr. Regular examinations for HS 2.1 material</td>
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<td>17 T3</td>
<td>Ends Fri. 28 Apr.</td>
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<tr>
<td>24 C7</td>
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<td>25 C8</td>
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<td>26 T1</td>
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<td>27 T2</td>
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<td>28 T3</td>
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<td>29 Vacation</td>
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<td>33 Vacation</td>
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<td>34 T4</td>
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<td>35 T5</td>
</tr>
</tbody>
</table>

C = Lecture period; T = Examination period; HS = Halfsemester; S = Semester
The academic year will be divided into two semesters. These semesters will be further divided into half semesters (also referred to as ‘blocks’). Each half semester will last 8 lecture weeks followed by an examination period of 2 to 3 weeks. Examinations may be repeated after the next half semester. The resit examinations for the fourth half semester will be held at the end of August. The only other resit examinations in August will be for first-year students of FEW for whom there will be an extra resit for examinations for the first academic year, under following conditions:

The extra (third) resit opportunity will be confined to examinations for first-year subjects from the first semester (consisting of two blocks) and the first block of the second semester.

In total, the subjects in the first three blocks are worth 45 EC. Only those students who have achieved at least 33 of these 45 EC by 1 August may resit subjects for no more than 12 EC (= 45 EC – 33 EC), on condition that in a previous examination opportunity a mark of 5 was achieved in that subject at least once.

This extra resit opportunity in August is confined to:

- first-year students, that is students who started their degree courses in the previous September
- second-year students who have achieved at least 45 EC for their propaedeutic subjects. They will also be permitted to resit examinations for propaedeutic subjects in August.

All courses will be offered and examined within a single half semester. The only exceptions are the 10 EC courses in the second semester of the Bachelor programme and the first semester of the Master programme. They are offered as semester courses with an examination at the end of the semester. The resits for the semester courses offered in the first semester will take place after the third half semester, and those for the second semester will take place at the end of August. Intermediate tests may take place halfway through the study material of the semester courses.
Part A – Introduction

A.1 Why International Economics, Business and Management?

A.1.1 The main topics
Over the past decades the globalisation rhetoric has acquired staggering popularity. In the current times of globalising competition, increased capital flows across borders, growing trade intensity and the information revolution, it looks as if the world is transforming into a ‘global’ village. After the collapse of the Berlin Wall, the *communis opinio argues*, the movement toward further globalisation has accelerated at an unprecedented pace. In Europe, for example, the arrival of the single currency and the recent entry of 10 new member states symbolise an impressive move toward intra-European internationalisation that essentially produces a single economy with more than 450 million inhabitants. At the same time, however, we have also witnessed vulnerability of the world to globalisation, as has appeared from the Asian economic and financial crisis and a series of stock exchange crashes during the late 1990s and the series of stock exchange crashes since 2000. Since 11 September 2001, the world has entered a new stage of international political turbulence, carefully watched by economists, business leaders and policy makers as it may threaten the globalisation trend described above.

What are we talking about when we speak of globalisation, and what are the study objects if we want to learn more about it? Obviously the flagship of globalisation is the multinational enterprise (MNE). The multinational enterprise is often seen as the footloose shareholder-value maximising organisation in which managers (re)locate activities to wherever profit is likely to be maximised. To some extent, irrespective of the political economic situation of our world, MNEs thunder past nation-states while interweaving financial markets. At the same time, however, MNEs have to take into account the differences in economic, cultural and business environments as well as the complexity of relationships in product, labour and capital markets. Such factors strongly determine the location factors on the basis of which MNEs choose.

In addition, MNEs do not live in isolation from other economic actors in the global economy. National governmental organisations, interest groups (employers’ federations, trade unions, environmental lobby groups), international organisations (World Bank, IMF, the European Commission) all interact with the business world to shape the international economic and business environment. Furthermore MNEs can hardly exist independently from national enterprises including Small and Medium-Sized Enterprises (SMEs), with which they integrate in the chain of increasing value and delivering products and services to the final consumer.
A.1.2 The labour market for international talent

Apart from the need to enhance our knowledge on topics described above, another highly relevant manifestation of globalisation, from the perspective of undergraduate and graduate students, is the changing labour market. The market for (management) talent clearly is in the midst of a substantial movement toward further globalisation. Large multinational firms recruit people from all over the world, and talented candidates are interested in challenging jobs outside their country of origin. In this context, an ambitious multinational firm - by competitive necessity - cannot restrict her recruitment activities to national labour markets. The reasons for this are at least three-fold. First, due to the nature of international operations, it is necessary to exploit a set of international skills that is rarely - if ever - embodied in a single individual. Rather, if the firm's demand and supply activities originate from, locate in and move to a wide array of different countries, then an internationally composed team of experts is needed to successfully handle the many complex and subtle issues. Second, the scarcity in the market for (management) talent implies that a national recruitment campaign is unlikely to deliver what is needed. Third, cultural heterogeneity, and thus country-origin diversity, can well produce value added by combining different yet complementary perspectives and talents. Team-level heterogeneity is known to be a hotbed of creativity by stimulating the exchange of ideas and information, provided that the team members are able to guarantee smooth intra-group operation.

The above example of the globalising market for international management talent is just an illustration of a much wider phenomenon. What holds true for the market for management talent in multinational firms holds mutatis mutandis for many other segments of the labour market as well. Without any doubt, many firms outside the elite group of multinational enterprises are in need of international talent too. For example, many small and medium-sized firms are involved in exporting and importing activities and search for management talent in these areas.

The globalising labour market has not only hit the private economy. Increasingly, the demand for talent by international organisations, whether being intergovernmental (for example, the European Central Bank, the European Commission, IMF, OECD, the United Nations and the World Bank) or representing particular constituencies (such as lobby organisations of employers, consumers, workers or regions), is comparable to that of multinational firms: high analytical skills, excellent command of English and, if possible, other languages, and more generally the ability to work in an international environment is sought after. With only a few exceptions, most international organisations have abolished national quota for hiring staff, and instead pick the best people they can get. The best proof of the international competition for talent are the numerous examples of people moving from private to governmental institutions and vice versa. In fact, many international organisations make it an issue to hire people from outside the regular governmental circles.
Presently, intergovernmental organisations pay increasing attention to recruiting and spotting talent in time. For example, the European Union has a large budget for international student exchange programmes (such as Socrates), including Ph.D. students and postdocs (such as Madame Curie), funding programmes for summer schools and workshops, \textit{et cetera}. Many international organisations have trainee programmes (for instance, "Young Professional" schemes) for excellent people. National governments also increasingly face the effects of increasing internationalisation. For instance, the Netherlands Ministry of Economic Affairs, the Ministry of Finance, the Ministry of Transport and even the Ministry of the Interior and the Ministry of Justice spend vast resources on implementing European policies and legislation, participating in negotiations within, \textit{e.g.}, the World Trade Organisation (WTO) and World Climate Conferences. A clear indication is the increasing number of policy documents of national ministries written in English, and a greater interest for policy comparisons between countries. This is no less true for such organisations as a country’s employers’ associations and labour unions.

From an educational perspective, all this suggests that universities have to rethink their strategy when training future workers in the global economy. Clearly, the demand for ‘international’ graduates is high, and is likely to increase rapidly for many years to come. In many respects, of course, ‘international’ graduates must simply meet the standards of any other graduate. For example, analytical and social skills in conjunction with in-depth domain-specific knowledge cannot be missed. However, on top of this, ‘international’ graduates are different from their ‘national’ counterparts by such qualities as:

- their ability to communicate in other languages than their mother tongue;
- their understanding of the many subtleties that come with multicultural team work;
- their interest in what happens outside the boundaries of their national world;
- their knowledge of the ins and outs of international (business, economic, political and social) affairs, and
- their sensitivity for the many and subtle idiosyncrasies of people from cultures other than their own.

Many of these qualities have to be acquired through learning by doing, listening and thinking. And here undergraduate and graduate training at universities have a significant role to play. That is, a truly international curriculum must leave ample room for students to develop the ‘international’ qualities as reflected in the set listed above. And it is here where the Bachelor and Master programmes in International Economics \& Business (IE\&B) and International Business \& Management (IB\&M) by its ‘truly’ international flavour, produce value added.
A.2 Curriculum Profiles

Since 1999 the Faculty of Economics (acronym: FEW) and Faculty of Management & Organization (acronym: FBK) have begun to build specific study programmes in English that focus on the international aspects of economics, business and management. As of 1 September 2004, these programmes will be brought together into one teaching institute, which is called the Star Numan Institute.

At present there are two main lines of curricula, International Economics and Business (IE&B) and International Business and Management (IB&M). Each curriculum line has a 3-year Bachelor programme, a 1-year Master programme, a Short Initial Degree (SID) programme which also leads up to a Master degree (in total 2 years). There will also be a possibility to enter a Research Master in International Economics and Business (see chart below). Students who complete these programmes successfully are awarded a Bachelor of Science (BSc) or Master of Science (MSc) degree in IE&B or IB&M.

- Short Initial Degree programmes will provide a Bachelor of Science degree after the 1st study year and provide entry into the Master of Science programme for the second study year
- Research master programme: still under construction
- IB&M bachelor programme will start on 1 September 2005
- Admission from BSc to 1 year MSc programme is automatic
- Admission from BSc or SID to 2 year Research Master programme will be upon application

The profiles of the two programmes benefit from the key strengths of both Faculties’ traditional programmes (mainly in Dutch) in Economics and Management. This implies that the curriculum is rooted in state-of-the-art knowledge in the broad discipline of economics, business and management.
Within the IE&B and IB&M programmes we explicitly focus on these three different knowledge fields: International Economics, International Business and International Management. With different emphases each programme makes use of courses from each of these clusters:

- **International Economics**: this knowledge field is mainly focussed on macro-issues. The development, dynamics and consequences of international economic developments are studied in detail. Issues such as international trade, international financial markets, international macroeconomic developments and development economics are relevant in this respect. This includes the analysis of the role of important international institutions such as the European Union, World Bank and the IMF.

- **International Business**: This knowledge field is more focused on the MNEs in its environmental context. The reference point is a meso-level. The starting point of this field are the ins-and-outs of the foreign investment decision in the broadest sense. Especially the analysis and entrance possibilities of the foreign (market) context are important. In terms of theory, topics such as business systems, firm boundaries, market and competitive advantages, political cultural approaches and institutional economics and sociology are important.

- **International Management**: This knowledge field focuses on the internationalisation of companies from an actor perspective and starts at a micro level. The knowledge, perspectives and skills of the international manager are the reference point of this field, but the content of the courses is firmly grounded in scientific theory. Global strategy, topics such as MNEs’ organisational design, intercultural management, knowledge management, international human resource management, international commercial contracts and the history of MNEs are important issues in this field.

Within the **IE&B programmes** the starting point of the programme is the development of the international economy. Within this context, the behaviour of individual firms is a very important explanatory aspect, and plays a central role especially in the IB courses. The emphasis is on the international economics and business themes, stressing an outside-in perspective from the viewpoint of an MNE. Aspects of international management are also taught in the programme, but the economics aspects are more central.

Within the **IB&M programmes** the emphasis is on the international management and business themes of MNEs. The inside-out perspective of the MNE is stressed in these programmes. That means that the position of the international manager is the starting point and defines the business and management topics to be studied, including some basis elements on international economics. Some courses, in particular in the business area, are given jointly for both programmes.

Despite their roots in the traditional disciplines, the IE&B and IB&M programmes distinguish themselves from regular programmes in economics, business and management through their explicit focus on a **comparative approach**. In particular in the Master programmes, the diversity of countries, cultures, organisations, markets and other institutions at different levels (macro, meso, micro), and the interactions within and between these levels, are a main focus in the various courses. Scientific theories on these issues can help clarifying differences and
similarities in observed facts and processes. But even theories contain more and less clear locally embedded assumptions. By focussing on the cross-cultural, cross-country and cross-institutional issues, students will be brought to the frontiers of science in these fields. Combined with the international background of the student population, this will help to master the latest scientific developments and bring the subject matters to life.
A.3 The Teaching System

The curriculum’s demands fit within the traditional teaching methods at the Faculty of Economics and the Faculty of Management & Organization. This implies a strong emphasis on educational devices that stimulate the active build-up of learning and social capabilities. On top of this the IE&B and IB&M programmes feature characteristics that foster the development of the “international” competencies presented earlier. Together, this implies that the curriculum is associated with the following (non-exhaustive) list of ten, closely related, profile-defining characteristics (in alphabetical order).

**Analytical skills.** As a university curriculum requires, the development of analytical skills is central. Irrespective of the student’s future employment, (s)he must be able to analyse the complicated issues that abound in the international world. The student has to master the key skills of deductive reasoning. Together with the emphasis on economics and management, this implies a healthy dose of (applied) mathematics (in particular in IE&B) and statistics (in both programmes).

**Cooperative teamwork.** Teamwork is ubiquitous in (inter)national firms and institutions. A student must develop the ability to operate effectively and efficiently in a team. This requires many social skills, varying from listening and discussing to organising and planning. In an international context, an understanding of cooperation in a multicultural setting further facilitates teamwork. Therefore, the different aspects of teamwork have to be experienced throughout the curriculum.

**Economics and management foundation.** Content-wise, the student must benefit from a solid foundation in the Faculties’ core (sub)disciplines. A core of in-depth knowledge in a limited number of (sub)disciplines facilitates the acquisition and appreciation of future on-the-job learning. Hence, in addition to the specific International Business, International Economics and International Management courses, the first two years of the bachelor programmes contain a systematic introduction to the Faculty’s core (sub)disciplines, albeit from (if convenient and relevant) an international and comparative perspective.

**International and comparative orientation.** Due to the primary objectives of the programme, international issues must be at the heart of most teaching activities. This implies that wherever possible, and in particular in the master programmes, courses have to concentrate on the international dimension of the relevant issues, with an emphasis on comparative approaches from macro, meso and micro perspective. Additionally (alongside language training and a stay abroad in the Bachelor programmes), the curriculum emphasises international economics, business and management modules.

**Language skills.** Foreign language skills (reading, presenting, discussing and writing) are *condiciones sine qua non* for smooth operation in an international environment. Here, mastering the universal language of the modern globalising world - English - is indispensable. Thus, apart from the mandatory use of English in all teaching activities, a tailor-made language course work in English
is included in the programme. Additionally, learning a second language (apart from English and the mother tongue) is part of the programme.

**Learning-to-learn philosophy.** Although very important, the three or four-year stay at a university is only a small part of a person's learning life. After graduation, an impressive series of new opportunities and new problems present themselves. Therefore, university education has to partly focus on facilitating the student's ability to tackle the unknown (which is endemic in an international setting). This is the learning-to-learn philosophy that has become pervasive in many teaching programmes throughout the world. In the curriculum, this is reflected through the introduction of larger, unstructured and open-ended project-type of learning methods (flanked by, of course, appropriate tutoring).

**Multidisciplinary integration.** Nowadays, observing that in 'real' life multidisciplinarity is the rule rather than the exception is like forcing an open door; however, effectively introducing multidisciplinarity in a university curriculum, without sacrificing the necessary monodisciplinary depth, is not. The programme contains a number of devices that confront the student with the complexities of multidisciplinarity next to, rather than instead of, monodisciplinary depth.

**Problem-oriented devices.** Related to the features of the learning-to-learn philosophy and multidisciplinary integration is the programme's emphasis on problem-oriented devices. Discussing, analysing and solving problems are effective ways to practice learning-to-learn devices and to integrate insights from different disciplines. Moreover, doing so in a team setting facilitates the build-up of social skills. Additionally, problem-oriented devices are a productive didactical instrument for stimulating the student's memory capacity. Finally, problem-oriented devices are very helpful for bridging the gap between theory and practice.

**Small-group teaching.** An active use of what is taught is essential for any productive teaching method. Here, small-group teaching is a powerful vehicle. Additionally, small-group teaching offers ample opportunities to practice social skills, introduce larger problems and integrate different disciplines.

**Stay abroad.** In the curriculum, the 'real thing' has to be experienced directly. This implies that the bachelor student must follow part of her or his programme abroad, operating in the daily and institutional life in a foreign setting. This exercises the multicultural, language and social skills that are central to any truly 'international' curriculum. In some cases the study abroad can be combined with an internship, provided there is a clear research component. Credits for an internship will only be granted on the basis of a written research report, preferably a Bachelor or Master thesis.

Finally, the Faculty of Economics implements an honours programme for excellent students, which facilitates their potential access into a 2-year research master programme which in turn may lead to a Ph.D. trajectory (see also E9).
Part B – Bachelor and Master Degree Programmes

In this chapter, the various IE&B and IB&M programmes are introduced (B.1-B.5). Section B.6 focuses on admission criteria for the Master Degree Programmes in IE&B and IB&M. Section B.7 briefly describes other programmes. Section B.8 provides other programme-specific information, such as web sites and addresses.

European Credits
The study load of each course is expressed in European Credits (ECs). One EC is the equivalent of 28 hours of study. An academic year consists of 60 ECs. Before 2003-2004 the study load of a course was expressed in ‘old’ credits (cr), which equalled 40 hours of study. The ratio is thus 1 EC = 0.7 cr.

Bachelor and Master Thesis
At the end of the Bachelor programmes and during the second semester of the Master programmes students are supposed to write a thesis. The bachelor thesis is for 10 EC and the Master thesis is for 25 EC. In both cases the writing of the thesis will be accompanied by a module or course on research methodology.

Before starting on a thesis, students always need to register first at the secretariat of their programme (see chapter B.7), even if they already have a thesis topic and a possible supervisor in mind. After registration they can obtain a copy of a manual on research methodology and thesis writing in IE&B and IB&M, and if necessary receive further instructions on whom to contact for next steps. Students should also take notice of the Faculties’ regulation on theses, which is included with the manual (see appendix 3).

Conversion Tables Old-New Courses
Due to the transition to the Bachelor-Master structure, various courses have been substituted by new ones. The conversion tables can be found in the study guide IE&B 2003-2004 and at: http://www.rug.nl/economics/informationFor/students/
B.1 IE&B Bachelor degree programme

The Bachelor programme IE&B offers a solid academic training as an economist with a strongly international profile and a focus on the integration of issues from economics and business. The core of the Bachelor programme consists of three modules in both International Business and International Economics.

International Business courses concentrate on the main characteristics of the international firms. These include organisational devices and strategic management issues, for example the way organisational devices are affected by the national economic, social, political and cultural environments; the implications for management functions, competitive positioning, international alliances, strategic decision-making processes and international market entry.

International Economics courses deal with the analysis of the world economy in which multinational firms operate, for example, the determinants of international patterns of trade and specialisation, the competitiveness of nations versus the competitiveness of firms and the policy options to strengthen competitiveness, the effects of trade policy, exchange rate theories and theories of the balance-of-payments, international capital flows and financial crises and the international monetary system.

During the first two years of the Bachelor programme, these core courses are supported by various other courses in the field of general economics and business economics, like microeconomics, macroeconomics, finance and marketing. In this manner the IE&B student receives a broad education as an economist. Moreover, courses in mathematics, statistics, English and a second language provide you with additional tools for scientific research and international communication.

To enhance the international profile of the programme, the third year of the bachelor programme includes a semester of Study Abroad. For this you can make use of the extended exchange network of the Faculty with a great number of European and non-European universities. It also offers you choice options as you can select courses offered by the host university in consultation with the IE&B staff. The last semester of the bachelor programme consists of the writing of a bachelor thesis in combination with integrate course work on the final two modules in International Economics and International Business.

All International Economics and International Business courses in the bachelor programme are given on the basis of a ‘small group teaching’ concept, with much room for group work, interactive lectures, etc.
### B.1.1 First year of the IE&B Bachelor degree programme

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
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<tbody>
<tr>
<td>1.1.1</td>
<td>EWP008A06</td>
<td>International Business 1a: Organization Design</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>EWP019A06</td>
<td>Microeconomics 1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>EWP017A02</td>
<td>Mathematics 1a</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>EWP037A01</td>
<td>English 1a</td>
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<tr>
<td>1.1.2</td>
<td>EWP002A06</td>
<td>Financial Accounting (IE&amp;B)</td>
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<td>EWP018A04</td>
<td>Mathematics 1b</td>
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<tr>
<td></td>
<td>EWP022A04</td>
<td>Statistics 1a</td>
<td>4</td>
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<tr>
<td></td>
<td>EWP038A01</td>
<td>English 1b</td>
<td>1</td>
</tr>
<tr>
<td>1.2.1</td>
<td>EWP009A03</td>
<td>International Business 1b: Business Research Methods</td>
<td>3</td>
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<tr>
<td></td>
<td>EWP012A06</td>
<td>Macroeconomics 1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>EWP023A04</td>
<td>Statistics 1b</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>EWP039A02</td>
<td>English 1c</td>
<td>2</td>
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<tr>
<td>1.2.2</td>
<td>EWP010A06</td>
<td>International Economics 1: Introduction</td>
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<tr>
<td></td>
<td>EWP001A06</td>
<td>Finance 1</td>
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</tr>
<tr>
<td></td>
<td>EWP040A03</td>
<td>English 1d</td>
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</tr>
</tbody>
</table>

**Please note:**

Students who started in 2002-2003 and who have not completed the propaedeutic programme by 31 August 2004, must fill in a Transition Form at the Information Desk.
B.1.2 Second Year of the IE&B Bachelor degree programme

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
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</thead>
<tbody>
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<td>2.1.1</td>
<td>EWB031A06</td>
<td>International Business 2a: Strategic Management</td>
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<td>EWB061A06</td>
<td>Public Finance</td>
<td>6</td>
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<td></td>
<td>EWB074A03</td>
<td>Statistics 2</td>
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<td>2.1.2</td>
<td>EWB036A06</td>
<td>International Industrial Economics</td>
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<tr>
<td></td>
<td>EWB032A03</td>
<td>International Business 2b: Organization Theory</td>
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<td></td>
<td>EWB037A03</td>
<td>International Marketing 1</td>
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<td></td>
<td>EWB097A03</td>
<td>Mathematics 2a</td>
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<td>2.2.1</td>
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<td></td>
<td>EWB038A06</td>
<td>International Marketing 2</td>
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<td></td>
<td>EWB094A03</td>
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<td>2.2.2</td>
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<td>EWB011A06</td>
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<td>BKB071A06</td>
<td>- Development Economics</td>
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<td></td>
<td>EWB041A06</td>
<td>- International HRM</td>
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<td>EWB045A06</td>
<td>- Macroeconomics 2</td>
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<td></td>
<td>EWB095A03</td>
<td>- Management Accounting &amp; Information Management</td>
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</tr>
<tr>
<td></td>
<td>EWB095A03</td>
<td>Second Language 2 (Spanish)</td>
<td>3</td>
</tr>
</tbody>
</table>

Please note:

1. As a second language you can choose any language except English or your mother tongue. For Spanish the Language Centre offers a special course of 6 EC for IE&B students. In case you prefer another (second) language you should select an appropriate course of at least 6 EC yourself and contact the Information Desk FEW for approval.

2. Conditional Choice: select one of the four courses mentioned in the table.

3. Students who have completed their first year according to the 2002-2003 programme must take either the second year programme as listed above, replacing Mathematics 2a by English 1d, or the BA2 TRANS programme (see last year’s Study Guide IE&B 2003-2004, pp. 33-34; there will be two resits for IB 1a at the second year level in 2004-2005, but no lectures).

4. Students with a transitional first year programme – being a mixture of courses from the 2002-2003 and 2003-2004 programmes – must fill in a Transition Form at the information desk to gain approval for an adjusted second year programme.
B.1.3 Third year of the IE&B Bachelor degree programme

<table>
<thead>
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<tr>
<td>3.2.1-2</td>
<td>EWB033A10</td>
<td>International Business 3: International Strategy</td>
<td>10</td>
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<tr>
<td></td>
<td>EWB035A10</td>
<td>and Innovation</td>
<td></td>
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<tr>
<td></td>
<td>EWB079A10</td>
<td>International Economics 3: International Rivalry</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bachelor Thesis IE&amp;B</td>
<td></td>
</tr>
</tbody>
</table>

For notes on the Bachelor thesis see introduction to Chapter B and Appendix 3.

B.1.3.1 Study abroad

Bachelor students studying International Economics and Business spend the first semester of the third year of their programme abroad. Students need to take the initiative to make his or her own stay abroad arrangements, and it is strongly advised to start planning well ahead of time. Students need to apply in advance for approval of the subjects they wish to study abroad.

To be eligible for one of the Faculty’s exchange programmes for study abroad, a student must have completed their course work of the first year and the second year. If you expect that you will not have completed your second year in due time, please get in touch with the Groningen exchange contact person who is responsible for exchanges with the university you are going to visit. Also note, that you cannot stay abroad during the 2nd semester of the third year because of the mandatory courses during that semester. Students who cannot take resits of courses of semester 2.1.1 of the second year because of their stay abroad are entitled to one additional resit in August either before or after their stay abroad (apply for these resits at the Information Desk FEW before 15 June 2005!).

Students who have participated in higher education outside the Netherlands before starting their studies in IE&B can apply for an exemption for the study abroad period at the Information Desk. If granted, they should also contact the programme coordinator of IE&B, dr. E.H. van Leeuwen (e.h.van.leeuwen@eco.rug.nl) for a substitute programme.

If you would like to know more about the possibility of studying abroad, you are welcome to come to the International Office, which is open from Monday to Friday between 10.00 a.m. and 12.30 p.m. You can also make an appointment with the study abroad advisor, Mrs I. Blink (w.blink@eco.rug.nl).

Visiting address: International Office, Faculty of Economics
Second floor WSN, room 213
Office hours: Monday – Friday 10.00-12.30 hrs
Tel.: +31 50 363 6310

Web site: http://www.rug.nl/economics/informationfor/students/studyingAbroad/
E-mail: int.office@eco.rug.nl
In principle the study abroad period needs to be spent at a university. In some cases the study abroad can be combined with an internship, provided there is a clear research component. Credits for an internship will only be granted on the basis of a written research report, preferably a Bachelor or Master thesis. Students interested in international research projects from the Community Research Centre can send an e-mail to e.kamphuis@eco.rug.nl. (see E.7)
B.2 The Master degree programme IE&B

The master programme IE&B builds upon the bachelor programme but has a strong focus on a major integrative subject, which is the *Multinational Enterprises and the World Economy*. More specifically the MSc IE&B focuses on the following issues:

- the changes in the nature of international competition and their impact on the decision-making of multinational enterprises to export or to initiate international strategic alliances;
- the implications for the strategy and organisation of multinationals (including subcontracting, licensing, joint ventures, mergers, etc.), in particular the choice between competition or co-operation which depends on the business environment in different cross-contextual settings;
- the implications of globalisation of economic activity for international co-operation at a governmental level (inter- and intra-governmental organisations) in the areas of international economic and trade policy, intellectual property rights, international finance and international economic law;
- the potential similarities and conflicts between strategies of trans-national firms and international cooperation between governments.

Underlying these topics is the literature on international trade, economic geography, innovation theory, international strategic management theory, (generalised) transaction cost theory and institutional economics.

The first semester of the programme consists of three major MSc courses, namely “Multinational Enterprises and Trade” (Advanced International Economics), “Management Challenge of Globalisation” (Advanced International Business) and an integrative course on “Comparative Institutional Approaches” (Advanced IE&B). The courses focus strongly on the state-of-the-art literature in academic journals, and the practising of tools for research and analysis. The second semester of the master programme includes a Research Methodology course and the writing of the MSc thesis (see previous page), under supervision of one of the senior IE&B professors or associate professors.

### B.2.1 IE&B Master degree programme

<table>
<thead>
<tr>
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<th>Code</th>
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<td>EWM001A10</td>
<td>Advanced International Economics: Multinational Enterprises and Trade 10</td>
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<tr>
<td></td>
<td>EWM002A10</td>
<td>Advanced IE&amp;B: Comparative Institutional Approaches 10</td>
<td></td>
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<tr>
<td></td>
<td>EWM056A10</td>
<td>Advanced IB: Management Challenge of Globalisation 10</td>
<td></td>
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<tr>
<td>4.2.1-2</td>
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<td>Research Methodology (IE&amp;B) 5</td>
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<td></td>
<td>EWM068A25</td>
<td>Master Thesis IE&amp;B 25</td>
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</table>

For admissions to the Master degree programme see Section B.6
For notes on the Master thesis see introduction to Chapter B and Appendix 3.
B.3 IE&B-SID programme

The IE&B Short Initial Degree programme is a special programme for students from Dutch HBO programmes in economics or from International Business Schools, as well as for students from abroad with a Bachelor degree in the field of economics and business but who do not immediately qualify for the Master programme in IE&B.

The IE&B-SID programme is essentially aimed to get students at the level of the IE&B Bachelor programme. Students will be awarded a Bachelor of Science degree after having successfully completed the IE&B-SID programme. A Bachelor of Science degree will be awarded only after having completed min. 60 EC. So, if an exemption is granted for one or more syllabus units, a student must select substitute courses for being awarded a Bachelor of Science degree. Students will then be automatically admitted to the IE&B Master of Science programme (see chapter B.2)

B.3.1 IE&B-SID programme 2004-2005

<table>
<thead>
<tr>
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<td>Business Research &amp; Organisation Theory</td>
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<tr>
<td></td>
<td>EWB068A05</td>
<td>SID Microeconomics</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>EWB066A02</td>
<td>SID Mathematics 1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>EWB069A02</td>
<td>SID Statistics 1</td>
<td>2</td>
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<tr>
<td>3.1.2</td>
<td>EWB036A06</td>
<td>International Industrial Economics</td>
<td>6</td>
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<tr>
<td></td>
<td>EWB064A03</td>
<td>SID International Trade</td>
<td>3</td>
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<tr>
<td></td>
<td>EWB067A04</td>
<td>SID Mathematics 2</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>EWB070A02</td>
<td>SID Statistics 2</td>
<td>2</td>
</tr>
<tr>
<td>3.2.1-2</td>
<td>EWB033A10</td>
<td>International Business 3: International Strategy and Innovation</td>
<td>10</td>
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<td></td>
<td>EWB035A10</td>
<td>International Economics 3: International Rivalry</td>
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<td>SID Macroeconomics</td>
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<td>3.2.2</td>
<td>EWB034A06</td>
<td>International Economics 2: International Monetary Economics</td>
<td>6</td>
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</table>

For admissions to the Master degree programme see Section B.6
If you started the SID programme in 2002-2003 and if you are still registered in the old (doctoraal) system, you can complete your study according to the programme in last year’s Study Guide IE&B 2003-2004, pp. 34-35.
B.4 IB&M Master degree programme

The MSc IB&M focuses on the business and management aspects related to the multinational enterprises. The main courses focus on Leadership Issues within Multinational Companies, Advanced International Financial Management, and Advanced International Business with a strong focus on recent developments within and around Multinationals and finally, Comparative Institutional Approaches. Students can expect to pursue these courses by studying literature, reflecting state-of-the-art and new (scientific) developments in the field that goes beyond the basic textbook knowledge. Given that course lecturers are able to draw on their own research work when designing and developing the courses they teach, the courses retain a strong focus on existent challenges and solutions as well as a high degree of familiarity with the most up-to-date literature.

During the second semester a methodology course will be provided with the objective of imparting the specific research skills that are crucial to management’s ability to analyse new environments and pertinent developments. In order to complete your MSc study you will be required to write a master thesis, which may be combined with an internship with an organisation.

For more information on the background of this programme, see part A of this study guide.

B.4.1 IB&M Master degree programme

<table>
<thead>
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<th>Code</th>
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<th>EC</th>
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</thead>
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<tr>
<td>4.1.1-2</td>
<td>BKM115A05</td>
<td>Leadership, Power and Decision-making within MNEs (Advanced IM 1)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>BKM114A05</td>
<td>Advanced International Financial Management (Adv IM2)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>EWM056A10</td>
<td>Advanced IB: The Management Challenges of Globalisation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM002A10</td>
<td>Advanced IE&amp;B: Comparative Institutional Approaches</td>
<td>10</td>
</tr>
<tr>
<td>4.2.1-2</td>
<td>BKM118A05</td>
<td>Research Methodology (IB&amp;M)</td>
<td>5</td>
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<td>Master Thesis IB&amp;M</td>
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</table>

For admissions to the Master degree programme see Section B.6
For notes on the Master thesis see introduction to Chapter B
B.5 IB&M-SID programme

The IB&M Short Initial Degree is a special programme for students from Dutch HBO programmes in management or from International Business Schools, as well as for students from abroad who have Bachelor degrees in the field of management and business but do not immediately qualify for the Master programme in IB&M.

The IB&M-SID is essentially aimed to get students at the level of the IB&M Bachelor programme. Students will be awarded a Bachelor of Science degree in Business Studies – variant International Business and Management after having successfully completed the IB&M-SID programme. Students will then be automatically admitted to the IB&M Master of Science programme (see chapter B.4)

During the first semester, you will become acquainted with the basics of International Business and Management. Four core courses are followed: Managing International Business Organisations, International Strategic Management, International Economics & Trade and International Financial Management. These courses are attended together with the regular IB&M students.

The second semester includes some courses that are especially designed for IB&M-SID students, including organisation theory and statistics. The English course starts with a test. The course is compulsory for students who do not pass the test. Students who pass the test can replace the English course with an elective from the regular list of IB&M electives.

B.5.1 IB&M-SID programme 2004-2005

<table>
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<tr>
<th>Period</th>
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<th>Course</th>
<th>EC</th>
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<td>3.1.1-2</td>
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<tr>
<td></td>
<td>BKB038A10</td>
<td>Managing International Business Organization</td>
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<tr>
<td></td>
<td>BKB027A05</td>
<td>International Financial Management</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>BKB026A05</td>
<td>International Economics and Trade</td>
<td>5</td>
</tr>
<tr>
<td>3.2.1-2</td>
<td>BKB137A10</td>
<td>Bachelor Thesis Bedrijfskunde</td>
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<td>3.2.1</td>
<td>BKB014A05</td>
<td>English course</td>
<td>5</td>
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<td></td>
<td></td>
<td>Organisation Theory (to be announced)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>BKB135A05</td>
<td>Statistics in IB&amp;M</td>
<td>5</td>
</tr>
<tr>
<td>3.2.2</td>
<td>BKB136A05</td>
<td>Research Methodology in IB&amp;M</td>
<td>5</td>
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</tbody>
</table>

For notes on the Bachelor thesis see introduction to Chapter B
B.6 Admission to IE&B and IB&M Master Programmes

B.6.1 Admission for students from IE&B and IB&M Bachelor Programmes

Graduates of the Bachelor programme in IE&B – including the 60 EC IE&B-SID programme - will be granted direct admission to the MSc IE&B programme. Similarly; graduates of the Bachelor programme in Bedrijfskunde – including the 60 EC IB&M-SID programme will be automatically admitted to the MSc IB&M programme.

Students who have participated in the IE&B Bachelor (or SID) programme may be provisionally admitted to the IE&B Master programme with a deficiency of no more than 30 EC, provided that the courses International Business 3: International Strategy and Innovation and International Economics 3: International Rivalry have been successfully completed. To be admitted provisionally to the IB&M Master programme, IB&M-SID students should also have no deficiency of more than 30 EC, and need to have finished at least 15 EC of the four basic courses (ISM, MIBO, IFM, IE&T).

As soon as students have fulfilled the requirements for being formally admitted to the Master programme (by having compensated course deficiencies or having graduated with a Bachelor’s degree) they can register as a Master student at the Student Administration Office (Centrale Studenten Administratie, CSA). Forms are available from the Information Desks of the Faculty of Economics and the Faculty of Management and Organization.

B.6.2 Admission for students from old (doctoraal) programmes

Students who still follow the old programmes and want to switch to the Master programme should contact the study advisors of IE&B and IB&M (for IE&B see also chapter C2/C3).

Applications from old (doctoraal) system students will be assessed individually on the basis of the undergraduate subjects they have taken (for IE&B see also chapter C2/C3).

B.6.3 Admission for students from International Business School (Hanzehogeschool Groningen)

All students who have graduated from the International Business School (Hanzehogeschool Groningen) can be admitted to the IE&B-SID programme, provided their level of English proficiency meets the Faculty's requirements. Only after they have completed this programme they will be admitted to the Master programme. Dutch nationals who have graduated from equivalent or comparable Dutch HBO Bachelor programmes should contact the admissions officer, Mrs M.V. Rothengatter-Lake (m.v.rothengatter@eco.rug.nl).
B.6.4 Admission for students from elsewhere

For students coming from other Bachelor programmes than IE&B or IB&M, an admissions board will decide on admission to the Master programmes.

Graduates from BSc programmes in economics or equivalent academic programmes that grant direct admission to comparable master programmes will almost always be admitted to the MSc IE&B. Graduates from BSc programmes in management and organization (‘Bedrijfskunde’) or equivalent academic programmes that grant direct admission to comparable master programmes will almost always be admitted to the MSc IB&M.

Holders of non-Dutch Bachelor of Science degrees in Economics or Management and Organization or a comparable academic degree programme should submit their applications for admission to the MSc IE&B and MSc IB&M programmes to the admissions officer, Mrs M.V. Rothengatter-Lake (m.v.rothengatter@eco.rug.nl). The same is the case for Dutch and non-Dutch nationals holding Dutch HBO Bachelor degrees (including IBS Hanzehogeschool graduates).

Application by Dutch nationals holding Dutch HBO Bachelor degrees

The Faculty of Economics and Faculty of Management and Organization will start your registration procedure when it has received from you:
- A copy of your IBS-diploma or other diploma accepted for admission;
- A completed SID application form. This form can be obtained from the Information Desk.

Next, the Faculty will inform the Student Administration Office (Centrale Studenten Administratie, CSA) of the University of Groningen who will send you a form to register as a student.

Aspirant IE&B-SID and IB&M-SID Dutch nationals who have not yet received their HBO Bachelor degrees

When you expect that you will not receive your bachelor’s diploma before 1 September, but shortly afterwards, contact the Information Desk about the registration procedure.

Application for IE&B-SID and IB&M-SID by non-Dutch nationals holding Dutch HBO Bachelor degrees and all holders of non-Dutch Bachelor degrees (including aspirant holders of these degrees)

- A copy of your IBS-Bachelor degree or other Dutch HBO Bachelor degree, or a certified copy of your non-Dutch Bachelor degree;
- A completed Application for Admission to IE&B or IB&M form;
- A certified transcript of grades/marks;
- A description of your Bachelor study programme (course description, literature list, study load);
- Proof of English proficiency
- 2 passport photo’s
- A motivation letter in English
Application for Admission forms are available on the web site of the Faculty of Economics and the Faculty of Management and Organization. They can also be obtained from the Admissions Assistant, Ms. Heidi Scholtz (h.scholtz@eco.rug.nl). The completed Application for Admission form and all the required documents and items should be returned to the Admissions Officer, Mrs M.V. Rothengatter-Lake (see address on the back of the form).

**Application deadlines:**
If you are a non-EU/EEA national and/or hold a non-Dutch Bachelor degree or diploma, you should submit your application for admission before 1 May 2005. EU/EEA nationals holding Dutch diplomas should submit their applications before 1 July 2005.

The evaluation procedure consists of comparing the content, level and duration of your Bachelor degree programme with the IE&B and IB&M Bachelor degree programmes and/or the IBMS (Hanzehogeschool Groningen) programme.
B.7 Other master programmes

You can find more detailed information about all the Master’s degree programmes at the Faculty of Economics and the Faculty of Management and Organization on the following web sites:

- For Economics: [http://www.rug.nl/economics/informationfor/prosstudents/masterStudies/](http://www.rug.nl/economics/informationfor/prosstudents/masterStudies/)
- For Management and Organization: [http://www.rug.nl/fmo/internationalStudents/masterProgrammes/](http://www.rug.nl/fmo/internationalStudents/masterProgrammes/)

If you have further questions about these programmes, you can:
- visit the information meetings;
- contact the study advisor (for general advice);
- contact the co-ordinator of the programme (for questions concerning the content of a master programme).

B.7.1 Research Master in International Economics and Business

This is a new two-year Master degree programme oriented towards a more research-oriented master degree, with potential access to a Ph.D. programme. In principle, all students who completed a Bachelor’s degree or an “old doctoraal” programme in any area of Economics or Management and Organization, including International Economics and Business or International Business and Management can apply for the programme.

Further information on this programme is available at the web site of the research school SOM ([http://som.rug.nl/](http://som.rug.nl/)) or can be obtained by contacting the managing director of the research school at A.C.Koning@eco.rug.nl. (see also E.9)
B.8 Web sites and addresses related to IE&B and IB&M programmes

**Updates on web sites**
Updated information on the IE&B and IB&M programmes and on the departments teaching those programmes can be obtained from various web sites:

For IE&B see:
- the Economics faculty web site for prospective students: [http://www.rug.nl/economics/informationfor/prosstudents/](http://www.rug.nl/economics/informationfor/prosstudents/)
- the Economics faculty web site for international students: [http://www.rug.nl/economics/informationfor/students/](http://www.rug.nl/economics/informationfor/students/)
- the IE&B department web site: [http://www.rug.nl/economics/faculty/units/IEB/](http://www.rug.nl/economics/faculty/units/IEB/)

For IB&M see:
- the Management and Organization faculty web site for master students: [http://www.rug.nl/fmo/internationalStudents/masterProgrammes/](http://www.rug.nl/fmo/internationalStudents/masterProgrammes/)

As of 1 September 2004, the programmes IE&B and IB&M will be brought under the umbrella of one teaching institute for international programmes of the Faculty of Economics and the Faculty of Management and Organization, the Star Numan Institute.
- The web site of the Star Numan Institute is: [http://www.rug.nl/starnuman](http://www.rug.nl/starnuman)

**Addresses for IE&B**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Email</th>
<th>Telephone</th>
</tr>
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<tbody>
<tr>
<td>Programme coordinator</td>
<td>E.H. van Leeuwen</td>
<td><a href="mailto:e.h.van.leeuwen@eco.rug.nl">e.h.van.leeuwen@eco.rug.nl</a></td>
<td>+31- (0)50 363 3716</td>
</tr>
<tr>
<td>Admissions Officer</td>
<td>M.V. Rothengatter-Lake</td>
<td><a href="mailto:m.v.rothengatter@eco.rug.nl">m.v.rothengatter@eco.rug.nl</a></td>
<td>+31- (0)50 363 8557</td>
</tr>
<tr>
<td>Admissions Assistant</td>
<td>H. Scholtz</td>
<td><a href="mailto:h.scholtz@eco.rug.nl">h.scholtz@eco.rug.nl</a></td>
<td>+31- (0)50 363 3730</td>
</tr>
<tr>
<td>Study advisor</td>
<td>A.J. van der Kolk</td>
<td><a href="mailto:studyadvisors@eco.rug.nl">studyadvisors@eco.rug.nl</a></td>
<td>+31- (0)50 363 3382</td>
</tr>
<tr>
<td>IE&amp;B secretariat</td>
<td>E. Kortrijk</td>
<td><a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
<td>+31- (0)50 363 3716</td>
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### Addresses for IB&M

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<tr>
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<th>Name</th>
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<tr>
<td>Programme coordinator</td>
<td>Kees van Veen</td>
<td>Contact via: Inge Agterberg</td>
</tr>
<tr>
<td></td>
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<td><strong><a href="mailto:ib-m@bdk.rug.nl">ib-m@bdk.rug.nl</a></strong></td>
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<td></td>
<td></td>
<td><strong>tel: +31- (0)50 363 3854</strong></td>
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<tr>
<td>Admissions Officer</td>
<td>Mrs. M.V. Rothengatter-Lake</td>
<td><strong><a href="mailto:m.v.rothengatter@eco.rug.nl">m.v.rothengatter@eco.rug.nl</a></strong></td>
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<td></td>
<td></td>
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<tr>
<td>Study advisor</td>
<td>Els Brilman</td>
<td><strong><a href="mailto:e.i.brilman@bdk.rug.nl">e.i.brilman@bdk.rug.nl</a></strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>tel. +31- (0)50 363 3452</strong></td>
</tr>
<tr>
<td>Secretariat IB&amp;M</td>
<td>Inge Agterberg</td>
<td><strong><a href="mailto:ib-m@bdk.rug.nl">ib-m@bdk.rug.nl</a></strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>tel: +31- (0)50 363 3854</strong></td>
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Part C - The old (doctoraal) system: study programme 2004-2005

C.1 Old system: Third and fourth year IE&B

Year 3

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<td>Optional courses 1)</td>
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<td>1-2</td>
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<tr>
<td>International Economics 3: International Rivalry</td>
<td>10</td>
<td>2.1-2</td>
</tr>
<tr>
<td>Organizational Excellence (in 2004-2005 only resits) 2)</td>
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<td>2.1-2</td>
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Year 4

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</tr>
<tr>
<td>Master Thesis</td>
<td>20</td>
<td>2.1-2</td>
</tr>
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</table>

Please note:
1. Your study programme must contain 6 EC Second Language. As a second language you can choose any language except English or your mother tongue. For Spanish the Language Centre offers a special course of 6 EC for IE&B students in the second semester. In case you prefer another (second) language you should select an appropriate course of 6 EC yourself and contact the Information Desk FEW for approval.
2. Resits of Organisational Excellence in 2004-2005 will be integrated with the Bachelor Thesis module. Please register for the Bachelor Thesis before the start of the second semester.
3. For information on Study Abroad see B1.3.1.
C.2 Transfer to the Bachelor programme or graduate in the old system?

Students who graduate in the old system will be issued a degree certificate in Dutch and one in English. They will have earned the title of ‘doctorandus’ (drs) on the basis of their Dutch degree certificate. The English language version states that ‘The holder of the certificate has thereby been awarded the title ‘Master of Science’. Students who graduate in the new Bachelor-Master system are awarded a Master’s degree certificate in English with the name of the Master’s degree they followed. For IE&B students this is Master of Science in International Economics and Business. These students may use the titles Master and drs.

Students not having completed their first year must transfer to the Bachelor-Master system. Students who have only completed a limited number of second-year courses by 31-08-2004 are strongly advised to transfer to the Bachelor-Master system, and thus to register for a Bachelor programme. Please fill in a transition form at the Information Desk.

Depending on how far they have progressed in their studies, other old-system students are advised to continue in the old doctoraal system. In particular, the fact that the Study Abroad in the old system is part of the 4th academic year and in the new system part of the 3rd year of the Bachelor programme may lead to problems in the case of a transfer. Moreover, it is recognised that old-system students who are awarded a doctoraal degree certificate also hold a Master of Science degree. It should be remembered that graduating in the old system is only possible until 31-08-2007. After that date no more doctoraal degree certificates will be awarded and it will only be possible to graduate by transferring to the Bachelor-Master degree structure.
C.3 Admission to the MSc IE&B for students in the old system

IE&B students in the old system will be admitted to the MSc-IE&B in the Bachelor-Master system if you have completed:
1. an approved second year programme;
2. the courses International Business 3: International Strategy and Innovation (or its old module equivalent International Institutions & Business), International Economics 3: International Rivalry, Organizational Excellence or the Bachelor Thesis, and Second Language;
3. the Study Abroad obligation;
4. a total of 180 EC.

If you have registered for the Bachelor programme in time at CSA then you can also be awarded a Bachelor degree in IE&B.

Provisional admission is possible with a deficiency of 30 EC provided the courses International Business 3: International Strategy and Innovation and International Economics 3: International Rivalry from the second semester of the third year or their equivalent from the old system have been successfully completed.

Be aware that once you have registered for the Bachelor-Master programme IE&B you can no longer return to the old doctoraal programme IE&B.
Part D – Course descriptions

The course descriptions are sorted in alphabetical order.

Please note: The course descriptions are also available at: http://bdk.eco.rug.nl/studiegids/2004-2005/. Always check this site before the start of a block for changes in the course descriptions!

<table>
<thead>
<tr>
<th>EWM056A10</th>
<th>Advanced IB: The Management Challenges of Globalisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Ees,H. van prof dr (tel: 3705) e-mail: <a href="mailto:h.van.ees@eco.rug.nl">h.van.ees@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Ees,H. van prof dr Postma,T.J.B.M. dr Buckley,P.J.</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk,E.A. (tel: 3716) e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Period</td>
<td>1.1-2</td>
</tr>
<tr>
<td>Study year</td>
<td>Master</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Working groups with mandatory attendance</td>
</tr>
<tr>
<td>Assessment</td>
<td>Grading is based on an individual assessment of papers and presentations, and (to be decided) written exam.</td>
</tr>
<tr>
<td>Resit</td>
<td>To be announced</td>
</tr>
<tr>
<td>Recommended priors</td>
<td>150 EC of the BSc IE&amp;B or IB&amp;M (or old programme) including (for IE&amp;B students): the 3rd year courses IB 3 and IE 3, or (for IB&amp;M students): at least 15 EC of the basic IB&amp;M courses in the third year (ISM, MIBO, IE&amp;T and IFM)</td>
</tr>
<tr>
<td>Study</td>
<td>Master International Business &amp; Management Master International Economics and Business</td>
</tr>
</tbody>
</table>

Objective

The course contributes to the Msc IB&M and IE&B programmes. It provides state-of-the-art knowledge of international strategic management and related issues from a comparative perspective. This knowledge offers the building blocks for a critical stance towards the relevant literature and for research efforts of the students in the context of the course.

Content

This advanced course deals with the impact of the international business environment (socio-economic and institutional factors) on strategic and organizational features (structure, strategy, work organization, cooperation and conflict between members of the organization, etc.).

In particular, the course focuses on the new research agenda that consists of (strategic) management challenges of increased globalisation as they are described in an article by Barkema, Baum and Mannix (2002). In their AMJ article Management Challenges in a New Time, Barkema, Baum and Mannix claim that the opening of
markets and digitisation of technologies create several emergent themes in (International) Management Research. In order to meet the challenges of globalisation successfully, managers of multinationals have to cope with new and increasingly complex issues, such as greater diversity, greater synchronisation requirements, faster decision making, learning and innovation, faster obsolescence of knowledge, hypercompetition, faster newness and obsolescence of organisations. The topics of this research agenda will be worked out in more detail in this course. The course is organized as a research project. The focus of this course is on stimulating in-depth discussions on topics related to international corporate governance, knowledge-development and innovation, trust in and around organisations, semi-structures, international networks and strategic alliances. All these topics will be addressed from a comparative point of view and are captured into a cycle of 5 modules, which constitute the content of the course.

Literature
Virtual reader with articles from international journals.

Remarks
Various subsequent models of lectures and intensive small group teaching with group interaction, discussion and research assignments and mandatory attendance.

<table>
<thead>
<tr>
<th>EWM002A10</th>
<th>Advanced IE&amp;B: Comparative Institutional Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Ark, H.H. van prof dr (tel: 3674) e-mail: <a href="mailto:h.h.van.ark@eco.rug.nl">h.h.van.ark@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Ark, H.H. van prof dr Peli, G. dr Sorge, A.M. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E.A. (tel: 3716) e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
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<tr>
<td>Period</td>
<td>1.1-2</td>
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<tr>
<td>Study year</td>
<td>Master</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Working groups with mandatory attendance</td>
</tr>
<tr>
<td>Assessment</td>
<td>On the basis of essay questions, written assignment, participation, contributions and presentations.</td>
</tr>
<tr>
<td>Resit</td>
<td>N.v.t. / n.a.</td>
</tr>
<tr>
<td>Recommended priors</td>
<td>150 EC of the BSc IE&amp;B or IB&amp;M (or old programme) including (for IE&amp;B students): the 3rd year courses IB 3 and IE 3, or (for IB&amp;M students): at least 15 EC of the basic IB&amp;M courses in the third year (ISM, MIBO, IE&amp;T and IFM)</td>
</tr>
<tr>
<td>Study</td>
<td>Master International Economics and Business</td>
</tr>
</tbody>
</table>
Objective
This course is part of the MSc programmes International Economics and Business (IE&B) and International Business and Management (IB&M). It adopts comparative analysis of institutions and systems of capitalism and some characteristics of non-capitalist economies. The aim is to deepen the understanding of students on differences between market, transition and developing economies, and their connection to the nature of firms and their strategies concerning the prevalent ways in which economic activities are coordinated and controlled.

Content
This course focuses on the characteristics of the business environment (socio-economic and institutional factors) in a cross-cultural and cross-country context. The perspective is not exclusively on either the aggregate economy or the firm, but rather on the interaction (technical and economic, as well as social and cultural) between the business environment and organisations. The focus of the course is explicitly on the roles and importance of institutions and (market) co-ordination mechanisms for the organisation, structure and development of economic activity. In doing this the course adopts a strongly comparative approach. It looks at varieties of hierarchies and markets that help us distinguish between, for example, Anglo-Saxon forms of capitalism, continental European models, organization systems in transition economies and the (East) Asian business system. The course combines analytical perspectives from the economic and sociological approaches to institutions.

The setup of the course is to study a range of key articles on comparative institutional approaches by setting up reading classes, during which students present and discuss basic literature. This is followed by a series of assignments which are focused on applications of the literature to comparisons at macro level (e.g., the role of international organisations such as IMF, World Bank, EU) or micro level (multinational enterprises, strategic alliances, etc.) in cross-contextual setting.

Literature
Series of articles to be downloaded from Nestor site, for consultation of literature, see, for example, R. Whitley, ed. (2002), Competing Capitalisms: Institutions and Economies, Volumes I and II.

<table>
<thead>
<tr>
<th>EWM001A10</th>
<th>Advanced International Economics: Multinational Enterprises and Trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Brakman, S. prof dr (tel: 3746)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:s.brakman@eco.rug.nl">s.brakman@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Brakman, S. prof dr</td>
</tr>
<tr>
<td></td>
<td>Gigengack, A.R.M. drs</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E.A. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
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<td>EC</td>
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<td>Period</td>
<td>1.1-2</td>
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<tr>
<td>Study year</td>
<td>Master</td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures and working groups with mandatory attendance</td>
</tr>
<tr>
<td>Assessment</td>
<td>50% of the final grade is based on student activities during lectures, 50% written exam</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2: eind/end half semester 1</td>
</tr>
</tbody>
</table>
Recommended priors

Prerequisite(s)  150 EC of the BSc IE&B (or old programme) including the 3rd year courses IB 3 and IE 3

Study  Master International Economics and Business

Objective

The study of Multinational firms is a new and exciting topic, which might replace the increasing returns/imperfect competition (in the 1980s), endogenous growth (1990s), and New Economic Geography (late 1990s) research topics as the next major research area in International Trade.

Content

Despite the great importance of multinational firms in international economics it is usually studied separately from standard courses on International Trade. The book by Markusen tries to change this. It gives a comprehensive integration of International Trade Theory and the theories explaining Multinational behaviour. The aim is to build a full-fledged general equilibrium model that can explain both horizontal and vertical foreign direct investment.

Literature


Remarks

Lectures are mandatory and are part of the final grading.

<table>
<thead>
<tr>
<th>BKM114A05</th>
<th>Advanced International Financial Management (Adv IM2)</th>
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</thead>
<tbody>
<tr>
<td>Contact</td>
<td></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Hermes, C.L.M. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td></td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
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<tr>
<td>Period</td>
<td>1.2</td>
</tr>
<tr>
<td>Study year</td>
<td>Master</td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures, tutorials and assignments</td>
</tr>
<tr>
<td>Assessment</td>
<td>To be announced</td>
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<tr>
<td>Resit</td>
<td></td>
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<tr>
<td>Recommended priors</td>
<td></td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>Master International Business &amp; Management</td>
</tr>
<tr>
<td>Study</td>
<td>Master International Business &amp; Management</td>
</tr>
</tbody>
</table>
Objective
The objective of this course is to deepen and widen the knowledge of corporate financial issues in an international perspective.

Content
The course deals with a number of issues and problems multinational companies are confronted with in practice, at the firm as well as at the macro-level. In particular, the course deals with (a selection of) the following issues: exchange rate determination and forecasting exchange rates; speculation and hedging; exposure measurement and management; foreign direct investments; international capital budgeting; international taxation; political risk; international bonds and debt markets; comparative analysis of capital structures; consequences of the European Monetary Union; and comparative analysis of corporate governance.

Literature
To be announced

<table>
<thead>
<tr>
<th>BKB137A10</th>
<th>Bachelor Thesis Bedrijfskunde</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Agterberg I.J.M. (tel.: 3854)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:i.j.m.hut-agterberg@bdk.rug.nl">i.j.m.hut-agterberg@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Agterberg I.J.M. (tel.: 3854)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:i.j.m.hut-agterberg@bdk.rug.nl">i.j.m.hut-agterberg@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Secretary</td>
<td>Agterberg I.J.M. (tel.: 3854)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:i.j.m.hut-agterberg@bdk.rug.nl">i.j.m.hut-agterberg@bdk.rug.nl</a></td>
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<td>Period</td>
<td>2.1-2</td>
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<td>Study year</td>
<td>Bachelor year 3</td>
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<tr>
<td>Language</td>
<td>English/Dutch</td>
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<tr>
<td>Format</td>
<td>Writing a thesis</td>
</tr>
<tr>
<td>Assessment</td>
<td>Individual assessment of the thesis</td>
</tr>
<tr>
<td>Resit</td>
<td>n.v.t./n.a.</td>
</tr>
<tr>
<td>Recommended priors</td>
<td></td>
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<tr>
<td>Prerequisite(s)</td>
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<tr>
<td>Study</td>
<td>Bachelor Bedrijfskunde</td>
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</tbody>
</table>

Objective
The bachelor thesis concludes the BSc programme in Bedrijfskunde. The thesis should reflect a small piece of research on problems of organisation, which is conducted according to scientific standards. It should reflect knowledge, insights and research skills acquired during the Bachelor study.
Content
The bachelor thesis is an independent piece of work by individual students. Students can choose their topic from a range of broad themes (to be announced). Supervisors have a coaching role and a reflective role.

Literature
To be announced.

Remarks
Students should take notice of the brochure “Bachelorscriptie” of the Faculty of Management and Organization, which will be available in autumn 2004, and/or the Manual for Research Methods and Theses for IE&B and IB&M.

<table>
<thead>
<tr>
<th>EWB079A10</th>
<th>Bachelor Thesis IE&amp;B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Kortrijk,E.A. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Kortrijk,E.A. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk,E.A. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Period</td>
<td>2.1-2</td>
</tr>
<tr>
<td>Study year</td>
<td>Bachelor year 3</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Writing a thesis</td>
</tr>
<tr>
<td>Assessment</td>
<td>Individual assessment of the thesis</td>
</tr>
<tr>
<td>Resit</td>
<td>N.v.t. / n.a.</td>
</tr>
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<td>Recommended priors</td>
<td>120 EC of the bachelor programme IE&amp;B</td>
</tr>
<tr>
<td>Study</td>
<td>Bachelor International Economics and Business</td>
</tr>
</tbody>
</table>

Objective
The central idea of the thesis writing is that students themselves are responsible for selecting the research topic and for setting up their research programme. Supervisors have a coaching role and a reflective role.

Content
The bachelor thesis concludes the BSc programme in International Economics & Business. The thesis should reflect a small piece of research which is conducted according to scientific standards. It should have a theoretical basis and either be developed as a literature review or a small piece of empirical research based on an existing database. The bachelor thesis is an independent piece of work by individual students, but will be carried out within a series of theme groups. Students can choose their topic from a range of broad themes that are related to the 3rd year IE&B courses International Economics 3 and International Business 3. These themes may include, for example, international trade, economic geography, technology and innovations, and economic growth. Other IE&B-related themes such as corporate governance, organizational
ecology and trust may also be on offer. Students should discuss their preference for a research theme with the thesis coordinator. The process of writing the bachelor thesis will begin with a couple of methodology sessions, jointly with other students within the same research theme. The focus of these methodology sessions may depend on the nature of the research theme chosen, and may include time series analysis, cross section analysis, interview techniques, etc. Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses (appendix 3 in the study guide).

**Literature**

*To be announced*

<table>
<thead>
<tr>
<th>EWB109A06</th>
<th>Business Research and Organisation Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Ees, H. van prof dr (tel: 3705)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:h.van.ees@eco.rug.nl">h.van.ees@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Ees, H. van prof dr</td>
</tr>
<tr>
<td></td>
<td>Jong, G. de</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E.A. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>6</td>
</tr>
<tr>
<td>Period</td>
<td>1.1</td>
</tr>
<tr>
<td>Study year</td>
<td>SID - IE&amp;B</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Small group teaching with mandatory</td>
</tr>
<tr>
<td></td>
<td>attendance</td>
</tr>
<tr>
<td>Assessment</td>
<td>The final grade will result from a</td>
</tr>
<tr>
<td></td>
<td>written exam and small group</td>
</tr>
<tr>
<td></td>
<td>teaching assignments</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 1: eind/end blok 2</td>
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<tr>
<td>Recommended</td>
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<td>Priors</td>
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<td>Prerequisite(s)</td>
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<tr>
<td>Study</td>
<td>Bachelor International Economics and</td>
</tr>
<tr>
<td></td>
<td>Business</td>
</tr>
</tbody>
</table>

**Objective**

This course offers students comprehensive assistance in conducting a small empirical study on a topic of their own choice. All phases of empirical research work (from drafting a research proposal to writing up the results in the form of a research report) will be supervised.

**Content**

The search for the sources of excellent performance requires adequate methods. This course does not only discuss different aspects of empirical methodology. In that each participant does his/her own small research project he/she will acquire the skill to actually use suitable empirical methods for investigating real-world problems. On the basis of special interests participating students may have developed in previous courses, either internal (firm structure, strategy, leadership etc.) or external (cultural or institutional) factors may be chosen and tested with regard to their influence on performance. The data can be primary or secondary. The empirical methods to be used in the phases of data collection and data analysis can be quantitative or
qualitative. In the introductory block of this course 10 sample studies, utilizing a wide variety of methods, will be made available to students and discussed in detail as far as this is necessary. These articles draw on a number of different theoretical perspectives. They are intended as examples of what can be considered to be high standard business research. There will be plenary Lecture Meetings and a Two-Days Workshop (for presenting and discussing the results of each student's research work) at the end of this course. For the rest students and lecturers will meet in smaller groups (Discussion Meetings and Presentation Meetings) in order to intensify learning processes.

**Literature**

*Syllabus with academic articles (virtual).*

<table>
<thead>
<tr>
<th>EWB011A06</th>
<th>Development Economics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Timmer, M.P. dr drs (tel: 3653) e-mail: <a href="mailto:m.p.timmer@eco.rug.nl">m.p.timmer@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Timmer, M.P. dr drs</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Kortrijk, E.A. (tel: 3716) e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>Period</strong></td>
<td>2.2</td>
</tr>
<tr>
<td><strong>Study year</strong></td>
<td>Bachelor year 2</td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Lectures and tutorials</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Written exam.</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>In augustus / in August.</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Study</strong></td>
<td>Bachelor International Economics and Business</td>
</tr>
</tbody>
</table>

**Objective**

To provide background knowledge of the economic and financial environment in which individuals, firms and institutions operate in emerging and less advanced economies. To provide insight into how basic economic theory needs to be amended in order to understand their behaviour in a situation of missing or failing markets.

**Content**

Despite the rise in trade and financial flows between countries in the world economy, the blessings of this integration process in fostering growth and creating wealth has been very different across countries. In particular low income countries show large differences in economic performance, with some Asian and Latin American 'Tigers' (e.g., Korea, Taiwan, Chile) ahead of a large pack of slowly growing or even stagnating countries across the continents. Some of the reasons for these growth differentials are related to the way low-income countries are integrated in the world economy, but other reasons are due to the specific characteristics of these economies. The key literature for this course deals in particular with the 'domestic' causes of slow growth and
stagnation. Attention will be focussed on the missing or malfunctioning of markets (markets for capital, labour and land) in many developing countries. To carry out policies or run business in these countries, it is important to understand how uncertainty and risk aversion critically affect the behaviour of producers, consumers and the government in an environment in which many formal markets are substituted by informal arrangements. Apart from these microeconomic causes of slow growth, the course also pays attention to the macroeconomic aspect of growth and development in particular the role of sectoral linkages, population growth, inequality and poverty on economic growth.

Literature

<table>
<thead>
<tr>
<th>EWP037A01</th>
<th>English 1a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Tommassen, W.C.J. (tel.: 7467)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:w.c.j.tommassen@let.rug.nl">w.c.j.tommassen@let.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td></td>
</tr>
<tr>
<td>Secretary</td>
<td>Language Centre, Harmonie building (tel.: 5802)</td>
</tr>
<tr>
<td>EC</td>
<td>1</td>
</tr>
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<td>Period</td>
<td>1.1</td>
</tr>
<tr>
<td>Study year</td>
<td>Bachelor year 1</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Small group teaching</td>
</tr>
<tr>
<td>Assessment</td>
<td>Participation, regular vocabulary tests and progress tests.</td>
</tr>
<tr>
<td>Resit</td>
<td>Op afspraak / by appointment.</td>
</tr>
<tr>
<td>Recommended priors</td>
<td></td>
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<tr>
<td>Prerequisite(s)</td>
<td></td>
</tr>
<tr>
<td>Study</td>
<td>Bachelor International Economics and Business</td>
</tr>
<tr>
<td></td>
<td>Bachelor Algemene Economie</td>
</tr>
</tbody>
</table>

Objective
The course aims to offer support in following the IE&B programme successfully and to improve students' oral and written skills to a level that would enable them to function professionally in an international company.

Content
The programme focuses on Business English but also includes academic skills such as presentations (mainly in 1c) and paper writing (mainly in 1d). Oral skills will be trained through a variety of methods in a business and economics context. Grammar and pronunciation will mainly be taught as feedback. The course includes a considerable amount of economic and business jargon.
Literature
*Language Centre Handouts.*

Remarks
Eighty per cent attendance is compulsory.

<table>
<thead>
<tr>
<th>EWP038A01</th>
<th>English 1b</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Tommassen, W.C.J. (tel.: 7467) e-mail: <a href="mailto:w.c.j.tommassen@let.rug.nl">w.c.j.tommassen@let.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Language Centre, Harmonie building (tel.: 5802)</td>
</tr>
<tr>
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<td><strong>Study year</strong></td>
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<td><strong>Language</strong></td>
<td>English</td>
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<td><strong>Format</strong></td>
<td>Small group teaching</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Participation, regular vocabulary tests and progress tests.</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>Op afspraak/by appointment.</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
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</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
<td>Bachelor International Economics and Business Bachelor Algemene Economie</td>
</tr>
</tbody>
</table>

**Objective**
The course aims to offer support in following the IE&B programme successfully and to improve students' oral and written skills to a level that would enable them to function professionally in an international company.

**Content**
The programme focuses on Business English but also includes academic skills such as presentations (mainly in 1c) and paper writing (mainly in 1d). Oral skills will be trained through a variety of methods in a business and economics context. Grammar and pronunciation will mainly be taught as feedback. The course includes a considerable amount of economic and business jargon.

**Literature**
*Language Centre Handouts.*

**Remarks**
Eighty per cent attendance is compulsory.
Objective
The course aims to offer support in following the IE&B programme successfully and to improve students' oral and written skills to a level that would enable them to function professionally in an international company.

Content
The programme focuses on Business English but also includes academic skills such as presentations (mainly in 1c) and paper writing (mainly in 1d). Oral skills will be trained through a variety of methods in a business and economics context. Grammar and pronunciation will mainly be taught as feedback. The course includes a considerable amount of economic and business jargon.

Literature

Remarks
Eighty per cent attendance is compulsory.
EWP040A03 | English 1d

Contact | Tommassen, W.C.J. (tel.:7467)
e-mail: w.c.j.tommassen@let.rug.nl

Lecturer(s)
Secretary | Language Centre, Harmonie building (tel.: 5802)
EC | 3
Period | 2.2
Study year | Bachelor year 1
Language | English
Format | Small group teaching
Assessment | Participation, regular vocabulary tests and progress tests. Writing assignments, including an academic paper in 1d, will also be graded.
Resit | by appointment
Recommended priors
Prerequisite(s)
Study | Bachelor International Economics and Business
Bachelor Algemene Economie

Objective
The course aims to offer support in following the IE&B programme successfully and to improve students' oral and written skills to a level that would enable them to function professionally in an international company.

Content
The programme focuses on Business English but also includes academic skills such as presentations (mainly in 1c) and paper writing (mainly in 1d). Oral skills will be trained through a variety of methods in a business and economics context. Grammar and pronunciation will mainly be taught as feedback. The course includes a considerable amount of economic and business jargon.

Literature
Language Centre Handouts.

Remarks
Eighty per cent attendance is compulsory.
Study Guide IE&B/IB&M 2004-2005

<table>
<thead>
<tr>
<th>BKB014A05</th>
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<tr>
<td><strong>Lecturer(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Gorter-Bruinsma, M.A. (tel: 7529)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:m.a.gorter-bruinsma@bdk.rug.nl">m.a.gorter-bruinsma@bdk.rug.nl</a></td>
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<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Self study (vocabulary and grammar). Tutorials with a maximum of 15 students in which discussions, presentations, role play and the writing of academic texts are important.</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Written exam. Oral skills will be assessed during the tutorials.</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>in August.</td>
</tr>
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<td><strong>Recommended priors</strong></td>
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<tr>
<td><strong>Prerequisite(s)</strong></td>
<td>Bachelor Bedrijfskunde</td>
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</table>

**Objective**

The objectives of this course are:
- to improve your oral and writing skills in accordance with the required level of a Master's programme
- to acquire the necessary skills to report research results
- to extend your vocabulary
- to improve your pronunciation, spelling, and grammar

**Content**

The language skills mentioned above will be trained during the tutorials. Besides you will have to study literature and make assignments.

**Literature**

*To be announced*
<table>
<thead>
<tr>
<th>EWP001A06</th>
<th>Finance 1</th>
</tr>
</thead>
</table>
| **Contact** | Brunia, N. dr ing (tel: 6388)  
e-mail: n.brunia@eco.rug.nl |
| **Lecturer(s)** | Brunia, N. dr ing  
Schipperijn, J.A.M.J. drs |
| **Secretary** | Pols, A.D. drs (tel: 3685)  
e-mail: a.pols@eco.rug.nl |
| **EC** | 6 |
| **Period** | 2.2 |
| **Study year** | Bachelor year 1 |
| **Language** | English |
| **Format** | Lectures, tutorials and group assignment |
| **Assessment** | Written exam and a group assignment |
| **Resit** | In augustus/in August. |
| **Recommended priors** | |
| **Prerequisite(s)** | Bachelor International Economics and Business  
Bachelor Algemene Economie |

**Objective**

The courses Finance 1 and Finance 2 give an introduction to finance and investment. The introduction regards the development of the economic framework that is used to analyse problems in the field of finance and investment, as well as how this framework can be used to tackle problems from the finance and investment practice. The focus of Finance 1 is on the development of the economic framework.

**Content**

Value and value creation are the key concepts in finance and investment. The value of an asset depends on the size, the timing and the risk of the expected cash flows that the asset generates. In this course you learn how to determine the appropriate, that is the risk-adjusted, cost of capital. You apply these techniques to the valuation of stocks and bonds as well as to the investment decision of a firm. With respect to the investment analyses of the firm, the relation between finance and financial accounting is important. Next the way in which firms raise their capital is discussed. The institutional aspects of capital markets as well as the efficiency of capital markets are considered.

**Literature**

Objective
The courses Finance 1 and Finance 2 give an introduction to finance and investment. The introduction regards the development of the economic framework that is used to analyse problems in the field of finance and investment, as well as how this framework can be used to tackle problems from the finance and investment practice. The focus of Finance 2 is on the application of the economic framework.

Content
In the course Finance 2 you apply the concepts and techniques of the course Finance 1 to a number of financing issues. What is the optimal financing mix and the optimal dividend policy of a firm? Should a firm hedge its risks, and in which way? Next issues related to financial planning, working capital management, and mergers and acquisitions are discussed.

Literature
<table>
<thead>
<tr>
<th>EWP002A06</th>
<th>Financial Accounting (IE&amp;B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Huijgen, C.A. dr (tel: 7206)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:c.a.huijgen@eco.rug.nl">c.a.huijgen@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Heslinga, D.J.J. drs</td>
</tr>
<tr>
<td></td>
<td>Huijgen, C.A. dr</td>
</tr>
<tr>
<td></td>
<td>Molenaar, P.C.G. drs</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kempa, N.R. (tel: 3814)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:n.r.kempa@eco.rug.nl">n.r.kempa@eco.rug.nl</a></td>
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<td>EC</td>
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<tr>
<td>Period</td>
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</tr>
<tr>
<td>Study year</td>
<td>Bachelor year 1</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures, tutorials, practicals</td>
</tr>
<tr>
<td>Assessment</td>
<td>Written exam</td>
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<tr>
<td>Resit</td>
<td>Semester 2: eind/end half semester 1</td>
</tr>
<tr>
<td>Recommended priors</td>
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<tr>
<td>Prerequisite(s)</td>
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<tr>
<td>Study</td>
<td>Bachelor International Economics and Business</td>
</tr>
<tr>
<td></td>
<td>Bachelor Algemene Economie</td>
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</tbody>
</table>

**Objective**

To provide an insight into the role of external reporting as an information system for decision-making and an introduction to double-entry bookkeeping.

**Content**

Administration and processing of various financial transactions; preparing the accounts (balance sheet, income statement, cash flow statement); analysing and interpreting the financial performance and financial position of companies.

**Literature**

EWP008A06 | International Business 1a: Organization Design

**Contact**
Akkermans, D.H.M. dr (tel: 3757)
e-mail: d.h.m.akkermans@eco.rug.nl

**Lecturer(s)**
Akkermans, D.H.M. dr
Molenaar, P.C.G. drs
Peli, G. dr
Rao Sahib, P. dr

**Secretary**
Kortrijk, E.A. (tel: 3716)
e-mail: e.kortrijk@eco.rug.nl

**EC**
6

**Period**
1.1

**Study year**
Bachelor year 1

**Language**
English

**Format**
Small-group teaching with mandatory attendance

**Assessment**
Written exam and activities at tutorials

**Resit**
Semester 1: eind/end blok 2

**Recommended priors**

**Prerequisite(s)**
Bachelor International Economics and Business
Bachelor Algemene Economie

**Objective**
Contentwise, this course deals with the ins and outs of organising activities in an (inter)national setting from the perspective of organisation design. We shall also pay attention to the topic of operations management.
In terms of skills development, this module focuses on both discussion and presentation skills.

**Content**
This course seeks to answer questions such as 'What organisation design devices (such as structures and hierarchies) may be in place in a (multi)national enterprise?' and 'How are organisation design devices affected by different environmental contingencies (such as complexity and globalisation),'

**Literature**
### International Business 1b: Business Research Methods

**Contact**  
Akkermans, D.H.M. dr (tel: 3757)  
e-mail: d.h.m.akkermans@eco.rug.nl

**Lecturer(s)**  
Kortrijk, E.A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl

**Secretary**  
Kortrijk, E.A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl

**EC**  
3

**Period**  
2.1

**Study year**  
Bachelor year 1

**Language**  
English

**Format**  
Small group teaching with mandatory attendance

**Assessment**  
Written exam (75 %) and group assignments in the tutorials (25 %).

**Resit**  
Semester 2: eind/end blok 2

**Recommended priors**  
International Business 1a

**Prerequisite(s)**  
Bachelor International Economics and Business  
Bachelor Algemene Economie

### Objective

The central goal of the present course is to develop your competence in conducting an outline for empirical research that meets academic standards of quality.

### Content

Business research is a systematic inquiry in order to provide information to solve managerial problems. This course offers 1st year students a first comprehensive assistance in conducting empirical research. The current module builds upon the knowledge of International Business 1A: Organisation Design. You are expected to make use of Daft (2004) for the organizational knowledge that is also needed in this course. The principal aim is conceptualising a research proposal and subsequently render this into a research design. Selected chapters from a textbook on 'research methods', drawing on a variety of quantitative and qualitative research methods, complemented by case studies, will be discussed in detail. This course is instrumental in further developing a key academic set of skills: proposing and designing in-depth research. As such, this module must be regarded as a very productive investment in developing skills for assignments later on in your study, also including the Bachelor and Master theses.

### Literature


### Remarks

This course is developed around 4 tutorial meetings. Attendance at all the tutorials is mandatory.
**Objective**
This course offers an introduction into general issues of strategic management for all IE&B students, as well as exchange students. After finishing this course, students should be able
  • to understand the basis concepts and tools of strategic management; and
  • apply those concepts and tools to real-world cases.

**Content**
The course does not extensively rely on plenary lectures, but rather on interactive teaching activities that relate to real-world cases. Interactive teaching will take place in groups of about 15 IE&B students. The course is organized along the lines of eight teaching cycles that offer a guided tour that passes the different steps of the process of strategic management. The heart of the course is a series of seven group meetings during which students will present, analyze and discuss literature and real-world cases. Additionally, plenary lectures target the development of applied academic research in the strategy field, by discussing additional journal articles. The insights communicated during the plenary lectures are part of the final exam.

**Literature**

**Remarks**
Please, visit the course web site on nestor(http://nestor.rug.nl) regularly, to check announcements and if necessary, to download materials.
Part D – Course descriptions

<table>
<thead>
<tr>
<th>EWB032A03</th>
<th>International Business 2b: Organization and Management Theory</th>
</tr>
</thead>
</table>
| **Contact** | Peli,G. dr (tel: 7326)  
e-mail: g.peli@eco.rug.nl |
| **Lecturer(s)** | Peli,G. dr |
| **Secretary** | Kortrijk,E.A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl |
| **EC** | 3 |
| **Period** | 1.2 |
| **Study year** | Bachelor year 2 |
| **Language** | English |
| **Format** | Lectures + small group teaching (tutorials) with mandatory attendance |
| **Assessment** | The course grade is the weighted average of the exam grade (60 %) and the tutorial grade (40 %). The tutorial grade is a team grade, modified according to the individual contribution of the student. Participation is mandatory. |
| **Resit** | Semester 2: eind/end half semester 1 |
| **Recommended priors** | |
| **Prerequisite(s)** | |
| **Study** | Bachelor International Economics and Business  
Bachelor Algemene Economie |

**Objective**
The goal of this course is to present a number of up-to-date theoretical approaches, models that help to systematize the insights that come from the case analyses of the preceding International Business business courses.

**Content**
The course addresses and compares different approaches to organization. It analyzes internal organizational processes and interactions between organizations. The topics include:
1. Internal organization
   Organizational structure, its interplay with culture and governance. Ties between structure, complexity and technology. Organizational learning and change. The possibilities and limitations of leadership in governing organizational processes.
2. Interorganizational processes
   The interplay between internal context and external environment. The dynamics of organizational populations, industry development. Comparison of business systems. The relation between markets and hierarchies in organizing.
   The textbook contains expert contributions on these (and other) knowledge domains. The topics are extended with additional information, examples during the lectures. At the tutorial meetings, concrete aspects of the topics are discussed based on student team presentations.

**Literature**

**Remarks**
The tutorial groups are composed of max. 15 students. Each group is divided in teams; the students work in these teams on their assignments, presentations, etc.
International Business 3: International Strategy and Innovation

Contact
Los, B. dr  
e-mail: b.los@eco.rug.nl

Lecturer(s)
Los, B. dr  
Smits, J. P. H. dr

Secretary
Kortrijk, E. A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl

EC
10

Period
2.1-2

Study year
Bachelor year 3

Language
English

Format
Lectures and tutorial meetings, followed by a half semester exam; second half semester consists of small group meetings with presentations

Assessment
Half semester exam (50% of final mark), presentation in second half semester (10%) and essay questions during tutorials in second half semester (40%).

Resit
Semester 2: eind/end blok 2

Recommended priors

Prerequisite(s)
Bachelor International Economics and Business

Study

Objective
The focus of this course is to integrate the literature on the Economics of Strategy and Economics of Innovation. This course gives students insights in the characteristics of the corporate environment (markets, stakeholders) and - more specifically - the innovation environment, and how this affects (international) corporate strategy.

Content
The increasing globlisation of the world economy confronts firms with differences in the external environment in which they operate. These affect the firm's strategic positioning in terms of, for example, optimal firm boundaries, pricing behaviour, and strategies to obtain and sustain competitive advantage. Concerning the latter, the innovative resources and capabilities of a firm which are key to competitive advantages, will receive much attention. The course pays specific attention to the generation and diffusion of new technologies, and how these affect the performance of firms, but also of sectors and regional/national economies. Both mainstream (e.g. neoclassical theories) and alternative approaches (such as organisational theories inspired by Schumpeter) will be addressed. The design of patent laws and the organisation of intellectual property rights will be studied, and the implications for a dynamic business strategy will be focused upon.

The first part of the course consists of a short series of lectures in combination with tutorial meetings. The tutorials will primarily focus on discussing the literature. The lectures will focus on additional/related topics of interest. The first part will be completed with an exam at the end of the first half-semester. The second part of the course is devoted to deepening the knowledge about one of four themes dealt with in the first part. In small group meetings, students will have to present articles, discuss them, and answer essay questions.
**Literature**

D. Besanko, D. Dranove, M. Shanley and S. Schaefer, *Economics of Strategy*, 3rd edition, 2004, Wiley. *Reader*, € 25 (app.), most articles will be distributed electronically through Nestor. The articles for which this is not possible are included in the hardcopy part to be bought by students.

**Remarks**

Attendance at tutorials and small group meetings is obligatory.

<table>
<thead>
<tr>
<th>EWP010A06</th>
<th>International Economics 1: Introduction</th>
</tr>
</thead>
</table>
| **Contact** | Jepma, C.J. prof dr mr (tel: 3710)  
ed-mail: [c.j.jepma@eco.rug.nl](mailto:c.j.jepma@eco.rug.nl) |
| **Lecturer(s)** | Dietzenbacher, H.W.A. dr  
Jepma, C.J. prof dr mr  
Wester, E. drs |
| **Secretary** | Kortrijk, E.A. (tel: 3716)  
ed-mail: [e.kortrijk@eco.rug.nl](mailto:e.kortrijk@eco.rug.nl) |
| **EC** | 6 |
| **Period** | 2.2 |
| **Study year** | Bachelor year 1 |
| **Language** | English |
| **Format** | Lectures and small group teaching with mandatory attendance |
| **Assessment** | Written exam and assignments. |
| **Resit** | In augustus / in August. |
| **Recommended priors** | |
| **Prerequisite(s)** | Bachelor International Economics and Business  
Bachelor Algemene Economie |

**Objective**

To thoroughly discuss and explain theories, empirical data, and real-life examples from the area of International Economics.

**Content**

The course will offer a broad introduction to International Economics. It will focus on: international trade and trade theory; trade policy; exchange rates and exchange rate theory; open macro-economics; international policy coordination and international institutions.

**Literature**

<table>
<thead>
<tr>
<th>EWB034A06</th>
<th>International Economics 2: International Monetary Economics</th>
</tr>
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<tbody>
<tr>
<td>Contact</td>
<td>Lanjouw,G.J. dr (tel: 3713) e-mail: <a href="mailto:g.j.lanjouw@eco.rug.nl">g.j.lanjouw@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Brakman,S. prof dr Lanjouw,G.J. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk,E.A. (tel: 3716) e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
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<tr>
<td>Prerequisite(s)</td>
<td>Bachelor International Economics and Business Bachelor Algemene Economie</td>
</tr>
</tbody>
</table>

**Objective**
To enhance participants' knowledge of and insight into international monetary and financial theory and practice.

**Content**
The course material consists of three parts:
1. Balance-of-payments theory and policy, among which the effectiveness of macroeconomic policies in different theoretical approaches (Mundell-Fleming versus monetary).
2. Exchange-rate theories, among which the monetary and portfolio approaches; exchange-rate policy, including the choice of an exchange-rate régime.
3. The international monetary and financial system, including developments in the European sphere and the markets for currency derivatives.

**Literature**
Part D – Course descriptions

**EWB035A10**        **International Economics 3: International Rivalry**

**Contact**  Brakman, S. prof dr (tel: 3746)
e-mail: s.brakman@eco.rug.nl

**Lecturer(s)**  Brakman, S. prof dr
                Jepma, C.J. prof dr mr
                Leeuwen, E.H. van dr

**Secretary**  Kortrijk, E.A. (tel: 3716)
e-mail: e.kortrijk@eco.rug.nl

**EC**  10
**Period**  2.1-2
**Study year**  Bachelor year 3
**Language**  English
**Format**  Small group teaching with mandatory attendance
**Assessment**  The final grade is based upon marks for the literature presentation and participation and the written exam. Participation obligatory.

**Resit**  In augustus / in August.

**Recommended priors**

**Prerequisite(s)**

**Study**  Bachelor International Economics and Business

**Objective**
To get insight into the complex nature of ‘International Trade’. The course adopts small-group teaching, each group consists of 12 to 15 students. The course is centered around a series of larger and smaller assignments that cover a wide array of individual and team-level skills, particularly focusing on the understanding and interpretation of empirical and theoretical articles from academic journals. In terms of skills development, this module focuses on discussion, and presentation skills. Furthermore, students will be stimulated to read journal articles and as such the course is an excellent preparation for the Bachelor thesis.

**Content**
This course will discuss, on various levels of aggregation, International Economic Relations. Does openness stimulate growth; or, do multinational firms increase welfare, and why (not)? The literature that is selected for this course often gives more than one answer to the questions raised in the assignments. This will force participants to form their own opinion(s).

Problems that could be discussed are, e.g., what determines the competitiveness of nations, are nations similar to firms, what is the optimal location of a firm, is it better to export or to re-locate to other countries, what policy options do nations and firms have to increase welfare/profits, and are firms and nations similar with respect to competitiveness or do they differ?

In the first part of each lecture, the literature is presented by individual students or small groups. In the second part of the lecture, the presenters have to answer questions raised by other participants in the group.

**Literature**
*Reader with articles.*
Objective
To introduce the student to the basic economic theories regarding international trade, international investment, the balance of payments and foreign exchange markets, as well as the motives behind and impact of micro- and macroeconomic policies in an international context.
To acquaint the student with the ramifications of trade, trade policy, the international financial system, and economic policies for the day-to-day operations and planning of the internationally oriented firm.

Content
The international economy confronts a firm with many uncertainties: currency values, trade barriers, curbs on international investment, and the degree of macroeconomic stability in countries where production is carried out and/or goods are traded are but a few of the factors which influence a firm’s daily operations and long-term (strategic) planning. In order to allow a firm to succeed internationally, its managers must not only understand how these factors impact the firm’s competitive environment, but also how they are likely to evolve in the future and why. This course introduces the student to the economic theories which help the manager understand the market forces driving the global economy, as well as the consequences of the international economy for how governments are likely to implement economic policies. These insights provide an essential input to the management decision-making process.

Literature
Robert M. Dunn, jr. and John H. Mutti, *International Economics*, 6th, 2004, Routledge, € 60,- (ca.), In addition to the course text, a CD-ROM will be made available (ca. € 3.00) with slide shows, quizzes, sample exams with answers, and more.

Remarks
The course is open to students that are registered as International Business & Management students and to students that follow the MSc International Business Programme.
BKB027A05 International Financial Management

Contact Kamminga, P.E. drs (tel: 3856)  
e-mail: p.e.kamminga@bdk.rug.nl

Lecturer(s) Kamminga, P.E. drs

Secretary Bakker, I.J. drs (tel: 3535)  
e-mail: i.j.bakker@bdk.rug.nl

EC 5

Period 1.1-2

Study year Bachelor year 3

Language English

Format The course consists of lectures and seminars

Assessment Grading is based on a written exam of the literature and lectures  
Check examination date carefully!

Resit Recommended

Prerequisite(s) Financieel Beleid

Study Bachelor Bedrijfskunde

Objective
The goal of the course is to acquire knowledge of and to develop competencies regarding the international aspects of the financial management of firms so that the student is able to handle international financial management issues at a proficient level.

Content
The International Financial Management course concentrates on the financial management aspects of business operations within an international environment. The course has four main themes, namely

- the international financial environment (currency markets and currency instruments such as forwards, futures and options);
- foreign exchange management (controlling economic, transaction and translation risks, handling country risks);
- international corporate finance (middle and long term financing with e.g. foreign listed shares and euro-bonds, segmentation of financial markets);
- direct foreign investment (capital budgeting: process and criteria, and aspects of international working capital management).

Literature
Objective
Introduction to Human Resource Management

Content
The management of human resources is one of the key functions in organizations. Consequently, Human Resource Management (HRM) is a substantial theme in management education and training. HRM focuses on the problem of organizations how to achieve a fit between the demand of labour (i.e. the quantity and quality of work to be done and its organization in tasks and functions) and the supply of labour (i.e. the quantity of employees and their relevant characteristics). This process of balancing demand and supply has an ongoing and dynamic nature because of continuous changes in the organization’s environment and its strategy that have an impact on both the demand and the supply of labour. Examples are the effects of economic changes, internationalisation and globalisation, technological developments, institutional, social and cultural changes.

This introduction in HRM focuses on the issue in what ways management can reach the balance in the organisation between the demand and supply of labour. The balancing process is studied within the context of environmental change and business strategy. Topics that will be dealt with are strategic HRM, analysis and design of work systems, planning, recruitment, selection, training, performance management, rewarding, managing human resources globally, the legal environment, the effects of culture, industrial relations.

Literature
A few articles on the legal environment (to be announced later)
Part D – Course descriptions

<table>
<thead>
<tr>
<th>EWB036A06</th>
<th>International Industrial Economics</th>
</tr>
</thead>
</table>
| **Contact** | Plasmeijer, H.W. dr (tel: 3743)  
e-mail: h.w.plasmeijer@eco.rug.nl |
| **Lecturer(s)** | Dietzenbacher, H.W.A. dr  
Plasmeijer, H.W. dr |
| **Secretary** | Vleuten, H.C.W.E. van der (tel: 3740)  
e-mail: h.c.w.e.van.der.vleuten@eco.rug.nl |
| **EC** | 6 |
| **Period** | 1.2 |
| **Study year** | Bachelor year 2 |
| **Language** | English |
| **Format** | Lectures and tutorials |
| **Assessment** | Written exam |
| **Resit** | Semester 2: eind/end half semester 1 |
| **Recommended priors** | |
| **Prerequisite(s)** | Bachelor International Economics and Business  
Bachelor Algemene Economie |

**Objective**
This course aims at broadening the students insights into the functioning of markets characterised by imperfect competition. At the end he can apply the relevant models for these markets on real (general) problems of market power (such as merger, advertising, limit pricing and R&D) and on problems of international imperfect competition (such as dumping, strategic trade policy, exchange rate fluctuations, export cartels and European integration).

**Content**
Industrial Economics is the subdiscipline of Microeconomics that studies markets of imperfect competition. Core questions are the origins and the nature of these market structures, the strategic behaviour of firms and the effects on social welfare. Central in this course is the students’ mastering of the tools of analysis, in particular the models of quantity and price adjustments and some game theory. Next to this a great deal of attention will be paid to problems of economic policy, such as competition policy and (de)regulation.

This course focusses in particular on international market with imperfect competition. Subjects to be dealt with are:
1. General problems of international trade, such as a.o.:
   - The effects of barriers to trade.
   - Should a firm export, or invest abroad?
   - The effects of exchange rates on a firm's performance and on national welfare.
2. Policy problems of international trade, such as a.o.:
   - Export policy
   - International competition policy (WTO and European)
   - Economic integration.

**Literature**
Objective
First Introduction to Marketing - Concepts and Strategies - for IE&B students.

Content
This course provides IE&B students with a first introduction in marketing. First, an overview of the marketing concept is provided, and the marketing environment and marketing in international markets are discussed. Next, markets are analysed (consumer behaviour and organisational buying behaviour), and the role of market research and information systems in this analysis is explained. Once markets are understood, segmenting of the market, targeting of segments and positioning of goods and services can take place. Next, the four components of the marketing mix and decisions regarding these components are discussed: (1) product, branding, packaging and service decisions, (2) place (distribution and channel) decisions, (3) promotion decisions, and (4) pricing decisions. Then the management of the marketing mix as a whole is treated. Finally, strategic marketing management is discussed.

Literature
To be announced
EWB038A06 | International Marketing 2
---|---
Contact | Teerling, M.L. drs (tel: 7074)
e-mail: m.l.teerling@eco.rug.nl
Lecturer(s) | Stek, H.C. drs
Voerman, J.A. dr
Teerling, M.L. drs
Krawczyk, A.
Secretary | Tamling, H.G. (tel: 7065)
e-mail: h.tamling@eco.rug.nl
EC | 6
Period | 2.1
Study year | Bachelor year 2
Language | English
Format | lectures and tutorials
Assessment | Written exam.
Resit | Semester 2: eind/end blok 2
Recommended priors | International Marketing 1
Prerequisite(s) | Bachelor International Economics and Business
Study | Bachelor Algemene Economie

Objective
The objectives of this course are to familiarize the students with the theoretical base for international marketing and to enhance the students’ understanding of the international environment and strategies.

Content
This course is designed around three basic questions:
1) Why, or whether a company markets internationally or not?
2) Where, or how a company can analyze the most suitable market for its products/services?, and
3) What are the entry strategies available and how can a company select a particular entry strategy.

The course concentrates on the relations between the organization and markets. This means that the course starts with the study of a framework for choosing international strategies. To be able to gather information for using the framework, we have to study the area of (international) marketing research. Included is an extra workshop on basic marketing research techniques. Subsequently we will discuss the development of international marketing strategies and the relationships with modes of operation. We then cover the underlying marketing instruments and their peculiarities in an international context.

Literature
To be announced
Objective
This course intends:

- To provide insight and understanding of the management challenges associated with developing internationalisation strategies and managing the operations of companies whose activities stretch across national boundaries.
- To deepen insights into the relevant theoretical background and rational for setting up own subsidiaries, forming strategic alliances, or mergers and acquisitions in various corporate governance/institutional environments.

Content
During the 1990s the world has been transforming into a global village. In Europe for example, the arrival of the single currency symbolizes an impressive move toward intra-European internationalization that essentially produces a single economy with 350 million inhabitants. Philips decides to relocate production facilities from the Netherlands to Poland. Daimler Benz has problems with managing the American Chrysler division. The multinational firm (MNC) and its functioning in networks, alliances, etc. is an important element in this globalization context. This can range from large diversified corporations (such as Siemens), to small and medium sized business who decide to internationalize. The course international strategic management is directed at providing insight into the role of management in the search for an external fit between organizational strategies and the external opportunities and threats resp. an internal fit between organizational strategies and internal resources and capabilities. Possible avenues to reach this fit are internal growth (new activities), forming strategic alliances, and mergers/ takeovers. The course is oriented towards both internal and external developments and management practices, enabling students to handle processes of strategy formation pertaining to established and new MNCs.

Literature
*Reader International Strategic Management.*
*Additional handouts.*
<table>
<thead>
<tr>
<th><strong>BKM115A05</strong></th>
<th><strong>Leadership, Power and Decision-making within MNE's (Advanced IM 1)</strong></th>
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<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Horgan, J.M. dr (tel: 7338) e-mail: <a href="mailto:j.m.horgan@bdk.rug.nl">j.m.horgan@bdk.rug.nl</a></td>
</tr>
</tbody>
</table>
| **Lecturer(s)** | Karsten, L. prof dr  
|              | Veen, K. van dr  
|              | Horgan, J.M. dr                      |
| **Secretary** | Agterberg, I.J.M. (tel: 3854) e-mail: i.j.m.hut-agterberg@bdk.rug.nl |
| **EC**       | 5                                                                  |
| **Period**   | 1.1                                                                |
| **Study year** | Master                                                             |
| **Language** | English                                                            |
| **Format**   | Lectures/working groups                                            |
| **Assessment** | Evaluation is based on course assignments.                        |
| **Resit**    | N.v.t. / n.a.                                                      |
| **Recommended priors** | Bachelor IB&M.                                      |
| **Study**    | Master International Business & Management                          |

**Objective**
This course contributes to the Msc IB&M programme. It provides state-of-the-art knowledge of international management and related issues from a comparative perspective. This knowledge forms the building blocks for developing a critical stance towards the relevant literature and serves to structure students’ research activities in the context of the course.

**Content**
The discussion of leadership is one that has been with us for quite some time. The 1980s however ushered in some interesting changes in management thinking and with this, a new kind of manager seems to have emerged. This manager is one whose qualities are discussed increasingly in terms of the extent of their personal charisma and other individual characteristics. These beliefs in the appeal of so-called ‘hero-managers’ or ‘corporate saviors’ have however raised important questions about the essence of management, the role of company boards and top-executives within the modern corporation. This becomes even more complicated if we consider leadership as a social construct, one that takes on different meanings across regions. In this course, we focus on a variety of aspects of this phenomenon. What are the different theoretical views on leadership? How do they differ across cultures? In reality, how successful are these leaders/managers? What effect do these leadership issues have on corporate performance? How does the managerial labor market work and how international is it? Because these questions are particularly relevant to companies operating across borders, in this course special attention will be given to addressing how MNEs handle recruitment issues and to tracing the effects of these decisions on board composition?

**Literature**
To be announced.
**Objective**

The student gets insight into the methods and main assumptions of macroeconomics.

**Content**

Why do incomes in some countries grow faster than in other countries? Why are rates of inflation high in some countries and low in others? Why do countries experience periods of falling incomes and rising unemployment? Macroeconomics, the study of the economy as a whole, attempts to answer these questions. Macroeconomists collect data on for instance incomes, prices and unemployment for different periods in time and for different countries and they formulate theories to explain these data. With this knowledge they try to formulate economic policy to improve economic performance. There are different models for different economic phenomena. Broadly speaking we can distinguish between models for the long run and models for the short run.

**Literature**

**Objectives**

This course bridges the gap between the first-year macroeconomics course and more advanced courses such as Macroeconomics 3 and 4. Macroeconomics 2 takes a more analytical approach to familiar macroeconomics concepts and models.

**Content**

The first part of the course completes the tool-box for understanding how aggregate economies work. Essential macroeconomics concepts are introduced, in Chapters 1-7, leading to a fully dynamic aggregate demand-aggregate supply model for analysing short- and medium-run macroeconomic issues in Chapter 8. Chapters 9-11 discuss economic growth, human capital and poverty traps, and endogenous economic policy. The remainder of the book, extends the analysis to economic policy and applied macroeconomics in a European context. Topics are EMS, inflation and central bank independence, budget deficits and public debt, and employment and growth.

**Literature**

Objective
This course makes students familiar with management accounting and information management issues at an introductory level.

Content
The first part of this course entails an introduction in management accounting, encompassing subjects like planning and budgeting, costing, as well as accounting for decision making. Both management accounting techniques and their practical application are addressed. Exercises on management accounting techniques will be practiced during the lectures, and a case report on a management accounting theme has to be prepared in small groups. The second part of the course is directed to computer-based applications of accounting techniques. Using Excel, case reports will be prepared in small groups on the following techniques: financial planning (asking what-if questions about the financial future of a company), evaluation of investment proposals, product costing and budgeting annex variance-analysis.

Literature
Reader Cost Allocation, 2003, € 5 (app.).
Book or Reader on Information Management, 2004, € 30 (app.), still to be decided.
Managing International Business Organization

Contact
Neuijen, J.A. dr (tel: 3917)
e-mail: j.a.neuijen@bdk.rug.nl

Lecturer(s)
Neuijen, J.A. dr
Horgan, J.M. dr

Secretary
Agterberg, I.J.M. (tel: 3854)
e-mail: i.j.m.hut-agterberg@bdk.rug.nl

EC
10

Period
1.1-2
Is finished before Christmas

Study year
Bachelor year 3

Language
English

Format
Lectures and workshops

Assessment
Examination on literature plus evaluation of quality of the essay in January

Resit
in January

Recommended priors
Participants should be registered as IB(&M), Erasmus or IBP-students

Study
Bachelor Bedrijfskunde

Objective
This course introduces you to the nature, the variety and the development of the theory and practice of management in international business. At the end of this course you will:
- be able to relate management issues to international business;
- understand how the practice of management has developed in the global world;
- be capable of identifying and discussing key processes of managing and organizing in an international context;
- be capable of demonstrating the practical relevance of historical understanding to management of international business.

Content
We will focus on the way multinationals operate to define and uphold their market positions. Attention will be paid to issues like leadership, organisational culture, the structuring of activities, and management-styles. Finally the course is focusing on the kind of strategies multinationals develop to survive and advance their positions. Practical examples and data from management and social scientific research are used to develop arguments in all lectures. The tutorial work sessions use group discussion to support the lectures and to set up the research about an international company.

Literature
To be announced.
BKM119A25 | Master Thesis IB&M

Contact | Agterberg, I.J.M. (tel: 3854)  
e-mail: i.j.m.hut-agterberg@bdk.rug.nl

Lecturer(s) | Agterberg, I.J.M. (tel: 3854)  
e-mail: i.j.m.hut-agterberg@bdk.rug.nl

Secretary | Agterberg, I.J.M. (tel: 3854)  
e-mail: i.j.m.hut-agterberg@bdk.rug.nl

EC | 25

Period | 1.1-2  
2.1-2

Study year | Master

Language | English

Format | Writing a thesis

Assessment | Individual assessment of the thesis

Resit | n.v.t./n.a.

Recommended priors |

Prerequisite(s) | Research Methodology course (IB&M) + 15 EC of the Msc IB&M-courses

Study | Master International Business & Management

Objective
n.a.

Content
The Msc Thesis is the final element of the Msc programme in International Business and Management. The thesis should reflect an original (but manageable) piece of research, which is conducted according to scientific standards and focused on knowledge creation. It should be based on existing theoretical insights as well as a piece of new empirical research. The empirical research may either be based on a case study, a database, or an existing survey. The central task of the thesis project is that students themselves are responsible for selecting the research topic and for setting up their research programme. Supervisors have a coaching and reflective role. Students should propose a topic (or shortlist of possible topics) or a managerial problem within the IB&M subject area to their thesis coordinator, preferably with a brief outline and motivation of the topic. In consultation with the thesis coordinator, a member of the IB&M staff is asked to supervise the thesis. In case a staff member outside IB&M is chosen, it is recommended to find a second supervisor within the IB&M cluster.

The research methodology course is a prerequisite for embarking on the master thesis project. Students should also take notice of the Faculty Regulation on Bachelor and Master as well as the Manual for Research Methods and Theses for IB&M and IE&B.

Remarks
Drs. students of the old IB-programme are subject to the rules and regulations of the Drs programme.
**Master Thesis IE&B**

**Contact**
Kortrijk, E.A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl

**Lecturer(s)**
Kortrijk, E.A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl

**Secretary**
Kortrijk, E.A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl

**EC**
25

**Study year**
Master

**Language**
English

**Format**
Writing a thesis

**Assessment**
Individual assessment of the thesis

**Resit**
N.v.t./n.a.

**Recommended priors**
Research Methodology

**Study**
Master International Economics and Business

---

**Objective**

**Content**
The master thesis is the final element of the MSc programme in International Economics and Business. The thesis should reflect an original (but manageable) piece of research which is conducted according to scientific standards and focused on knowledge creation. It should be based on existing theoretical insights as well as a piece of new empirical research. The empirical research may either be based on a database or existing survey or on a case study. The central task of the thesis project is that students themselves are responsible for selecting the research topic and for setting up their research programme. Supervisors have a coaching and reflective role. Students should propose a topic (or shortlist of possible topics) within the IE&B subject area with the thesis co-ordinator, preferably with a brief outline and motivation of the topic. In consultation with the thesis co-ordinator, a member of the IE&B staff is asked to supervise the thesis. In case a staff member outside IE&B is chosen, it is recommended to find a second supervisor within the IE&B department. Research Methodology is a pre-requisite for embarking on the master thesis project. Students should also take notice of the Faculty Regulation on Bachelor and Master as well as the Manual for Research Methods and Theses for IE&B and IB&M.

**Remarks**
IE&B students in the old (‘doctoraal’) programme will have to write a master thesis of 20 EC.
Mathematical Methods for the Implementation and Analysis of Social Responsible Investments

Contact
Dijkstra, T.K. prof dr (tel: 3634)
e-mail: t.k.dijkstra@eco.rug.nl

Lecturer(s)
Dijkstra, T.K. prof dr

Secretary
Bennink-Bambang Oetomo, E.S. (tel: 3460)
e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl

EC
5

Period
2.2

Study year
Master

Language
English

Format
Lectures and assignments

Assessment
Grading is based on a case study in groups (50 %) and an exam (50 %).

Resit
In augustus / in August.

Recommended

Prerequisites

Study
Master International Economics and Business
MSc BA, Finance

Objective
To provide understanding in the specific problems and issues of Social Responsible Investments (SRI).

Content
We treat:
- the relation with sustainability;
- the aims of companies from the viewpoint of modern stakeholder theory;
- the visions of supranational institutions like the UN, the worldbank, the World Economic Forum, the World Business Council for Sustainable Development and the EU;
- the visions of international accounting companies like PwC and KPMG, and the UN-organisation Global Reporting Initiative;
- the social, environmental and economic aspects that companies are assessed on;
- the way of assessment (aggregation of data on often very different level of measuring); this is the most technical part of the course. We will discuss a robust multi criteria decision analysis method;
- The construction of investment portfolio's of companies selected on criteria of sustainability and the assessment of their risk/revenue profile.

Literature
Reader and Internet.
### EWP017A02: Mathematics 1a

<table>
<thead>
<tr>
<th>Contact</th>
<th>Praagman, C. dr (tel: 7076)</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-mail</td>
<td><a href="mailto:C.Praagman@eco.rug.nl">C.Praagman@eco.rug.nl</a></td>
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<tr>
<td>Lecturer(s)</td>
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</tr>
<tr>
<td>Secretary</td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460)</td>
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<tr>
<td>e-mail</td>
<td><a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
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<tr>
<td>EC</td>
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<td>Period</td>
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<td>Study year</td>
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<tr>
<td>Language</td>
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<tr>
<td>Format</td>
<td>lectures, exercise classes</td>
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<tr>
<td>Assessment</td>
<td>Written exam.</td>
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<td>Resit</td>
<td>Semester 1: eind/end block 2</td>
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<td>Recommended</td>
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<td>Study</td>
<td>Bachelor International Economics and Business</td>
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<td>Bachelor Algemene Economie</td>
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</table>

**Objective**
The student has acquired insight in the treated mathematical concepts, and has obtained sufficient skill to apply these concepts in solving economic problems.

**Content**
The course starts with repeating all kinds of skills from algebra. Subsequently functions of one variable and their properties are treated, and differentiation and its applications.

**Literature**

### EWP018A04: Mathematics 1b

<table>
<thead>
<tr>
<th>Contact</th>
<th>Praagman, C. dr (tel: 7076)</th>
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<tbody>
<tr>
<td>e-mail</td>
<td><a href="mailto:C.Praagman@eco.rug.nl">C.Praagman@eco.rug.nl</a></td>
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<td>Secretary</td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460)</td>
</tr>
<tr>
<td>e-mail</td>
<td><a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
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<tr>
<td>EC</td>
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<tr>
<td>Period</td>
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<td>Study year</td>
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<tr>
<td>Language</td>
<td>English</td>
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<tr>
<td>Format</td>
<td>lectures, exercise classes</td>
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<tr>
<td>Assessment</td>
<td>Written exam.</td>
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<tr>
<td>Resit</td>
<td>Semester 2: eind/end half semester 1</td>
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Recommended
priors
Prerequisite(s)
Study Bachelor International Economics and Business
Bachelor Algemene Economie

Objective
The student has acquired insight in the treated mathematical concepts, and has obtained sufficient skill to apply these concepts in solving economic problems.

Content
Optimization of functions of one variable, integration, functions of several variables and techniques from financial calculus.

Literature

<table>
<thead>
<tr>
<th>EWB097A03</th>
<th>Mathematics 2a</th>
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<tbody>
<tr>
<td>Contact</td>
<td>Praagman,C. dr (tel: 7076) e-mail: <a href="mailto:C.Praagman@eco.rug.nl">C.Praagman@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Bennink-Bambang Oetomo,E.S. (tel: 3460) e-mail: <a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
</tr>
<tr>
<td>Secretary</td>
<td></td>
</tr>
<tr>
<td>EC</td>
<td>3</td>
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<td>Period</td>
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<tr>
<td>Study year</td>
<td>Bachelor year 2</td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>lectures and exercise classes</td>
</tr>
<tr>
<td>Assessment</td>
<td>Written exam</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2: eind/end half semester 1</td>
</tr>
</tbody>
</table>
| Recommended
priors
Prerequisite(s)
Study Bachelor International Economics and Business
Bachelor Algemene Economie

Objective
The student has acquired insight in the treated mathematical concepts, and has obtained sufficient skill to apply these concepts in solving economic problems.

Content
Tools for Comparative Statics, Multivariable Optimization, Constrained Optimization and Matrix Theory

Literature
<table>
<thead>
<tr>
<th>EWP019A06</th>
<th>Microeconomics 1</th>
</tr>
</thead>
</table>
| **Contact** | Plasmeijer, H.W. dr (tel: 3743)  
e-mail: h.w.plasmeijer@eco.rug.nl |
| **Lecturer(s)** | Haan, M.A. dr  
Plasmeijer, H.W. dr  
Wiersma, D. dr |
| **Secretary** | Vleuten, H.C.W.E. van der (tel: 3740)  
e-mail: h.c.w.e.van.der.vleuten@eco.rug.nl |
| **EC** | 6 |
| **Period** | 1.1 |
| **Study year** | Bachelor year 1 |
| **Language** | English |
| **Format** | Lectures, tutorials and practicals |
| **Assessment** | Written exam. |
| **Resit** | Semester 1: eind/end blok 2 |
| **Recommended priors** | |
| **Prerequisite(s)** | |
| **Study** | Bachelor International Economics and Business  
Bachelor Algemene Economie |

**Objective**

To acquaint students with the basic principles of microeconomic theory and provide insights into the interrelationships between markets. Students learn to apply these basic principles to real world phenomena such as competition between enterprises and its effect on social welfare.

**Content**

Microeconomics 1 deals with the basic principles of microeconomic theory. Every day, consumers make decisions about the purchase of goods and services, while companies continuously decide what their product range will include and in what quantities they will supply the market. Within the resource constraints of the economy, goods have to be produced that will maximise utility, and they have to be allocated to the most urgent needs.

In Western economies, the decisions of consumers and producers are coordinated on the market by means of the price mechanism. Prices are a measure of scarcity. Microeconomics deals with the individual decisions of consumers and producers and their coordination through the market mechanism. It covers the main factors that are relevant to these decisions, such as, e.g. information, uncertainty, competition, strategic behaviour and the interrelationships between markets. It studies the behaviour of companies on the markets (the degree of competition and economic incentives for innovation) and how this behaviour contributes to social welfare and economic growth.

Many if not most courses in the study IE&B build upon microeconomic principles. Hence, a thorough understanding of the basics of microeconomics is absolutely necessary.

**Literature**

Objective

This course enlarges your insight into the role of government in the economy. What should be the role of the government? How should it design its programmes in areas ranging from health and education, to social security and welfare? How should tax systems be designed to promote economic efficiency and to be consistent with basic views of fairness?

Content

The first part of this course focuses on traditional public finance issues: basic welfare economics, analysis of public expenditures, tax analysis, and fiscal federalism. It refreshes and extends the fundamentals of welfare economics as discussed in first-year microeconomics and explains the economic role of government regarding equity and efficiency. The second part is concerned with the basic theory of public expenditure (public goods, externalities, public choice and welfare programs). The third part deals with taxation issues (the distribution of tax burdens, efficiency and equity aspects of taxation). The final part is devoted to decentralization, the financial relation between different layers of government and local taxation. After these theoretical and microeconomic aspects we turn to an overview of the role of government in the current international macroeconomic economic situation and elaborate on international taxation issues like tax harmonisation and tax competition.

Literature

BKM118A05 | Research Methodology (IB&M)
---|---
**Contact** | Agterberg, I.J.M. (tel: 3854)
e-mail: i.j.m.hut-agterberg@bdk.rug.nl

**Lecturer(s)** | Agterberg, I.J.M. (tel: 3854)
e-mail: i.j.m.hut-agterberg@bdk.rug.nl

**Secretary** | Agterberg, I.J.M. (tel: 3854)
e-mail: i.j.m.hut-agterberg@bdk.rug.nl

**EC** | 5

**Period** | 2.1-2

**Study year** | Master

**Language** | English

**Format** | Workshops

**Assessment** | To be announced

**Resit** | N.v.t. / n.a.

**Recommended priors** | 150 EC of the BSc IB&M (or old programme) including at least 15 EC of the basic IB&M courses in the third year (ISM, MIBO, IE&T and IFM)

**Study** | Master International Business & Management

---

**Objective**
This short methodology course will provide MSc students with a variety of research methods that can be used for their master thesis.

**Content**
The most frequently used research techniques (e.g. interview techniques, data panel techniques, etc.) will be reviewed and, with the help of tutors, students will be able to practice various methods. Depending on the topic of the thesis and at the advice of the thesis supervisor, students may choose particular specialisations within the framework of this course.

**Literature**
*To be announced.*
Objective
This short methodology course will provide MSc students with a variety of research methods that can be used for their master thesis research.

Content
The most frequently used research techniques (e.g. interview techniques, data panel techniques, etc.) will be reviewed and, with the help of tutors, students will be able to practice various methods. Depending on the topic of the thesis and at the advice of the thesis supervisor, students may choose particular specialisations within the framework of this course.

Literature
To be announced.

---

### EWM046A05 Research Methodology (IE&B)

<table>
<thead>
<tr>
<th>Contact</th>
<th>Kortrijk, E.A. (tel: 3716)</th>
<th>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer(s)</td>
<td>Kortrijk, E.A. (tel: 3716)</td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E.A. (tel: 3716)</td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
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<td>Study year</td>
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<td>Language</td>
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<tr>
<td>Format</td>
<td>Workshops</td>
<td></td>
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<td>Assessment</td>
<td>To be announced</td>
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<tr>
<td>Resit</td>
<td>N.v.t. / n.a.</td>
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<td>Recommended priors</td>
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<tr>
<td>Prerequisite(s)</td>
<td>150 EC of the BSc IE&amp;B (or old programme) including the 3rd year courses IB 3 and IE 3</td>
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<td>Study</td>
<td>Master International Economics and Business</td>
<td></td>
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### BKB136A05 Research Methodology in IB&M

<table>
<thead>
<tr>
<th>Contact</th>
<th>Kiewiet, D.J. dr (tel: 7344)</th>
<th>e-mail: <a href="mailto:d.j.kiewiet@bdk.rug.nl">d.j.kiewiet@bdk.rug.nl</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer(s)</td>
<td>Kiewiet, D.J. dr (tel: 7344)</td>
<td>e-mail: <a href="mailto:d.j.kiewiet@bdk.rug.nl">d.j.kiewiet@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Secretary</td>
<td>Jager-Venema, H. (tel: 6543)</td>
<td>e-mail: <a href="mailto:h.jager-venema@bdk.rug.nl">h.jager-venema@bdk.rug.nl</a></td>
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<tr>
<td>Study year</td>
<td>Bachelor year 3</td>
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<td>Language</td>
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</tr>
<tr>
<td>Format</td>
<td>Lectures and working groups</td>
<td></td>
</tr>
<tr>
<td>Assessment</td>
<td>Writing a research paper + exam with MC-questions</td>
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</tr>
<tr>
<td>Resit</td>
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</tbody>
</table>
**Recommended priors**
Adequate skill in writing and preparing reports. Adequate skill in statistics (in particular, testing, correlation, and regression). Adequate knowledge on computer analysis (basic knowledge on SPSS).

**Prerequisite(s)**
Bachelor International Business & Management

**Objective**
Provide students knowledge and hands-on skills on how to organize a survey research study.

**Content**
This course aims to introduce the nature and methodology fundamental to conduct survey research in the business field. It integrates the statistical theories learned in the previous course and applies them to develop survey research methods. Emphasis will be on research design, sample design, questionnaire design, fieldwork procedure, data analysis and presentation of results. Use of common statistical packages and real life case studies are key components of the course.

**Literature**

<table>
<thead>
<tr>
<th>EWB064A03</th>
<th>SID International Trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Leeuwen, E.H. van dr (tel: 3744)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.h.van.leeuwen@eco.rug.nl">e.h.van.leeuwen@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Leeuwen, E.H. van dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E.A. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
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<td>Language</td>
<td>English</td>
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<tr>
<td>Format</td>
<td>Lectures and tutorials. Students must prepare classes by studying the literature of each week and by preparing exercises</td>
</tr>
<tr>
<td>Assessment</td>
<td>Written exam.</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2: eind/end half semester 1</td>
</tr>
</tbody>
</table>

**Recommended priors**
Bachelor International Economics and Business

**Objective**
To acquaint students with the basic theories of international trade and international trade policy.
Content
The first part deals with the concept of comparative advantage, the classical model of international trade, the Heckscher-Ohlin model, and the welfare aspects of free trade. The second part deals with different aspects of trade policy and the welfare aspects of protection. Finally, the relation between international trade and economic growth is dealt with.

Literature

E WB065A04 | SID Macroeconomics
---|---
Contact | Kuper, G.H. dr (tel: 3756)
e-mail: g.h.kuper@eco.rug.nl
Lecturer(s) | Kuper, G.H. dr
Sterken, E. prof dr
Secretary | Baars-Drent, E.M. (tel: 7018)
e-mail: E.M.Baars@eco.rug.nl
EC | 4
Period | 2.1
Study year | SID - IE&B
Language | English
Format | Lectures and tutorials
Assessment | Resit
Semester 2: eind/end blok 2
Recommended
priors
Prerequisite(s) | Bachelor International Economics and Business

Objective
The student gets insight into the methods and main assumptions of macroeconomics.

Content
Why do incomes in some countries grow faster than in other countries? Why are rates of inflation high in some countries and low in others? Why do countries experience periods of falling incomes and rising unemployment? Macroeconomics, the study of the economy as a whole, attempts to answer these questions. Macroeconomists collect data on for instance incomes, prices and unemployment for different periods in time and for different countries and they formulate theories to explain these data. With this knowledge they try to formulate economic policy to improve economic performance. There are different models for different economic phenomena. Broadly speaking we can distinguish between models for the long run and models for the short run.

Literature
## EWB066A02 SID Mathematics 1

<table>
<thead>
<tr>
<th>Contact</th>
<th>Nusse, H.E. dr (tel: 3806)</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-mail</td>
<td><a href="mailto:h.e.nusse@eco.rug.nl">h.e.nusse@eco.rug.nl</a></td>
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<tr>
<td>Lecturer(s)</td>
<td>Nusse, H.E. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460)</td>
</tr>
<tr>
<td>e-mail</td>
<td><a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
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<td>Language</td>
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<tr>
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<tr>
<td>Assessment</td>
<td>A written exam.</td>
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<tr>
<td>Resit</td>
<td>Semester 1: eind/end blok 2</td>
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<td>Prerequisite(s)</td>
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<tr>
<td>Study</td>
<td>Bachelor International Economics and Business</td>
</tr>
</tbody>
</table>

### Objective

Economic models are generally written in mathematical language. Goal of this course is to obtain the mathematical knowledge and skills to form, describe, understand the basic models of economics and to solve the equations involved.

### Content

In economics concepts like growth, optimal choice, relations between economic quantities, valuation of future payments etc. play an important role. In this course, that is split in two parts, the mathematical tools to describe these economic notions are developed.

### Literature


### Remarks

The lectures are combined with the Macroeconomics 1 course.
Objective

Content
This course is a continuation of the course SID Mathematics 1

Literature

EWB067A04 SID Mathematics 2

Contact
Nusse, H.E. dr (tel: 3806)
e-mail: h.e.nusse@eco.rug.nl

Lecturer(s)
Nusse, H.E. dr

Secretary
Bennink-Bambang Oetomo, E.S. (tel: 3460)
e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl

EC
4

Period
1.2

Study year
SID - IE&B

Language
English

Format
Lectures and exercises

Assessment
Written exam

Resit
Semester 2: eind/end half semester 1

Recommended
priors

Prerequisite(s)
Bachelor International Economics and Business

EWB068A05 SID Microeconomics

Contact
Plasmeijer, H.W. dr (tel: 3743)
e-mail: h.w.plasmeijer@eco.rug.nl

Lecturer(s)
Plasmeijer, H.W. dr
Wiersma, D. dr

Secretary
Vleuten, H.C.W.E. van der (tel: 3740)
e-mail: h.c.w.e.van.der.vleuten@eco.rug.nl

EC
5

Period
1.1

Study year
SID - IE&B

Language
English

Format
Lectures and tutorials

Assessment
Written exam

Resit
Semester 1: eind/end blok 2

Recommended
priors

Prerequisite(s)
Study
Bachelor International Economics and Business

Objective
To acquaint students with the basic principles of microeconomic theory and provide insights into the interrelationships between markets. Students learn to apply these basic principles to real world phenomena such as competition between enterprises and its effect on social welfare.

Content
SID Microeconomics deals with the basic principles of microeconomic theory. Every day, consumers make decisions about the purchase of goods and services, while companies continuously decide what their product range will include and in what quantities they will supply the market. Within the resource constraints of the economy, goods have to be produced that will maximise utility, and they have to be allocated to the most urgent needs.

In Western economies, the decisions of consumers and producers are coordinated on the market by means of the price mechanism. Prices are a measure of scarcity. Microeconomics deals with the individual decisions of consumers and producers and their coordination through the market mechanism. It covers the main factors that are relevant to these decisions, such as, e.g. information, uncertainty, competition, strategic behaviour and the interrelationships between markets. It studies the behaviour of companies on the markets (the degree of competition and economic incentives for innovation) and how this behaviour contributes to social welfare and economic growth.

Many if not most courses in the study IE&B build upon microeconomic principles. Hence, a thorough understanding of the basics of microeconomics is absolutely necessary.

Literature

Remarks
Lectures together with the Microeconomics 1 course.

<table>
<thead>
<tr>
<th>EWB069A02</th>
<th>SID Statistics 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Rao Sahib, P. dr (tel: 3724)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:rao.sahib@eco.rug.nl">rao.sahib@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Rao Sahib, P. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures and tutorials</td>
</tr>
<tr>
<td>Assessment</td>
<td>Assessment is via a written exam and an assignment. The final examination will cover material from the textbook and any additional materials covered during the lectures and the tutorials.</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 1: eind/end blok 2</td>
</tr>
<tr>
<td>Recommended priors</td>
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</tr>
</tbody>
</table>

93
Prerequisite(s)
Study Bachelor International Economics and Business

Objective
A key challenge facing a global manager is how to effectively interpret the vast amount of data generated in the world today. Statistical models and techniques allow us to draw inferences and make decisions under conditions of partial information and uncertainty. The statistical package SPSS will be used throughout the course as an aid to making calculations and graphically representing data.

Content
The course consists of a main lecture and tutorials.

Literature

Remarks
The assignments are compulsory. Students must complete the assignments and hand them in on time in order to obtain a grade for this course. There are no resits for the assignments.

EWB070A02 | SID Statistics 2
--- | ---
**Contact** | Rao Sahib, P. dr (tel: 3724)
e-mail: p.rao.sahib@eco.rug.nl
**Lecturer(s)** | Rao Sahib, P. dr
**Secretary** | Kortrijk, E. (tel: 3716)
e-mail: e.kortrijk@eco.rug.nl
**EC** | 2
**Period** | 1.2
**Study year** | SID - IE&B
**Language** | English
**Format** | Lectures and tutorials
**Assessment** | Final examination and paper. The final examination will cover material from the textbook and any additional materials covered during the lectures and the tutorials.
**Resit** | Semester 2: eind/end half semester 1
**Recommended priors** | Bachelor International Economics and Business
Objective

Content
This course is a continuation of SID Statistics 1.

Literature
L.A. Kirkpatrick and B.C. Feeney, A Simple Guide to SPSS for Windows, Thomson Publishing. Please note that this is optional. Students can buy another SPSS guide if they wish.

Remarks
The paper is compulsory. Students must complete the paper and hand it in on time in order to obtain a grade for this course.

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<table>
<thead>
<tr>
<th>EWB094A03</th>
<th>Second Language 1 (Spanish)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>A.R.O. Comadina Granson (6063)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:a.r.o.comadina.granson@let.rug.nl">a.r.o.comadina.granson@let.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>A.R.O. Comadina Granson</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Language Centre, Harmonie building (tel.: 5802)</td>
</tr>
<tr>
<td><strong>EC</strong></td>
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<tr>
<td><strong>Format</strong></td>
<td>Small group teaching</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>The grade for the first half semester will be based on participation (20 %), a progress test (30 %) and an examination (50 %) in the last class of the first halfsemester. The final grade for Spanish for IE&amp;B (1+2) is the unweighted average of the grades (min. 5.5) for the two half semesters.</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>by appointment.</td>
</tr>
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<td><strong>Recommended priors</strong></td>
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<tr>
<td><strong>Prerequisite(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Study</strong></td>
<td>Bachelor International Economics and Business</td>
</tr>
</tbody>
</table>

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Objective
This course aims to provide a good basis for both business and leisure contacts with Spanish speakers.
Content
The programme focuses on the ways Spanish is used in real communication. The course will cover listening, speaking and some reading and writing skills. Grammar will be presented systematically throughout the course but will mainly be taught as feedback. Some attention will be paid to specific vocabulary.

Literature

Remarks
Eighty per cent attendance is compulsory. Students who want to take another language than Spanish can contact the FEW Information Desk for approval.

<table>
<thead>
<tr>
<th>EWB095A03</th>
<th>Second Language 2 (Spanish)</th>
</tr>
</thead>
<tbody>
<tr>
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<td>A.R.O. Comadina Granson (6063)</td>
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</tr>
<tr>
<td>Lecturer(s)</td>
<td>A.R.O. Comadina Granson</td>
</tr>
<tr>
<td>Secretary</td>
<td>Language Centre, Harmonie building (tel.: 5802)</td>
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<td>EC</td>
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</tr>
<tr>
<td>Period</td>
<td>2.2</td>
</tr>
<tr>
<td>Study year</td>
<td>Bachelor year 2</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Small group teaching</td>
</tr>
<tr>
<td>Assessment</td>
<td>The grade for the second half semester will be based on participation (10 %), a presentation (15 %), a vocabulary test (25 %), a Business Plan (15 %) and an examination (35 %) in the last class of the second half semester. The final grade for Second Language (1+2) is the unweighted average of the grades (min. 5.5) for the two half semesters.</td>
</tr>
<tr>
<td>Resit</td>
<td>Op afspraak / by appointment</td>
</tr>
<tr>
<td>Recommended priors</td>
<td></td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td></td>
</tr>
<tr>
<td>Study</td>
<td>Bachelor International Economics and Business</td>
</tr>
</tbody>
</table>

Objective
This course aims to provide a good basis for both business and leisure contacts with Spanish speakers. Students who want to take another language than Spanish can contact the FEW Information desk for approval.
### Content

The programme focuses on the ways Spanish is used in real communication. The course will cover listening, speaking and some reading and writing skills. Grammar will be presented systematically throughout the course but will mainly be taught as feedback. Some attention will be paid to specific vocabulary.

### Literature


### Remarks

Eighty per cent attendance is compulsory. Students who want to take another language than Spanish can contact the FEW Information Desk for approval.

<table>
<thead>
<tr>
<th>EWP022A04</th>
<th>Statistics 1a</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Rao Sahib, P. dr (tel: 3724)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:p.rao.sahib@eco.rug.nl">p.rao.sahib@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Otter, P.W. dr</td>
</tr>
<tr>
<td></td>
<td>Perlo-ten Kleij, F. van drs</td>
</tr>
<tr>
<td></td>
<td>Rao Sahib, P. dr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Kortrijk, E.A. (tel: 3716)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Period</strong></td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Study year</strong></td>
<td>Bachelor year 1</td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Lectures and tutorials</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Assessment is via a written exam and assignments. The examination will cover material from the textbook and any additional materials covered during the lectures and tutorials.</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>Semester 2: eind/end half semester 1</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
<td>Bachelor Algemene Economie</td>
</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
<td>Bachelor International Economics and Business</td>
</tr>
</tbody>
</table>

### Objective

A key challenge facing a global manager is how to effectively interpret the vast amount of data generated in the world today. Statistical models and techniques allow us to draw inferences and make decisions under conditions of partial information and uncertainty. The goal of this course is to train students to interpret data effectively and to use concepts of probability constructively in making decisions in an uncertain environment. The statistical package SPSS will be used during the course as an aid to making calculations and graphically representing data. It is strongly emphasized that students practice using SPSS at the computer facilities of the University or at home. If students would like to use SPSS on their own computers, they can borrow the SPSS installation CD from the library.
Content
The course consists of a main lecture and tutorials. The purpose of the main lecture is to explain the concepts of the material covered during the course. In addition, examples relating to statistics from the media will be discussed and problems will be worked out. During the tutorials, you have the opportunity to ask questions about problems that are assigned in advance.

Literature


Remarks
The assignments are compulsory. Students must complete the assignments and hand them in on time in order to obtain a grade for this course. There are no resits for the assignments.

<table>
<thead>
<tr>
<th>EWP023A04</th>
<th>Statistics 1b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Rao Sahib, P. dr (tel: 3724) e-mail: <a href="mailto:p.rao.sahib@eco.rug.nl">p.rao.sahib@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Otter, P.W. dr Perlo-ten Kleij, F. van drs Rao Sahib, P. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E.A. (tel: 3716) e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>4</td>
</tr>
<tr>
<td>Period</td>
<td>2.1</td>
</tr>
<tr>
<td>Study year</td>
<td>Bachelor year 1</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures and tutorials</td>
</tr>
<tr>
<td>Assessment</td>
<td>Assessment is via a written exam and assignments. The final examination will cover material from the textbook and any additional materials covered during the lectures and the tutorials.</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2: eind/end block 2</td>
</tr>
<tr>
<td>Recommended priors</td>
<td></td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>Bachelor International Economics and Business Bachelor Algemene Economie</td>
</tr>
</tbody>
</table>

Objective

Content
This course is a continuation of Statistics 1a.
Literature

Remarks
The assignments are compulsory. Students must complete the assignments and hand them in on time in order to obtain a grade for this course. There are no resits for the assignments.

<table>
<thead>
<tr>
<th>EWB074A03</th>
<th>Statistics 2</th>
</tr>
</thead>
</table>
| Contact   | Rao Sahib, P. dr (tel: 3724)  
e-mail: p.rao.sahib@eco.rug.nl |
| Lecturer(s) | Otter, P.W. dr  
               Voorhoeve, W. dr  
               Rao Sahib, P. dr |
| Secretary | Kortrijk, E.A. (tel: 3716)  
e-mail: e.kortrijk@eco.rug.nl |
| EC        | 3 |
| Period    | 1.1 |
| Study year| Bachelor year 2 |
| Language  | English |
| Format    | Lectures and tutorials |
| Assessment | Assessment is via a written exam and assignments. The examination will cover material from the textbook and any additional materials covered during the lectures and the tutorials. |
| Resit     | Semester 1: eind/end blok 2 |
| Recommended prior(s) | |
| Prerequisite(s) | Bachelor International Economics and Business  
                               Bachelor Algemene Economie |

Objective
A key challenge facing a global manager is how to effectively interpret the vast amount of data generated in the world today.

Content
Statistical models and techniques allow us to draw inferences and make decisions under conditions of partial information and uncertainty. The statistical package SPSS will be used throughout the course as an aid to making calculations.
The purpose of the main lecture is to explain the concepts of the material covered during the course. In addition, examples relating to statistics from the media will be discussed and problems will be worked out.
During the tutorials, you have the opportunity to ask questions about problems that are assigned in advance.
Study Guide IE&B/IB&M 2004-2005

Literature

Remarks
The assignments are compulsory. Students must complete the assignments and hand them in on time in order to obtain a grade for this course. There are no resits for the assignments.

<table>
<thead>
<tr>
<th>BKB135A05</th>
<th>Statistics in IB&amp;M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Kiewiet, D.J. dr (tel: 7344)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:d.j.kiewiet@bdk.rug.nl">d.j.kiewiet@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Jager-Venema, H. (tel: 6543)</td>
</tr>
<tr>
<td>Secretary</td>
<td>e-mail: <a href="mailto:h.jager-venema@bdk.rug.nl">h.jager-venema@bdk.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>Period</td>
<td>2.1</td>
</tr>
<tr>
<td>Study year</td>
<td>Bachelor year 3</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures and working groups</td>
</tr>
<tr>
<td>Assessment</td>
<td>Exam with MC-questions</td>
</tr>
<tr>
<td>Resit</td>
<td></td>
</tr>
<tr>
<td>Recommended priors</td>
<td>Basic knowledge of descriptive statistics</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td></td>
</tr>
<tr>
<td>Study</td>
<td>Bachelor International Business &amp; Management</td>
</tr>
</tbody>
</table>

Objective
Provide a basic background in statistics.

Content
This course provides students with a basic background in statistics that will enable them to apply statistical techniques to solve real world problems and to make informed decisions. This course has three primary objectives: (1) provide students with a clear understanding of statistical concepts with an emphasis on business applications. (2) provide students with necessary technical skills to use available technology for data analysis. This course will make extensive use of spreadsheets (Excel) and statistical software (SPSS) for the purpose. (3) enhance critical thinking and analytical skills ability to understand and interpret data and statistical results. Topics covered are: refreshment of descriptive statistics, inference about 1 population, inference about comparing two populations, analysis of variance, chi-squared tests, nonparametric statistics, simple linear regression and correlation, multiple regression.

Literature
Part E – Who, What, Where?

This part of the study guide, “What, how & where”, contains practical information such as how and where to register for courses and examinations, study supervision and the addresses and telephone numbers of faculty and university offices.

If you cannot find the information you require, send an e-mail to one of the following addresses: studyadvisors@bdk.rug.nl for IB&M or studyadvisors@eco.rug.nl for IE&B.

Your comments and suggestions are welcome.
E.1 Registration

E.1.1 Registration for a RUG study programme

Central Student Administration (CSA)
The CSA provides information on matters such as:
- registration/deregistration for study programmes
- payment or reimbursement of tuition fees
- applying for a colloquium doctum
For the address, see section E16.

E.1.2 Registration for courses
You must register via http://progressww.nl/rug for all the courses you plan to follow. This applies to students following the ‘old’ (doctoraal) programme, as well as students registered under the new Bachelor-Master structure.
You can use one of the computers at the “Rekencentrum” (Computer Centre, RC) to register (RC 0013, 0023, 0032, 0033 and 0046).

Registration for a course is not without obligations. Once you have registered, you are expected to follow the course. Of course, you can withdraw from the course within the registration period. If special circumstances compel you to withdraw from a course before it begins, you should inform the Faculty Education Office. You must fulfil the requirements for the course before it commences, otherwise you will not be admitted to it. For more information, see the subject entries on the joint web site of the Faculties of Economics and Management and Organization: http://bdk.eco.rug.nl/studiegids/2004-2005.

The registration deadlines are as follows:
Semester 1, block 1: until 26-07-2004
Semester 1, block 2: until 04-10-2004
Semester 2, block 1: until 17-01-2005
Semester 2, block 2: until 21-03-2005

Registration begins at least six weeks in advance of the above dates.

N.B. Other faculties may have different registration periods.

Registration for students from other faculties
Extra-faculty students should follow the same procedure as students from the Faculty of Economics and students from the Faculty of Management and Organization (i.e. via the ProgRESS WWW web site). The above registration periods also apply.
N.B. For General Subjects (AVV), first select ‘Algemeen Vormende Vakken’ in the menu at ProgRESS WWW, then the Faculty.
E.1.3 Absence

If, due to illness or other special circumstances, you are unable to attend a practical, seminar or tutorial, you should notify the relevant member of staff in advance. If you are likely to be absent for an extended period of time, you should also notify the Study Advice office. For addresses, see section E16.

E.1.4 Registration for exams

Students must register for examinations via [http://progresswww.nl/rug](http://progresswww.nl/rug). You can register at one of the computers at the Rekencentrum (RC 0013, 0023, 0032, 0033 and 0046). Registration is open from four weeks to seven calendar days before the examination.

**N.B. registration is compulsory.**

If you miss the registration deadline:

- **Students from the Faculty of Economics** should go to the Information Desk. Your name will be put on a waiting list. It is not possible to register for examinations by telephone.

- **Students from the Faculty of Management and Organization** should go to the Education Office. A late-registration fee is payable for Management and Organization examinations. The fee varies from € 10 to € 30 per examination. Late registration is possible until one day before the examination. Late registration is *not* possible on Fridays because the Education Office is closed.

When you register for examinations, you will need the account number and password you have received from the university. When you attend an examination, you must be able to produce your student card.

E.1.5 Timetables

An overview of the lecture and examination periods can be at the beginning of this study guide. All timetables for the Faculty of Economics and for the Faculty of Management and Organization can be found at the relevant web sites: for IE&B [http://www.rug.nl/economics/informationfor/students/timeTables](http://www.rug.nl/economics/informationfor/students/timeTables) and for IB&M [http://www.bdk.rug.nl/onderwijs/roosters/](http://www.bdk.rug.nl/onderwijs/roosters/)

Groups for tutorials and practicals will be published on Nestor, select communities ([http://nestor.rug.nl](http://nestor.rug.nl)).
E.2 Regulations, rights and obligations

E.2.1 Exemptions

Exemption from certain examinations may be granted provided that the requirements are met (previous qualifications and results). It is not possible to summarise all the requirements here. Students from the Faculty of Economics wishing to apply for an exemption should use the relevant form. This form is available at the FEW Information Desk. Students of Management and Organization can obtain this form from the study advisors’ office.

Syllabus units for which an exemption has been granted will be awarded a grade of 6. A higher grade may be awarded for exemptions at the request of the Board of Examiners (this applies only to the Faculty of Economics). Exemptions will not be granted once the examination has been taken. This applies to students in either Faculty. Exemption grades will not count towards the performance standard (prestatienorm).

NOTE: If you take an examination for which an exemption has been granted, the exemption will be cancelled. In case of doubt, contact your study advisor (see E16 for contact details).

E.2.2 Examinations

Examination results must be published no later than 15 working days after the date on which the examination was taken. Results are only valid if they are published via ProgRESS by the Office of Education and Examinations. Study advisors have a copy of the relevant regulations for students to inspect.

Examination scripts will be available for inspection up to four weeks after results have been published. Within the specified period, students can inspect questions or assignments relating to the examination, as well as the marking criteria. Details of the inspection procedure will be published through Nestor.

Examination results are published at ProgRESS WWW (http://progresswww.nl/rug). You will need your student number and password to access your results. All new first-year students will receive a letter containing their password. If you have forgotten your password, you can obtain it from the Helpdesk on the ground floor of the Computer Centre (Rekencentrum).

Examination results are confidential, which means that no information can be disclosed by telephone or to third parties.

If you have a question about your results, the Information Desk may be able to help. Remember to take your student card and a printout of your results.

Resits

As a rule Resits will take place in the half-semester directly after the regular examination has taken place. Different rules apply to modules that are offered twice a year. Details can be found under the individual subject entries in this study guide, or in the subject database at the web site.
First-year students of Economics who, by 1 August, have obtained 33 EC during the first three half-semesters, are permitted to resit examinations for a maximum of 12 EC in August. This is subject to the condition that the student has obtained, at least once, grade 5 for a previous examination in the subject. This extra resit opportunity in August is restricted to:
- 'real' first-year students, i.e. students who started their degree courses in the previous September
- Second-year students who have obtained at least 45 EC for their propaedeutic subjects.

Feedback on study results/advice on the propaedeutic phase
At the Faculty of Management and Organization, all first-year students receive written feedback at the end of each block, and are informed in detail about the consequences if their study progress is hindered for any reason. Feedback on the first year of study is given in July, in the form of study recommendations. First-year students of the Faculty of Economics receive their results by mail after the first half-semester and in May or thereabouts. The overview of results sent out in May is issued with study recommendations. These recommendations are based purely on the results. The main purpose of the recommendations is to help students decide whether to continue with their course of study. This is based on the self-selection principle. It is highly unadvisable to ignore the recommendations, particularly given the limited length of time for which student grants are available. If students are in doubt as to which programme to choose, or whether to continue studying, it is best to consult a study advisor as soon as possible, rather than waiting for the study recommendations. In September, the Faculty of Economics sends out an overview of results to all IE&B-students. You can check your results at any time at ProgRESS WWW.

E.2.4 Right of appeal
If you disagree with an examination result or regulation, you can lodge an appeal. If you wish to do this, contact your study advisor. See Appendix 2 (Regulations for grading assignments) and Appendix 3 (Regulations FBK & FEW) in this study guide.

E.2.5 Teaching and Examination Regulations (OER)
The OER sets out the programme structure. It also sets out the rights and obligations of students. A separate OER guide has been compiled for the Bachelor’s and Master’s programmes offered by the FEW and FBK.

Regulations and Guidelines
The Regulations and Guidelines describe how the OER is implemented in practice. These Regulations and Guidelines can be found in Appendix 1.
E.3 If you have doubts about your studies

E.3.1 Transferring/deregistering

Transferring to another discipline
If, during the academic year, you wish to transfer to another study programme at the RUG or another institution, you should contact the Central Student Administration office (CSA) at Broerstraat 5 (tel. 050 363 5274). It is only possible to transfer if the programme in question does not have a fixed intake (numerus fixus). If you wish to stop studying altogether, you must deregister through the CSA office. Make sure that you are well informed about the financial consequences and the consequences for your performance-related grant (prestatiebeurs), see E11.1.2. The Student Support Service (STAG) and your study advisor will be able to tell you about this. A brochure with the details can be obtained from the CSA and the STAG. For addresses, see section E16.

Higher Professional Education (HBO)
HBO programmes often have two intake dates. If you wish to transfer to an HBO study programme, you can join begin the propaedeutic phase in September or February. You should apply at least one month in advance to the relevant HBO institution, and consult the study advisor there.
E.4 Supervision/study skills

E.4.1 Study advisors

Not all students will reach the end of their study without encountering problems. Successful studying depends on many different factors, so it is understandable that students sometimes need to consult an impartial expert to iron out any difficulties.

The study advisors can help you if you have problems relating to courses and/or to studying in general, for example:
- Have I chosen the right study programme?
- Do I have what it takes to succeed?
- Can I stop studying for a period of time?
- Which academic discipline is the best one for me?
- I would like to study abroad: How do I arrange this?

The study advisors can help to answer questions of this type, and they can advise on progress requirements, effective study planning, top-sport schemes, finance, exemptions, and subject options, etc. They can also deal with complaints relating to sexual harassment, problems with supervisor contact, etc.

You should contact the study advisors as soon as possible if you are experiencing personal problems (e.g. illness, disability, family problems, dyslexia). They will be able to advise you on special types of assistance, and will help you to compile a suitable study programme. It is understood that all matters remain confidential.

Standard questions
If you have a standard question, you may be able to find the answer at:
www.rug.nl/bdk
www.rug.nl/economics/studyadvisors

Office hours

Faculty of Economics
Study advisor IE&B: Annemieke van der Kolk
Office hours: Wed. and Fri. from 9.30-11.30, only by appointment via the secretariat (tel. 050 363 3759) or via the Information Desk.
Brief enquiries by telephone: Wed. - Fri. from 9.00 to 9.30 (050 363 3759).

Faculty of Management and Organization
Study advisor IB&M: Els Brilman
Office hours: Tue., Wed. and Thur. 13.30 –16.00, only by appointment via the secretariat (tel. 050 363 3452, between 9.00-12.00 and 16.00-17.00).
Brief enquiries by telephone: Tue.-Thur. 9.00-10.00 and Mon.-Thur. 16.00-17.00 (050 363 7172).
E.4.2 Student Support Service Groningen (STAG)

Students of the University of Groningen (RUG) can contact STAG with all their questions. STAG can assist students from the Netherlands and abroad, graduands and graduates. Details of how STAG can help are given below. If we are unable to answer your question, we will of course refer you to the right organisation to help you.

Do you have any questions about anything to do with studying?
The STAG Information Desk can answer straightforward questions about matters such as study choices, admission, registration, allocation, transferring to another study programme and ending your studies altogether, study delay, finances, and careers. The staff at the Information Desk can make an appointment for you with a student counsellor if you have a complex or private matter to discuss. At the Information Desk, you can also make an appointment to see one of the advisors at the Careers Advice Centre (LAC), or sign up for a LAC workshop. For addresses, see section E16.

Are you experiencing problems with serious study delay or a complex personal or financial matter?
The student counsellors will be able to give you individual advice. They specialise in dealing with financial matters, registration and deregistration, study choices, and complaints and appeal procedures. They can also advise students with a performance disability. The student counsellors have information about many facilities and organisations that may be able to help you. In co-operation with the Student Support Service, the counsellors also run a workshop on study choices, in Dutch. In the event of a study delay of more than 10 EC, it is essential to make an appointment with a student counsellor to discuss graduation rights. Do not delay, arrange it today! More information about study delay can be found at the website: http://www.rug.nl/studievertraging. You can make an appointment with a student counsellor at the STAG information desk. For addresses, see section E16.

If you would like to help organize one of the many events for students and aspirant students, contact Martin Althof on (050) 363 8066.

STAG has two departments that deserve a separate mention: the Information Library for Study & Careers and the Careers Advice Centre.

E.4.3 Information Library for Study & Careers (ISB)

The ISB is a documentation centre where you can find information on the following subjects: higher education (university and higher professional education) in the Netherlands, studying and traineeships abroad (including finances), careers in the Netherlands and abroad (see also the Careers Advice Centre). Career-related information includes job applications, tests, professions, companies and organisations, etc.

The information is in the form of brochures, study guides, reference works, vacancy bulletins, databases (e.g. Elseviers Fondsendisk) and CD-ROMs (e.g. Loopbaantraject). A selection of relevant web sites is also available.
E.4.4 Careers Advice Centre (LAC)

If you are about to graduate or have recently done so, the Careers Advice Centre (LAC) can help you to choose a career. It is an expertise centre for graduates. The LAC has an extensive documentation section (see ISB) and you can also arrange to see a careers advisor. You can also follow one of the courses or free workshops organized by the LAC to help you make a career choice and apply for jobs. The LAC courses and workshops are in Dutch. Non-Dutch students can consult a careers advisor. Details of all LAC activities can be found at the web site: http://www.rug.nl/lac
For addresses, see section E16.

E.4.5 Study Support

Study Support offers a variety of courses for students:
- courses on e.g. successful studying and dealing with stress and exam nerves
- courses on general communication skills, e.g. verbal presentations, academic writing skills
- courses to ease the path to a career (e.g. Self-Analysis, Job Applications)
- courses offered in English: Study Skills and Giving a Presentation
Most courses are offered in Dutch. For the full range of courses, see http://www.rug.nl/so. The registration fee is € 20 and all courses are free of charge. The easiest way to register is to visit the office. Opening hours: Monday to Friday from 8.15 to 17.00.
For addresses, see section E16.

E.4.6 RUG Mediator

Harassment (sexual and other forms), intimidation, violence and discrimination are forms of behaviour that do not belong in a positive and stimulating study environment. The Executive Board of the RUG makes every effort to prevent such behaviour. As part of this effort, it has appointed a Mediator. Generally speaking, staff and students respect each other’s boundaries. Those boundaries are usually obvious, but sometimes they have to be emphasised because what one person may regard as an acceptable way of treating another person might be regarded by someone else as going too far. Sometimes, much too far. If you are troubled by someone’s behaviour towards you, and you no longer know what to do about it, there are several courses of action you can take. You can ask a fellow student, lecturer or other contact person in the Faculty to help you, or you can contact the university Mediator yourself. Initially, the Mediator acts as a sounding board, and she can help you to find a solution to the problem. Sometimes this may be an informal solution, and the Mediator may act as an intermediary. If appropriate, she will refer you to another organisation. Extreme forms of undesirable behaviour may require more formal measures to be taken. The RUG has a complaints procedure for cases of sexual harassment, aggression, violence and discrimination (SIAGD), and a SIAGD Complaints Committee for students and staff. If you wish, you can
submit a formal complaint to the Committee. The Mediator can provide support when you file a complaint, and during the procedure that follows. The Mediator’s position within the university is an impartial one. She will only take action with the explicit consent of the person consulting her. All information is treated as strictly confidential. The Mediator’s Office is open throughout the week from 9.00 to 17.00. If you wish to see the Mediator, it is best to make an appointment. For addresses, see section E16.

Visiting address: Visserstraat 49, tel. (050) 363 5435. E-mail: j.m.dam@bureau.rug.nl (Mediator) or a.m.wildeboer-baar@bureau.rug.nl (office).
You can also visit the Mediator’s pages at the university web site: http://www.rug.nl/bureau/expertisecentra/vertrouwenspersoon/?lang=en

E.4.7 Student psychologists

Student psychologists can help with problems relating to studying and study choices, social contacts and relationships, relationship with parents, making decisions and choices, stress and phobias, depression and assertiveness problems. Support is provided in the form of a short series of individual sessions. The support provided is tailored as far as possible to the student’s own wishes and circumstances. In addition to individual sessions, there are also group sessions, e.g. for therapy and assertiveness training. Confidentiality is guaranteed.

Office opening hours:
Monday to Friday: 9.00 to 12.30 and 13.15 to 16.45, except Wednesday mornings (closed until 10.30).
For addresses, see section E16.
E.5 Study delay

E.5.1 Study delay/personal circumstances

If you are behind with your studies, make sure you report this as soon as possible.

If your studies are hindered by difficult circumstances (e.g. illness, disability, family problems, pregnancy, dyslexia), you should notify your study advisor immediately. Your study advisor will give you a form that tells you what steps you should take. You may be entitled to financial assistance from the university’s Graduation Fund if you report the problem within one month of it arising. Students are responsible for reporting study delays to the correct department within the specified time. You should therefore make sure that you are familiar with the Graduation Fund scheme. For more information, contact or visit the Groningen Student Support Service (STAG), tel. (050) 363 8004, or consult the RUG website (www.rug.nl) or the Student Regulations (Appendix 7 of this study guide).

When planning facilities, the University of Groningen makes every effort to take account of the needs of students with a performance disability, chronic illness or dyslexia. The most important university buildings all have wheelchair access. A number of lecture rooms have an induction loop for the hard-of-hearing, and the university library has facilities for students with a visual handicap. Students whose studies are delayed due to a disability of this type may also qualify for financial assistance under one of the university’s compensation schemes. If you have questions on this subject, please contact a study advisor or the Student Support Service (STAG). For addresses, see section E16.
E.6 Studying abroad/Internationalisation

The FEW and FBK faculties offer students the opportunity to study abroad. Each year, grants are made available to enable a large number of students to go abroad. It is important that you are well informed about the opportunities and that you prepare thoroughly for the period of study abroad. The most important points are your choice of study module and foreign university, and any supplementary grants. If a suitable module is offered by a university abroad, it is possible to take it in place of a compulsory FEW module. Students must obtain written permission from the programme director or co-ordinator.

E.6.1 FEW International Office

The FEW International Office is located in WSN 213. For more information, visit the website at:
http://www.rug.nl/economics/informationfor/students/internationaal/

E.6.2 FBK International Office

The FBK International Office is located in WSN 625. For more information, visit the website at:
http://www.rug.nl/fmo/internationalStudents/internationaal/

The International Offices provide documentation in the form of student reports and study guides. For addresses and office hours, see section E16.

Information is also available from the ISB (Information Library for Study & Careers), which is part of STAG.

E.6.3 International Relations Office (BIS)

BIS provides information on university-wide programmes, such as exchanges with Australia, Canada, China, Japan and New Zealand, VSB grants and grants relating to Cultural Accords. Further information is available from the International Service Desk (Academiegebouw), which is open between 10.00 and 16.00. Most of the information for students relating to study and internships (including information about the above programmes) can be consulted at the university’s Information Library for Study & Careers.
For additional addresses, see section E16.
E.7 Science Shop (Faculties of Economics and Management and Organization)
(Research Bureau & Internship Desk)

Melchior Bauer (Economics) and Elisa Staal (Management and Organization) went to Nicaragua to carry out research for the Science Shop and the Groningen-San Carlos twinning project into whether housing construction can be financed through microcredit. The research brought the Mayor of San Carlos to Groningen with plans to build 100 homes. The Nijestee housing corporation and KAW Architects are currently working on the project.

- Are you interested in doing research that will not gather dust?
- Are you looking for a unique research topic or internship?
- Would you prefer effective consultation and feedback, rather than struggling to write your thesis on your own?

Then get to know the FEW and FBK Science Shop. The Science Shop offers students the opportunity to gain research experience in a practical social context.
Research has been commissioned by organisations such as the Wadden Sea Association, the Centre for the Arts, Chamber of Commerce, centres for International Co-operation, ministries and environmental organisations. Traineeship places are provided by companies and the larger non-profit organisations.

Publication and publicity
Your research will be published by the Science Shop. Research of this type often receives coverage in the media (e.g. newspapers, TV or radio). Sometimes it can even lead to questions in parliament.

More information
If you want to find out whether the Science Shop has a project or traineeship that interests you, visit: http://www.rug.nl/wewi/eb. You can also apply to join the mailing list for completed final-year projects.

Co-ordinators: Ms Elise Kamphuis, WSN 221
Frans J. Sijtsma, WSN 219 Office: Henk W. Janssen, WSN 222
Telephone: (050) 363 3810/7182/3754
E-mail wewi@eco.rug.nl
Internet http://www.rug.nl/wewi/eb
E.8 Graduating

E.8.1 Approval of the Bachelor’s and Master’s degree programme

E.8.1.1 Bachelor’s degree programme IE&B
We strongly advise that you have your Bachelor’s degree programme approved at the beginning of your third year. This will allow you time to take any extra examinations if your programme does not meet the requirements. It is possible to amend the programme in consultation with the Programme Co-ordinator. The Bachelor’s degree programme should in any case be approved at least 3 months before you complete your studies. A form is available for this purpose from the Information Desk (WSN 203-205).

E.8.1.2 Bachelor’s degree programme Bedrijfskunde (IB&M-SID)
Information is available from the Education Desk on the 6th floor of the WSN building, opposite the central lift.

N.B. The above also applies to the old (doctoraal) programmes.

E.8.1.3 Master’s degree programme IE&B and IB&M
Information is available from the Information Desk (WSN 203-205) for IE&B and for IB&M from the Education Desk on the 6th floor of the WSN building, opposite the central lift.

E.8.2 Degree certificate ceremonies

E.8.2.1 Propaedeutic certificate: Faculties of Economics and Management and Organization
Students need not submit a request for a propaedeutic certificate. If the administrative records are complete, it will be prepared automatically. Students will be informed. Students who have fulfilled the requirements of the propaedeutics without receiving a message should contact the Information Desk. Graduation dates will be published in the university newspaper (UK).

E.8.2.2 Bachelor’s and Master’s degree certificate: Management and Organization
Information is available from the Education Desk on the 6th floor of the WSN building, opposite the central lift.
E.8.2.3 Bachelor's and Master's degree certificate in International Economics & Business (including the old (doctoraal) programme

Bachelor’s and Master’s degree certificates must be requested at least 6 weeks before the required date, from the Information Desk (WSN 203-205). The Education Office must have all the required information at least four weeks before the graduation date. If this is not the case, graduation will be postponed until the next scheduled ceremony. The date on the Bachelor’s degree certificate is usually the date of the ceremony. If necessary, this can be changed to the date of the last study activity. The information required for certificates to be dated 31 August or earlier in the current academic year (1 September to 31 August) must be submitted to the Information Desk by 15 July of that year.

E.8.2.4 Termination of registration

If you wish to deregister, you can submit a ‘Verzoek beëindiging inschrijving/restitutie collegegeld’ to the CSA. Both the CSA and the STAG have a brochure about how to terminate registration. When you deregister, remember to hand in your student travel pass (OV-jaarkaart) and cancel your student grant. This will not be done automatically. You must arrange this yourself with the Informatie Beheer Groep (IBG).
E.9 Research

E.9.1 Who carries out research?

Academic staff are not only involved in teaching, but also in research. Research involves reading new literature, studying theory, practical and applied research, supervising students and PhD candidates, writing articles and publishing. In this way, staff remain in touch with the latest developments in their subject. They not only contribute to their subject, but also pass on their insights to students through their teaching. The more experienced and productive researchers (i.e. those who publish a great deal) take part in SOM, the joint research school of FEW and FBK. PhD candidates (e.g. AIOs) are also part of SOM.

E.9.2 Research opportunities for students

E.9.2.1 Bachelor Honours Programme

Students from FEW and FBK who are interested in research can follow the Bachelor Honours programme offered by SOM. Each student is assigned a fellow (researcher) of the SOM, who works with the student to develop a tailor-made study programme. The study programme includes courses recommended for research-oriented students, and various research projects, which the student works on in co-operation with the SOM fellow. In principle, credits are awarded for all parts of the programme. Students who complete the programme successfully will be awarded a Bachelor Honours degree, in accordance with international standards.

Interested students can contact the director of SOM, Prof. J. de Haan, WSN 357, tel.: 050 363 3706

E.9.2.2 Research Master in International Economics and Business

The Research Master in Economics and Business was introduced on 1 September 2003. This two-year course is taught in English and is designed for students who are interested in research. In addition to subject-related courses, the programme also focuses on research methodology. Students carry out their own research and are supervised by experienced researchers. In contrast to other Master’s degree programmes, admission to the Research Master’s programme is highly selective. Students are selected on the basis of their motivation and results in the Bachelor’s phase. Students who complete the Research Master’s programme can study for a PhD, or apply for research positions with banks and large companies, for example.
E.9.3 More Information

Are you interested in finding out more about how research is organized? The PhD co-ordinator of SOM, Dr Dirk Peter van Donk, will be pleased to provide specific information on studying for a Research Master or PhD.

Are you interested in finding out more about what research involves? Information about research and SOM can be found at the web sites:

- [http://www.rug.nl/fmo/research/index](http://www.rug.nl/fmo/research/index)
- [http://www.rug.nl/economics/research/index](http://www.rug.nl/economics/research/index)
- [http://som.rug.nl](http://som.rug.nl)
E.10 When you graduate

E.10.1 Entering the world of work

It is a good idea to start considering a career during your studies, and in any case in your final year. A number of organisations hold Graduate Days for this purpose. They are organized by the Careers Advice Centre (LAC) and Student Support (SO), among others. The dates of events and courses are published in the university newspaper (UK), at the LAC and SO web sites, and are also posted in the WSN building. Student organisations also organize regular information days and company visits.

E.10.2 Job-application training

The faculties run a job-application course in co-operation with the LAC (Careers Advice Centre) for final-year students. The course is designed to do much more than teach students how to write an application letter. You will learn how to set yourself apart from other applicants with the same qualifications. You will learn to identify your strengths and weaknesses, how to write a good letter of application and CV, and you will have the opportunity to practice interview techniques. You can register and find more information at the LAC web site: http://www.rug.nl/lac.
For addresses, see section E16.

E.10.3 Career perspectives for graduates with a Bachelor’s degree

If you wish to offer your skills in the labour market, you will need to know what is required of an economist. You must be able to assess and develop your competencies. The Bachelor’s degree programme offers a course in economics and business, communication and education (Economie en Bedrijf, Communicatie en Educatie) that deals in depth with all aspects of economics in the business world. This 5 EC course is in Dutch and is held in the second half of semester 1.
For more information about the Economie en Bedrijf, Communicatie en Educatie course, visit the web site or contact Geert Hoevers or Louwrens Wouda (tel.: (050) 363 3738, e-mail: a.w.g.hoevers@eco.rug.nl or l.wouda@eco.rug.nl

N.B.: Most of the events and courses mentioned in E10 are offered in Dutch.

You can also contact one of the faculty study advisors for questions and advice on career opportunities.
E.11 Paying for your studies

E.11.1 Student grants

E.11.1.1 Graduation Fund
If, due to special circumstances, you do not graduate within the period for which a grant is awarded, you can apply to the Graduation Fund Committee for financial assistance. For further information, contact a student counsellor at STAG (tel. 050 363 8004, e-mail: student.support@bureau.rug.nl), or a study advisor.
N.B. You must notify a study advisor as soon as possible if your studies are delayed or interrupted for any reason. Applications for financial assistance must be submitted between 1 September and 1 February in the year following the academic year in which the delay occurred.

E.11.1.2 Performance-related grants
Students who registered in higher education for the first time after 1 September 1996 may qualify for a performance-related grant.
Students who qualify for the scheme are offered an interest-bearing loan for four years. Students who graduate within 10 years are not required to repay the loan. A brochure on performance-related grants is available from STAG.

If you have a question about performance-related grants, contact a study advisor or the STAG Information Desk, tel. (050) 363 8004.

Credit totalling
The following credits count towards the total for a given academic year:
- credits from other faculties
- credits from higher professional education (HBO)
Students are responsible for reporting their own results to the Education Administration Office (Onderwijsadministratie). An official examination-result certificate showing the related credits must be submitted.
Study points are awarded on the basis of pass marks (5.5 or higher). If a Faculty of Economics module has interim exams, the credits are awarded for each interim exam passed (i.e. 5.5 or higher).

Adding-up period
Credits are counted from 1 September to 31 August of the current academic year. This means that credits obtained for August resits count towards the total.

Performance-related grants and study delays
If, due to exceptional circumstances, you do not obtain enough credits for a performance-related grant, you can apply for special assistance. The application form can be obtained from STAG and should be submitted at the end of your course.
If you have any questions about the Performance-related Grant Fund or the Graduation Fund, you should contact your study advisor as soon as possible.
order to qualify for assistance, you must report the delay/interruption to your study advisor within 4 weeks. Detailed information is available from STAG. Information is also available from the leaflet stand in the library of the WSN building. You can also contact the STAG Information Desk: tel. (050) 363 8004.

**E.11.2 Cost policy**

Books and other study resources are reasonably priced. A total of €609 per year is usually sufficient for compulsory books, lecture notes, handbooks etc. The propaedeutic phase should cost no more than €609.

The RUG has a policy on study costs. The policy aims to control costs so that the these costs do not exceed the study component of grant/loan budgets. The standard sum for 2004-2005 is €609. Each course phase has a cost ‘ceiling’ (standard sum × length of course).

Sometimes it is not possible to avoid going above the ceiling amount. In such cases it is possible to apply to the Faculty Board for reimbursement of half the extra expenditure on the basis of receipts required as proof, or by another means. In 2003-2004, none of the programmes offered by the Faculty of Economics exceeded the ceiling amount.

Students of the Faculty of Management and Organization can apply for reimbursement of study costs at the faculty’s Financial Administration Office (WSN 611). You will need to give your name, address, student number and bank account or giro number. Receipts for all study materials should be enclosed, and the details entered on a spreadsheet (including the total) for each block. The figures must show that actual expenditure exceeds the ceiling amount set by the government (see above). Applications without receipts etc. will not be considered.
E.12 FEW/FBK Student Complaints Procedure and Educational Quality Management

E.12.1 FEW/FBK Student Complaints Procedure
It is important to the Faculties of Economics and Management & Organization that you enjoy your studies and that you complete them successfully. If you have any comments, suggestions and/or complaints about your course or in general, please don’t hesitate to do something about them. There are various ways of doing this, depending on the nature and seriousness of the matter.

Personal contact with those directly involved is usually the best solution
In by far the majority of instances, the best course is to establish personal contact with those directly involved. The member of staff in question will usually prefer to solve the problem with you him or herself. Thus the best place for a complaint about a course is the lecturer or the relevant secretariat. If your complaint concerns the organization of a course, for example timetables, dates of examinations, the registration of results or the degree certificate ceremony, then the best place to go is the Information Desk.
If the contact and/or the result is not satisfactory or your problem is more personal, then you can approach a study advisor for a confidential discussion, or contact someone from outside the faculty, for example a student counsellor (STAG) or the RUG mediator. They can act as a go-between and inform you of other avenues of approach, including the Board of Examiners (see the Teaching and Examination Regulations and the Rules and Regulations in the study guide). It is also a good idea to ask other students for advice. The student unions (ECU or Interface) will be interested to hear of your complaint, and will be able to advise you or act on your behalf. The staff at the Information Desk will be happy to direct you to the right person and/or department.

If personal contact does not lead to the required result
It is possible that personal contact may sadly not lead to the required result. In that case, please complete a ‘complaints card’ available from the Information Desk. You can then be sure that your complaint, suggestion and/or comment will receive attention! It goes without saying that it is important to remain in contact with the staff.

How does the complaints card work?
The card is available from the Information Desk and via the Internet. Completed complaints cards provide the faculty with information about the nature and extent of the questions, comments and complaints of students. This means that structural solutions for common irritations can be realised more quickly. The procedure followed after receipt of a complaints card is set out below.

The Head of Student Affairs will deal with every complaints card within four weeks. Every complaint will be treated as confidential. This means that the name of the student will not be mentioned without the express permission of the
student. In order to prevent abuse of the system, anonymous complaints or complaints where only an e-mail address is listed will not be considered. The Head of Student Affairs will investigate the complaint and where necessary present it to the relevant committees and persons. Where necessary, follow-up actions will be agreed with the relevant persons/departments. These agreements will be set out and reported to the faculty boards (Course Supervisors). The student concerned will then be informed in writing by the Head of Student Affairs about the actions taken or to be taken.

E.12.2 Educational Quality Management

The Faculty of Management and Organization and the Faculty of Economics have jointly developed a quality management system for their degree programmes. This quality assurance system contains the following elements: course evaluation, curriculum evaluation and management information. The measurement-assessment-improvement quality cycle plays a key role in the system.

Course evaluation

In academic year 2003-2004, a new way of recording and processing course evaluations was introduced. The starting point is that all the courses offered in a year will be evaluated. All students who have taken a course will be sent a link to an online questionnaire via their student mailbox during the examination period. The non-respondents will be sent a reminder mail. The evaluation is based on a standard questionnaire with questions concerning lecturer quality repeated for each lecturer. The results will be used to improve the courses. To facilitate discussions about the outcome of the evaluations, a Nestor community for ‘Teaching quality’ has been set up. Staff and students can study the evaluation reports and improvement plans via this community. To get a good idea of the quality of the courses, participation of students is essential!

Curriculum evaluation

The quality of cross-curricular aspects is measured using curriculum evaluations. Subjects covered by a curriculum evaluation include the achievement of attainment targets, the compatibility of the modules, the feasibility of the courses and the available facilities.

Management information: Educational Indicators for Management and Organization and Economics (KOBE)

In order to monitor things and to take action in the event of undesirable tendencies, a management information system (KOBE) has been developed. KOBE contains indicators concerning enrolments, student progress and graduations. This enables the comparison of courses and student cohorts. The indicators answer the question whether the targets formulated within the Faculties have been achieved. The Nestor community makes the indicators available to staff and students.

Any questions about the quality management system can be addressed to onderwijskwaliteit.bdk.eco@eco.rug.nl
E.13 Facilities

E.13.1 Libraries

The library of the Faculties of Economics and Management and Organization is situated on the ground floor of the WSN Building, opposite the lifts in the central hall. The library also houses the collections of Spatial Sciences, Mathematics and IT. Opening hours:
Monday to Thursday: 9.00 - 18.30
Friday: 9.00 - 17.00

The University Library (UB) is open to all students. The University Library houses various collections and also has reading rooms where students can study.
Opening hours:
Monday to Thursday: 8.30 - 22.00
Friday: 8.30 - 17.30
Saturday and Sunday: 10.00 - 17.00

See section E16 for address details.

E.13.2 Teaching Cluster and Computer Centre (RC)

The Teaching Cluster of the Computer Centre consists of a number of computer rooms that are available for PC practicals and other teaching purposes. The cluster is a joint project run by the Computer Centre and the faculties of Economics (FEW), Management and Organization (FBK), and Spatial Sciences (FRW).

Who can use the facilities?
Students who meet all the following requirements may use the PCs in the Training Cluster:
- they must be registered as a student of the RUG at one of the following faculties: Economics, Management and Organization or Spatial Sciences, and have a valid student card
- they are following a course at one of the aforementioned educational institutions
- a number of PCs are reserved at the cluster for specific courses
- they use the PC for study-related purposes only.
Students who do not fulfil all the above requirements are not entitled to use the PCs and may be refused admission to the computer rooms.

Requesting an account
You will need to request an account in order to use the computer facilities. You can do this at the RC Service Desk (opposite the RC Service Centre and the main computer room). Remember to bring your student card!

Opening hours
Weekdays: the Teaching Cluster rooms close at 18.00 unless they are required for lectures or practicals. Students can use the Plaza/Theaterzaal instead.
Saturday: the Teaching Cluster rooms are closed. Students can use the Plaza/Theaterzaal instead.

From 1 September 2004:
Weekdays: the Teaching Cluster rooms close at 18.00 unless they are required for lectures or practicals. Only the Plaza/Theaterzaal is open at these times.
Saturday: the whole Teaching Cluster is closed.

From 1 September 2005:
Weekdays: the Teaching Cluster rooms close at 18.00 unless they are required for lectures or practicals. Only the Plaza/Theaterzaal is open at these times.
The whole Teaching Cluster closes at 20.00.
Saturday: the whole Teaching Cluster is closed.

Location
Rooms 46 and 146 (the large two-storey computer room at the RC, opposite the RC Service Desk at Landleven 1) are used as often as possible for general practical sessions. The other rooms are used for class teaching.

House Rules
- food, drink and smoking are prohibited in the computer rooms
- work areas should be left clean and tidy for the next user
- mobile phones are prohibited.
The full rules can be found in Appendix 1.

RC Service Desk
Staff at the RC Service Desk can answer questions about computer use in the Training Cluster, tel. (050) 363 3232. The Service Desk can also provide assistance if you have problems using a computer during a course or practical session. The RC Service Desk is located at Landleven 1, opposite the RC Service Centre and the main RC computer room.

Computer courses
The RC runs computer courses at Zernikeborg for all RUG students. Expert staff give general introductory courses as well as specific courses on a wide range of applications such as Word, Excel, Access, FrontPage, PowerPoint, SPSS, Reference Manager. To obtain further information or register for a course, visit www.rug.nl/rc. No credits are awarded for these courses.

RC Service Centre
The RC has its own shop, where you can register for courses, buy manuals and obtain information about buying and using a PC, peripherals and software. The RC Service Centre has campus licenses and is therefore able to offer software for sale at very low prices.

StinG
StinG is a dial-up service that enables RUG students to access the university computer network from a telephone at home. There are no subscription costs, but users must pay their own telephone charges. For more information, see www.rug.nl/sting.
**OPRIT cable service**
The RUG subscriber service for cable Internet: fast broadband Internet access from home. Users are on-line 24 hours a day and pay no telephone charges. Users pay a non-recurring connection charge and a monthly subscription charge. For more information on the options available, visit [www.rug.nl/opritkabeldienst](http://www.rug.nl/opritkabeldienst).

The address of the Computer Centre can be found in section E16.

**E.13.3 FEW and FBK Syllabus Shop**
Readers and lecture notes are on sale in the Social Area on the ground floor of the WSN Building (WSN 008). From 2 September until 9 July, the shop is open daily between 12.00 and 14.00 (except 25 December–7 January). Opening hours are extended at the beginning of every half-semester:
- 6, 7 and 8 September: 10.00 - 16.00
- 15, 16 and 17 November: 10.00 - 16.00
- 14, 15 and 16 February: 10.00 - 16.00
- 2, 3 and 4 May: 10.00 - 16.00

From 10 July to 1 September 2005, syllabuses are available at WSN building, room 609); the study guide will be available at the Education/Information Desk.

All changes to opening times will be published well in advance in the university newspaper (UK) and on the Internet.

**E.13.4 Book sales**
The Economics Students’ Society (EFV) and VESTING (society for students of Econometrics, Operational Research and Actuarial Studies) organize special book sales for members. They offer a 10% discount. Book sales take place just before the start of each semester. Details of the sales are sent out well in advance. Books are listed at the web site (www.efv.nl), and can be ordered via the Intranet ([www.efv.nl/intranet](http://www.efv.nl/intranet)).

Members of the Management and Organization student society, BIG, can order books at a 10% discount for every semester/block. Details are published in the university newspaper (UK). Book lists and order forms are sent out before courses start. Orders can be posted to BIG, or handed in at the office (WSN 739). Books can also be ordered online at [http://www.bigsite.nl/](http://www.bigsite.nl). Many courses have handbooks and/or syllabuses. Syllabuses are on sale at the Syllabus Shop in the Social Area on the ground floor of the WSN building.
E.14 Practical information

E.14.1 Change of address

If you move to another address you must notify the Central Student Administration office (CSA) of your new address. If you fail to do so in good time, you may not receive important faculty information relating to your studies. Notify the CSA, not the Faculty office, when you move. You can do this by e-mail (csa@bureau.rug.nl) or via ProgRESS WWW. For addresses, see section E16.

E.14.2 Nestor

Nestor is the name given to the Electronic Learning Environment (ELO) at the RUG. The computer programme used to place course information on Nestor is called Blackboard. You can use Nestor to download documents for your course (assignments, presentations, past examinations). You can find information about the weekly timetable, the literature you have to read, and the lecturers giving the courses, etc. For certain courses you can use Nestor to exchange ideas with the lecturer and other students via e-mail, chat rooms and online discussions.

When you have successfully registered at the CSA, you will be given a user name and password for using e-mail, ProgRESS WWW (for examination and course registration) and Nestor. The password for Nestor is the same as the password for e-mail and ProgRESS WWW. To log on to Nestor, you simply type in your student number, preceded by an ‘s’: e.g. s1234567. You will need to open an account at the RC Helpdesk before you can use the computers at the Teaching Cluster.

In order to gain access to Nestor, you must register for your courses via ProgRESS WWW. You should register for all courses via ProgRESS WWW. The Internet address for Nestor is http://www.nestor.rug.nl/. When you start up an RC computer, the homepage is http://www.rug.nl/student. From this page you can read your e-mails, view your exam results (in ProgRESS WWW) and access Nestor. The university will provide you with a RUG e-mail address. This address is used to send you information, for example from Nestor.

Further information about Nestor can be found at the Faculty web site: http://www.rug.nl/economics/informationfor/students/elektronischeLeeromgeving/

E.14.3 Study-load guidelines

These guidelines derive from the Wijnen Report Te doen of niet te doen? published by the Studeerbaarheid Committee, which expresses study load in pages per hour. For the calculation of the study load, a page was considered to consist of approximately 300 words.
### Learning goals

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<tr>
<td>Analysis, synthesis, evaluation</td>
<td>4 pages</td>
<td>7 pages</td>
<td>9 pages</td>
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#### E.14.4 UK announcements

Timetable changes and examination dates etc. are published in the university newspaper (UK; Universiteitskrant). The UK is published every Thursday, and is available in the WSN building.

Once announcements have been published in the UK, students are expected to be aware of them. UK announcements are also posted on the Internet: [http://www.uk.rug.nl/mededelingen/mededelingen.html](http://www.uk.rug.nl/mededelingen/mededelingen.html)

#### E.14.5 Newsbutton

Important messages for students of the Faculty of Economics are also published at [www.rug.nl/economics/news](http://www.rug.nl/economics/news)

#### E.14.6 Photocopying

Photocopiers, which work using a magnetised card, are located in various university buildings. Photocopy cards can be obtained from the Porters’ Lodge at the WSN building (€ 2 for 50 copies).

#### E.14.7 Fire Drill

A fire drill is carried out at least once a year in university buildings. Instructions can be found in Appendix 11.

#### E.14.8 Theft

Thefts from lecture halls are a regular occurrence. Bags and coats are particularly vulnerable during breaks, when the lecture hall is empty. It is advisable to make sure that there is always someone in the lecture hall during breaks. Never leave your jacket or other property in the corridor during lectures. Always take them into the room with you.
E.15 Student Organisations

Most student organisations are located in the Interimgebouw (Interim building) between the Rekencentrum (RC) and the WSN building.

E.15.1 EFV

The EFV (Economics Students’ Society) is the organisation for students of the Faculty of Economics at the University of Groningen, and other students with an interest in the discipline. The aim of the EFV is to build a bridge between theoretical and applied economics. Students are given the opportunity to develop into professional economists by organizing and participating in EFV activities.

- The following are examples of EFV activities: International Study Project Foundation (SIS), Economics Congress Groningen, Recruitment Days, EFV Almanak, Gala, Introduction Camp; Training Day
- Emerging Business Day, Leadership Panel, Consultancy Game, Master’s Day, Junior Students’ Day
- Book sales

For information: EFV, P.O. Box 800, 9700 AV Groningen. Tel. (050) 3633702, fax: 050-3637208, e-mail efv@efv.nl, web site: http://www.efv.nl/.

E.15.1.1 B-yond

B-yond is the sub-structure of the EFV for International Economics & Business (IE&B). Through a variety of activities, B-yond attempts to forge links between academic courses and the world of international commerce. These activities are organized for students of the IE&B programme, and other students who are interested in the discipline. Activities: Annual symposium, company excursion, foreign company excursion, socials.

What do we do?
Throughout the academic year, B-yond organises a number of activities which allow IE&B students to enhance their knowledge of a particular academic issue, develop their professional skills, and build contacts with other students, faculty members and company representatives. Our activities include:

Symposium
The B-yond Symposium is the most important academic activity of the year. This daylong event will encompass several lectures on a related topic followed by a lunch and a series of related workshops given by companies. The day of the symposium will end with a round of drinks for all participants.

Lecture-socials
Lecture socials are special events whereby a lecture on an applied topic given by either a company or a professor is followed by a social. The entire event usually takes place in a cosy café and after the lecture where students have a chance to carry out an interesting discussion with the lecturers, company
representatives and other students in an informal atmosphere. Faculty members are also welcomed to such events.

**In-house days**
During the in-house days, IE&B students spend a whole day at an office of a company, where they can gain an insight into its daily operations and participate in a workshop/case study organized by company representatives. Through these activities, students will be able to broaden their skills and the knowledge of certain professional issues addressed in the workshop programme. Moreover, students approaching the date of their graduation will have a chance to receive a first-hand update about internship and work openings as well as make useful contacts with company staff.

**Theme Socials**
On a regular basis B-yond will organise a series of regular socials and theme socials where IE&B students will have the opportunity to enjoy the party atmosphere related for example, to a particular national theme or a specific topic.

**What opportunities for students do we offer?**
B-yond provides a series of opportunities for students not only to attend its activities, but also to participate in organising them. In the first couple of months of the academic year, B-yond will announce an open application for the Symposium Committee, which will work on the organisation of the 2005-symposium. Next year, B-yond will start publishing a magazine and therefore, right from the start of the academic year, it will encourage IE&B students to join the B-yond Magazine editorship. Theme socials provide another opportunity for IE&B students to get involved. Finally, the doors of B-yond are always open to students who have a great idea and want to organise a completely new event.

**Contact Information**
All updates about events and openings of B-yond will be published on our website where you can also sign up for an electronic newsletter to keep up to date about all our activities.

**B-yond**
Internet: www.b-yond.org  
Email inquiries: info@b-yond.org  
Mailing address: Post Office Box 800  
8009700 AV Groningen NL  
Tel: +31 (50) 3633659  
Fax: +31 (50) 3637208

**E.15.1.2 CreDes (General Economics)**
For more information: CreDes, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 4536, fax (050) 363 7208; e-mail: credes@eco.rug.nl, web site: www.credes.nl. Visiting address: Interimgebouw 0012.
E.15.1.3 VESTING (Econometrics, Operational research and Actuarial Studies)
For more information: VESTING, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 7062, fax: (050) 363 7208, e-mail: info@devesting.nl, website: www.devesting.nl. Visiting address: Interimgebouw 0002.

E.15.1.4 RISK (Finance and Investment, Accountancy and Controlling)
For further information: Financiële Studievereniging RISK, visiting address: Interimgebouw 0004, P.O Box 800, 9700 AV Groningen. Tel. 050-3637306, fax. 050-3633787, e-mail: info@verenigingrisk.nl, web site: www.verenigingrisk.nl.

E.15.2 BIG
BIG (Society of the Faculty of Management and Organization) was founded 25 years ago, and has always been known as the society for activities relating to Management and Organization. BIG organizes a wide range of formal and informal activities. The society has 2500 members, some 200 of whom are involved each year in one of the society's 22 committees. BIG offers a diversity of activities and products that are a useful supplement to courses in Management and Organization, Technology Management and Accountancy. Final-year activities include the Recruitment Days, the BIG Congress and International Study Project. Activities to support other study phases include information sessions, symposia, and sales of books and summary reports. Naturally, BIG also organizes informal social activities. These include get-togethers, a gala and a special magazine. BIG offers students the opportunity to explore their subject in more depth. The society aims to make studying easier and more enjoyable, and to forge links between students and companies.
For more information, visit the web site at http://www.bigsite.nl/, or call in at the office (WSN 739). Tel. +31 (0)50 363 7301 E-mail: big@bdk.rug.nl

BIG Congress
This highly reputable congress is organized every year by the BIG Congress foundation. It is a platform where the academic and business worlds meet to exchange knowledge and experience. Its mission sets it apart from other congresses: 'To promote co-operation between students, participating organisations from the public and private sectors, and the academic world'. This integration is realised through BIG’s interactive programme of activities.
BIG Management and Organization Symposium
This symposium is based on a business-related theme. The theme is dealt with in depth by means of lectures during the morning session. The afternoon session consists of workshops on the chosen theme.
Emerging Business Day (BIG and EFV)
This dynamic event is organized by BIG in co-operation with the EFV (Economics Students’ Society) in order to introduce FEW and FBK students to a number of fast-growing companies. A one-day Management Game takes students behind the scenes and shows them what running a company involves.
International Study Project (BIG and EFV)
Every year, BIG and the EFV organize an international study trip to an emerging market outside Europe. Five committee members and 24 other students take part in the project, which is supervised by two lecturers. The participants carry out research before leaving the Netherlands. When they reach their destination abroad, they will carry out research for Dutch companies. The projects offers students the opportunity to apply what they have learned, and to experience the business culture of another country. The companies benefit from high-quality research at a relatively low cost.
The aim of the project is to provide research experience. The project is organized by a committee of five doctoraal students. The committee is responsible for obtaining research commissions from Dutch companies, making travel arrangements, selecting participants for the project, and planning the project programme. The programme consists of workshops, guest lectures, literature study and a language course. It is designed to be a thorough preparation for the research.

E.15.3 Independent Organisations

E.15.3.1 MARUG
MARUG is the marketing Association of the University. MARUG is an independent interfaculty student organisation, the aim of which is to bridge the gap between the theory and practice of marketing. Visit the web site www.marug.nl for the latest news and information, or call in and see us at WSN 47, tel. 050 3637014. You can also e-mail your questions to info@marug.nl.

E.15.3.2 Integrand
Integrand is a national non-profit organisation that acts as an intermediary between students and companies. It offers students the opportunity to gain practical experience during their studies in the form of an internship. Activities (internships, on-the-job training and work assignments):
- projects varying from a 1-12 month placement with an organisation
- final-year options in e.g. Accountancy, Logistics, IT
- market research or research into the organisation
- internships with regular employer contacts.
For more information: Integrand Groningen, Pelsterstraat 23, 9711 KH Groningen. Tel. (050) 314 5211, e-mail integrand@oprit.nl, web site: http://www.integrand.nl. Visiting address: see above.

E.15.3.3 AIESEC
AIESEC (Association Internationale des Etudiants en Sciences Economiques et Commerciales) is the largest international non-profit organisation for students of Economics, Management Science and related disciplines. Activities:
- Ambassador Programme for first and second-year students
- International internship programme
Global Experience Programme
Labour-Market Information Programme. Students on international internships are placed with commercial or humanitarian organisations. A minimum of 84 credits is required to qualify for an internship.
For more information: AIESEC, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 3752, fax (050) 363 3654, e-mail: aiesec@rug.nl, web site: www.aiesec.nl.
Visiting address: WSN 049. Opening hours: Monday to Friday, 10.00 to 16.00.

E.15.3 Student Representatives

E.15.3.1 ECU
The ECU (Economists' Union) is an organisation that represents the interests of all students at the FEW (Faculty of Economics).
Activities:
- consultation with students and university staff representatives
- ECU is represented on e.g. the Faculty Board, the Faculty Council and Course Committees
- signals problems relating to courses and teaching within the faculty
- monitors and promotes teaching quality
- first and second-year committees involved in timetabling, exam schedules and teaching quality
- compiles Kieswijzer, a guide to doctoraal subjects that helps students to choose the right courses
- co-ordinator platform: periodic consultation with lecturers and co-ordinators of the programme in question.
For further information: ECU, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 3703, e-mail: economenunie@eco.rug.nl, web site: www.eco.rug.nl/ecu.
Visiting address: Interimgebouw 0020.

E.15.3.2 INTERFACE
For more than 10 years, INTERFACE has represented the interests of all FBK students in matters relating to teaching and research. It does this in two ways. In the first place, INTERFACE mediates when collective or individual problems or complaints arise. In the second place, INTERFACE has some thirty representatives in all manner of official Faculty bodies. Students are therefore represented in these bodies and can take part in discussions and contribute ideas with regard to changing and improving course programmes.

Every student of the Faculty of Management and Organization is automatically represented by INTERFACE. If you are interested in becoming actively involved in your Faculty, call in for more information. For further information: INTERFACE, P.O. Box 800, 9700 AV Groningen. Tel (050) 363 3196, e-mail: contact@stichtinginterface.nl, web site: www.stichtinginterface.nl. Visiting address: Interimgebouw 024.
E.15.5 Alumni Organisations

E.15.5.1 VERAF
VERAF is the alumni organisation for graduates of the Faculty of Economics. The aim of VERAF is to foster contact between alumni, and between alumni and the faculty. What does VERAF offer? VERAF membership comprises: membership of the Groningen Economists’ network, the VERAF Almanac, the VERAF newsletter, the Economisch Magazine (5 issues per year), considerably reduced fees for the annual Groningen Economists Congress, and admission to national events such as the VERAF Dinner and the enjoyable Spring Meeting. For more information: VERAF, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 3741, fax. (050) 363 3720, e-mail: info@veraf.nl web site: www.veraf.nl.

E.15.5.2 BRUG
BRUG is the university’s organisation for Management and Organization. Since it was founded in 1983, it has grown into one of the largest and most active alumni societies in the Netherlands. More than half of Groningen’s graduates of Management and Organization are members of BRUG. The aim of the organisation is to promote contact between members, and between members and the Faculty. BRUG also works to develop knowledge and insight in the discipline, for example through its specialist groups, of which there are more than 10. A specialist group is a group of members who organize activities relating to a specific subject area (e.g. Marketing, Consultancy, Finance, Family Businesses). There is even a Curaçao group! For further information: BRUG Office (c/o Christa Haasewinkel), P.O. Box 486, 7550 AL Hengelo. Tel. (074) 250 4800, fax (074) 250 3340, e-mail: brug@capitolonline.nl, web site: www.brug.net.

E.15.5.3 Omega
Omega is the alumni organisation for graduates of Econometrics and Decision-making. Its aim is to maintain and renew contacts. Activities are held several times a year and include socials, excursions and lectures. Membership is a supplement to VERAF membership. The membership fee is € 27.50 per year. Omega members are entitled to discount on (or free admission to) all VERAF activities. Members also receive the Economisch Magazine and the VERAF Members’ Almanac. If you are already a paying member of VERAF, Omega membership costs € 11.50 per year extra. For more information: Omega, c/o VESTING, P.O. Box 800, 9700 AV Groningen. E-mail: mail@alumniverenigingomega.nl web site: www.alumniverenigingomega.nl
E.16 Addresses

The most up-to-date information on telephone numbers, e-mail addresses and room numbers of staff at the Faculty of Economics and the Faculty of Management and Organization can be found at the following web sites: http://www.rug.nl/economics/faculty/staff (FEW) and http://www.rug.nl/fmo/staff (FBK).

E.16.1 Faculties

Faculty of Economics
Visiting address: WSN Building
Landleven 5, Zernikecomplex, Paddepoel
9747 AD Groningen, The Netherlands
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Telephone: (050) 363 3750
Fax: (050) 363 3720
Web site: www.rug.nl/economics

Location of IDEA: Zernikepark 10

Faculty of Management and Organization
Visiting address: WSN Building
Landleven 5
Zernikecomplex Paddepoel
9747 AD Groningen, The Netherlands
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Tel: +31 (0)50 363 3822
Fax: +31 (0)50 363 3850
Web site: www.rug.nl/fmo

E.16.2 Education Offices

Faculty of Economics
Visiting address: WSN Building, rooms 203-205
Landleven 5
Zernikecomplex Paddepoel
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Tel: +31 (0)50 363 3750 / 3733
Fax: +31 (0)50 363 3720
Opening hours: daily from 9.00 - 17.00
Web site: www.rug.nl/economie/onderwijs/informatiebalie
Faculty of Management and Organization (BOE: Office of Education and Examinations)
Visiting address: WSN Building, 6th floor, opposite the central lift
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Telephone: +31 (0)50 363 7439
Opening hours: Monday to Friday, 10.00 to 16.00
E-mail: onderwijsbalie@bdk.rug.nl
Internet: www.rug.nl/bdk/informatievoor/studenten/onderwijsBalie

E.16.3 Study Advice

Faculty of Economics
Mr J. Karssies (WSN 216) and Ms A. van der Kolk (WSN 201)
Secretariat: WSN 207, tel. (050) 363 3759
E-mail: studyadvisors@eco.rug.nl
Web site: http://www.rug.nl/economics/studyAdvisors/

Faculty of Management and Organization
Mr K.R. Labberté (WSN 627) and Ms E.I. Brilman (WSN 631)
Secretariat: WSN 625
Tel. (050) 363 3452
E-mail: studieadviseurs@bdk.rug.nl
Web site: www.rug.nl/bdk/informatievoor/studenten/studieadviseurs

E.16.4 Board of Examiners

Faculty of Economics
c/o Ms M.C. Christen (Secretary),
P.O. Box 800
9700 AV Groningen, The Netherlands

Faculty of Management and Organization
Ms H.E.E. Blaauw (secretary)
P.O. Box 800
9700 AV Groningen, The Netherlands

E.16.5 International Office

Faculty of Economics
Secretariat: WSN 213
Opening hours: daily from 10.00 to 12.30
Tel. +31 (0)50 363 6310
E-mail: int.office@eco.rug.nl
Web site: http://www.rug.nl/economics/informationfor/students/studyingAbroad/
**Faculty of Management and Organization**
Ms A.J. Venhuizen, WSN 630
Secretariat: WSN 625
Tel. (050) 363 3452
Office hours (no appointment necessary): Monday, Wednesday & Thursday from 14.00 p.m. to 15.00.
Outside office hours, please make an appointment through the secretariat.
E-mail: int.office@bdk.rug.nl
Web site: www.rug.nl/bdk/informatievoor/studenten/studerenInBuitenland

**International Relations Office (BIS)/International Service Desk**
Visiting address: Academiegebouw, Broerstraat 5 (2nd floor, West)
Tel. (050) 363 8181 E-mail: isd@bureau.rug.nl

**E.16.5 Science Shop (Research Bureau & Internship Desk)**
Co-ordinators: Ms Elise Kamphuis, WSN 221
Frans J. Sijtsma, WSN 219
Secretariat: Henk W. Janssen, WSN 222
Telephone: (050) 363 3810/7182/3754
E-mail: wewi@eco.rug.nl
Web site: www.rug.nl/wewi/eb

**E.16.9 Other important Addresses**

**E.16.9.1 Libraries**
Library of Economics / Management and Organization / Spatial Sciences
Visitors’ address: ground floor of WSN building, Zernike Complex
Postal address: P.O. Box 800, 9700 AV Groningen
Tel. (050) 363 3708
Fax: (050) 363 3720
E-mail: biblio@eco.rug.nl
Web site: www.rug.nl/economics/library

University Library
Visitors’ address: Broerstraat 4
Postal address: P.O. Box 559, 9700 AN Groningen.
Tel. (050) 363 5020
Fax: (050) 363 4996
E-mail: info@ub.rug.nl
Web site: www.rug.nl/Bibliotheek
E.16.9.2 Teaching Cluster and Rekencentrum (RC)

RC Service Desk and RC Service Centre
Visitors’ address: Landleven 1, Zernike Complex
Postal address: P.O. Box 11044, 9700 CA Groningen.
RC Service Desk
Tel. (050) 363 3232
E-mail: rcservicedesk@rc.rug.nl
Web site: www.rug.nl/rcsc

RC Service Centre
Tel. (050) 363 8040 E-mail: rcsc@rc.rug.nl
Web site: www.rug.nl/rc

E.16.9.3 Central Student Administration (CSA)
Visiting address: Academy Building, Building 12 (room 131), Broerstraat 5, Groningen
Opening hours: 10.00 - 16.00.
Opening hours vary for the summer vacation (see UK announcements).
Postal address: P.O. Box 72, 9700 AB Groningen, tel. (050) 363 5274.
E-mail: csa@bureau.rug.nl
Web site: www.rug.nl/csa

E.16.9.4 Student Support Service Groningen (STAG)
Visiting address: Uurwerkersgang 10
Postal address: P.O. Box 72, 9700 AB Groningen
Opening hours: Monday to Friday, 10.00 to 16.00.
Opening hours vary for the summer vacation (see UK announcements).
E-mail: stag@bureau.rug.nl
Web site: www.rug.nl/STAG

Important telephone numbers at STAG
(050) 363 8004 – information number for RUG students
For questions about study delay, finances or choosing courses.
(050) 363 4665 – information number for RUG students
For questions about course and placement opportunities in the Netherlands or abroad, or about career planning (connection between degree subject and careers).
(050) 363 8025 – information number for prospective students. For questions about information sessions organized by the RUG.
(050) 363 8066 – information number for all other STAG business contacts.

E.16.9.5 Careers Advice Centre (LAC)
Visiting address: Uurwerkersgang 10 Postal address: P.O. Box 72, 9700 AB Groningen (050) 363 8004
E-mail: stag@bureau.rug.nl
Web site: www.rug.nl/lac
E.16.9.6 Study Support
Visiting address: Academy Building (Tower), 2nd floor, Broerstraat 5
Postal address: RUG Study Support, P.O. Box 72, 9700 AB Groningen
Tel. (050) 363 5548, fax (050) 363 5539.
E-mail: Y.M.Robert@bureau.rug.nl
Web site: www.rug.nl/so

E.16.9.7 RUG Mediator
Visiting address: Visserstraat 49
Postal address: P.O. Box 72, 9700 AB Groningen
Tel. (050) 363 5435
E-mail: j.m.dam@bureau.rug.nl (Mediator) or
a.m.wildeboer-baar@bureau.rug.nl (secretariat).
Web site: http://www.rug.nl/bureau/expertisecentra/vertrouwenspersoon

E.16.9.8 Student psychologists
Oude Kijk in 't Jatstraat 41/41a
9712 EC Groningen
Tel. (050) 363 5544
E-mail: studenten.psychologen@bureau.rug.nl
Web site: www.rug.nl/bureau/expertisecentra(sz/psychologen
Appendix 1

Regulations and Guidelines

Article 1: Applicability
These Regulations and Guidelines apply to the examinations and final assessment of:
- courses separately offered by the Faculty of Management and Organization (FBK) and the Faculty of Economics (FEW)
- courses jointly offered by the Faculty of Management and Organization and the Faculty of Economics.

Article 2: Definitions
The following definitions apply to these Regulations:

Examination regulations: the teaching and examination regulations (OER) for the courses listed in Article 1, most recently set in June 2004.
Examinee: a person taking an examination or final assessment.
Examinations or interim examinations: the testing and assessment of the knowledge, insights, and skills of the student obtained in a particular syllabus unit;
Student: a person enrolled in the university for the purpose of taking courses and/or examinations leading to the conferring of a university degree.
Examiner: a person who is appointed to take the examination by the Board of Examiners on the basis of Article 7.12 of the Higher Education and Research Act (WHW). Examiners are authorised to set and mark examinations in the subject (subjects) for which they provide or have provided teaching, on condition that this was within the last five years.
Syllabus unit: for FBK: as defined in the OER for FEW: any course, subject or module that is part of the degree programme.

Article 3: Registration for and participation in FBK examinations
1 Before students can participate in a written examination they must register for it.
2 Students can register for examinations via the Internet (ProGRESS WWW). Students must print out the electronic registration form as proof of registration. The registration period commences four weeks before the examination and ends one week before the examination.
3 Students wanting to participate in a written examination who have not registered within the specified period may still register on payment of € 10 per examination. Late registration is possible up to the last working day before the examination during opening hours of the FBK Education Office. In this context, Friday does not count as a working day. Irrespective of the number of registrations, students may be asked to pay up to € 30 per late registration.
4 At the examination, students must submit proof of registration.
5 The examiner may also make registration for other types of examinations compulsory.
6 If students do not comply with the registration period for examinations as set out above, they will be considered not to have taken the examination, unless the Board of Examiners decides otherwise.

Article 3: Registration for and participation in FEW examinations
1 Before students can participate in a written examination they must register for it.
2 Students can register for examinations via the Internet (ProGRESS WWW). The registration period commences four weeks before the examination and ends one week before the examination.
3 N/A
4 N/A
5 The examiner may also make registration for other types of examinations compulsory.
6 If students do not comply with the registration period for examinations as set out above, they will be considered not to have taken the examination, unless the Board of Examiners decides otherwise.

Article 4: Registration for syllabus units
1 Before students can participate in a syllabus unit they must register for it.
2 Students can register for syllabus units via the Internet (ProGRESS WWW). The deadlines for registration are given in the study guide.
3 Students must register in good time for syllabus units to be sure of a place.

Article 5: Procedure for maintaining order during written examinations
1 At least one examiner will be present in the examination hall for the entire examination. The examiner is in charge of the invigilators.
2 Rule for FBK:
Only students who have correctly registered for a written examination can participate in it.
2 Rule for FEW:
In principle, only those students who have correctly registered for a written examination (see Article 3) may participate in it. Students who have not registered or have registered too late may only participate if there is room available in the examination hall and if there are enough question and answer sheets available. These students must report to the examiner in charge immediately before the start of the examination. The examiner will decide whether they may participate.
3 If the Student Administration Office discovers that a student was not entitled to participate in an examination for other reasons than those set out in subsection 2, the student will be considered not to have taken the examination, unless the Board of Examiners decides otherwise.
4 Students must be in the examination hall in good time. No student may leave the hall within the first thirty (30) minutes of the start of any examination. During this period, students who have arrived late may still be admitted to the examination. Once a participant has left the examination hall, no further students may be admitted to the examination.
During the examination, all question and answer sheets as well as all jotting paper must remain within the examination hall and be handed in at the end of the examination, unless the examiner decides otherwise. It is not permitted to copy out the question and answer sheets or the jotting paper during the examination.

No items other than the following may be on the table in the hall: proof of registration, a student card, the examination paper, an answer sheet or score form, any jotting paper provided, writing utensils, a calculator, and any quotations from Acts or reference material permitted in advance. In open-book examinations, students are permitted to consult books recommended by the examiner. When using calculators, students may only use the elementary mathematical operations, unless stated otherwise. Any other use will be regarded as cheating and will be punished.

Invigilators are authorised to check calculators and the like.

Mobile phones and similar electronic communication devices are not permitted in the examination hall. If students are discovered with one of these devices in the examination hall, they will be immediately expelled from the examination.

Making contact with fellow-students in any form is prohibited. Nor are students permitted to borrow or lend any material from or to other people without the permission of the examiner.

Examiners and invigilators are authorised and required to determine the identity of the people in the examination hall, in the first place on the basis of a student card. They must ensure that the identity corresponds with the name on the proof of registration and on the examination sheet. If a student cannot identify himself by means of a valid passport or driving licence either, then he must do so before the examiner or the examiner’s representative on the next working day at the latest.

Students may only visit the toilet in exceptional circumstances and only with the permission of the examiner/invigilator.

If a student breaks any of these rules, or disturbs the order during the examination in some other way, he can be expelled from further participation in the examination by the examiner. The student’s exam paper will not be marked, unless the Board of Examiners decides otherwise. The examiner may request the Board of Examiners to impose further sanctions. The examiner shall report the exclusion to the Board of Examiner immediately after the examination.

Students may appeal against the decisions of the examiner or the Board of Examiners within four weeks of the decision to the University Committee of Appeal for Examinations.

**Article 6: Results of examinations and discussions**

In addition to what is set out in the Teaching and Examination Regulations with regard to examinations, the following also applies:

1. The result must be published within 15 working days of the day of the examination, with the examiner ensuring that the result is received by the Education Office within 13 working days. The Office in turn will ensure that the result is processed and published within two working days.
2 If it can be seen in advance that examiners will exceed the period of 13 working days due to circumstances beyond their control, then this will be stated on the examination sheet. A new date for the results will also be given. The course director will be asked for permission before the examination is sat.

3 The date and place for inspection must be stated by the examiner after publication of the exam results and registered in Nestor by the Office of Education and Examinations. Students have the right if they so wish to an oral explanation of the results.

4 If an examination is resat, then the highest grade counts.

5 Rules for the resits in August for FEW propaedeutic examinations:
   - the extra (third) resit opportunity will be confined to examinations for first-year subjects from the first semester (consisting of two blocks) and the first block of the second semester.
   - in total, the subjects in the first three blocks are worth 45 EC. Only those students who have achieved at least 33 of these 45 ECs by 1 August may resit subjects for no more than 12 EC (= 45 EC – 33 EC), on condition that after a previous examination opportunity a mark of 5 was achieved in that subject at least once.
   - this extra resit opportunity in August is confined to
     - first-year students, that is students who started their degree courses in the previous September
     - second-year students who have achieved at least 45 EC for their propaedeutic subjects. They will also be permitted to resit examinations for propaedeutic subjects in August.

6 At a student’s written request, the Board of Examiners may decide that the last examination to be taken by the student after the student has completed the final degree project may take place outside a regular examination period.
   If this last examination is not passed, the Board of Examiners may decide that the only allowed resit takes place within a term of three to six weeks, calculated from the time of the publication of the results.

Article 7: Fraud

1 In case of cheating, the Board of Examiners may deny the guilty examinee the right to participate in one or more examinations for a maximum period of one year. Alternative examinations sat elsewhere during the period of the ban will not be recognised.

2 If an examinee is caught cheating during an examination, the examiner may exclude the examinee from further participation in the examination.

3 Exclusion from an examination means that no mark will be given.

4 A written report of the decision to ban will be provided. This report will be sent by the examiner to the Board of Examiners of the course in question as soon as possible, with a copy being sent to the examinee.

5 The Board of Examiners shall study the report and use it to decide if the student is to be excluded from further examinations.

6 If the Board of Examiners is of the opinion that further exclusion is in order, it shall summon the examiner and the examinee for questioning.
a. Plagiarism is the use of ideas and phrases of others without reference to the source.¹

b. The maximum penalty for plagiarism as defined in subsection a. and other illegitimate uses of texts is the denial of the right to participate in one or more examinations to be stipulated by the Board of Examiners for a maximum period of one year. Both the examinations and the period concerned shall be stipulated by the Board of Examiners. If a paper has been written jointly, then all members of the group are jointly responsible for the plagiarism, until evidence to the contrary is provided.

c. If plagiarism is discovered after the (final) mark has been given, the Board of Examiners has the authority to render this (final) mark null and void. This authority lapses one year after the discovery or after the student’s graduation ceremony.

Article 8: Questions and assignments

1 The questions and assignments of the examination will be confined to the sources for the examination paper published in advance (printed or electronic publications or subject matter discussed in the lectures). These sources will be announced before the course relating to the examination commences. The examination subjects will be announced at the start of the course.

2 An examiner must keep a written record of the results of an interim examination.

3 The examiner shall ensure that the examination papers will be put on file for at least five years, while the students' work will be put on file for at least one year. The latter also applies to essays and papers written by students.

4 The examination must be representative of the content of the course.

Article 9: Cum laude

1 Should an examinee demonstrate exceptional competence through the Bachelor’s degree examinations, this will be recorded on the certificate with the words ‘cum laude’.

2 A student is deemed to possess exceptional academic skills as referred to in Article 9.1 if the weighted average mark for the syllabus units of the post-propaedeutic phase to be specified on the certificate is 8.0 or higher and no marks lower than 7 have been given.

3 Should an examinee demonstrate exceptional competence through the Master’s degree examinations, this will be recorded on the certificate with the words ‘cum laude’.

4 Exceptional competence, as referred to in Article 9.3, is considered to

¹ Examples of plagiarism and other illegitimate uses of texts are:
- using texts written by others, copying the structure of texts written by others and using other people’s ideas without reference to the source
- making exclusive or abundant use of texts written by others;
- not clearly indicating that sections of your text are literal or virtually literal quotations
- submitting the same or similar papers for different assignments.
See also the Prevention of Plagiarism memorandum, spring 2004.
have been demonstrated if the examinee has achieved a weighed average mark of 8.0 or higher for the Master’s degree courses listed on the certificate, none of the marks for the modules listed was less than a 7, and the final degree project/thesis was awarded at least an 8.0.

5 At a student’s written request and on advice of the course director, the Board of Examiners may decide to deviate from subsections 2 and 4.

Article 10: Assessment

1 A student is deemed to have passed the Bachelor’s degree programme if a score of at least 6 has been achieved in every examination and a score of at least 5.5 in every partial examination.

2 A student is deemed to have passed the Master’s degree programme if a score of at least 6 has been achieved in every examination and a score of at least 5.5 in every partial examination.

3 Written examinations shall be marked and processed within 15 working days.

4 Marks for examinations will be given in whole numbers. The assessments of partial examinations may be given to one decimal place. Whole marks have the following meaning:

   1 highly inadequate
   2 inadequate
   3 highly insufficient
   4 insufficient
   5 almost sufficient
   6 sufficient
   7 amply sufficient
   8 good
   9 very good
   10 excellent

5 Syllabus units for which an exemption has been granted are deemed to have been assessed with the mark 6.

6 Requests for exemptions must be submitted to the Board of Examiners. The Board will then decide whether or not to grant an exemption.

Article 11: Additional regulations concerning approval of the Bachelor’s degree programme

1 A request for approval of examinations for the Bachelor’s degree must be submitted by the examinee to the Board of Examiners at least three months before the Bachelor’s degree examinations will be sat.

2 The Board of Examiners will make its decision within three weeks after receipt of the request concerning the Bachelor’s degree programme. The student will be sent written confirmation of the Board of Examiners’ decision within two weeks of that decision.

Article 12: Additional regulations concerning approval of the Master’s degree programme

1 A request for approval of examinations for the Master’s degree must be submitted by the examinee to the Board of Examiners at least three months before the Master’s degree examinations will be sat.

2 The Board of Examiners will make its decision within three weeks after
receipt of the request concerning the Master’s degree programme. The student will be sent written confirmation of the Board of Examiners’ decision within two weeks of that decision.

Article 13: Certificate, list of marks, and statement of examinations taken
1 The student shall receive a certificate issued by the Board of Examiners as proof of his or her passing the final examination. The certificate shall be signed on behalf of the Board by at least two staff members to be appointed by the Board. The degree ceremony is open to the public, unless the Board stipulates otherwise.
2 The certificate will state which syllabus units the examinations have covered.
3 Students who have passed more than one (partial) examination and who are not eligible for a degree certificate may request to be presented with a document stating the examinations they have passed.
4 Examinees will be provided with a separate list of marks during the Bachelor’s degree certificate ceremony. The list will state the course taken.
5 Examinees will be provided with a separate list of marks during the Master’s degree certificate ceremony. Among other items, the list will state the degree course and any profile or profiles.

Article 14: Right of appeal
1 A decision taken by an examiner or Board of Examiners may be appealed against before the university's Committee of Appeal for the Examinations.
2 If an appeal is lodged against a decision taken by an examiner, the appellant (the person lodging the appeal) should lodge a formal appeal (stating the reasons for the appeal) with the Committee of Appeal and the Board of Examiners concerned within four weeks of the decision. The Board of Examiners will act as an arbitration committee between the examiner and the appellant.
3 If an appeal is lodged against a decision of the Board of Examiners, the appellant should lodge a formal appeal (stating the reasons for the appeal) with the Committee of Appeal and the Faculty Board within four weeks of the decision. The Faculty Board will appoint an arbitration committee that will investigate the possibilities for an amicable settlement.
4 The Board of Examiners referred to in subsection 2 or the arbitration committee referred to in subsection 3 will submit the outcome of their arbitration efforts to the Committee of Appeal within four weeks.
5 If the interests of the appellant require an immediately enforceable decision, a request may be submitted to the chair of the Committee of Appeal for a temporary ruling.

Explanatory notes to the appeals procedure

Further information about the appeal procedure may be obtained from the student advisers or the Studenten Advies Bureau Groningen (STAG),
Uurwerkersgang 10. A brochure about the procedure, *In beroep*, can also be obtained from STAG.

*Article 15: Date of Commencement*

These rules and guidelines will take effect on 1 September 2004.

Last modifications decreed by the Board(s) of Examiners.
Appendix 2

Regulations for grading assignments

Article 1: General rules for all types of assignment
1. Individual and group assignments, presentations, home assignments, cases
   and similar activities may be used as a means of assessment in any course
   offered as part of a degree programme within the Faculty of Economics or
   the Faculty of Management and Organization. In addition, a student’s
   performance (individually or as part of a group) may be assessed with
   regard to seminars and practicals relating to these courses. These activities
   and the student’s performance are hereafter referred to as ‘assignments’.
2. The assessment criteria for assignments, the weighting of an assessment in
   the final grade, and repeat opportunities must be explained to students
   before an assignment is set.
3. If a course comprises more than one graded assignment, the grades will be
   combined into a final grade. This is an interim examination grade and will be
   rounded off to the nearest decimal point.
4. A single grade is also awarded for the examination. This is also an interim
   examination grade and will be rounded off to the nearest decimal point.
5. The final grade is the weighted average of the two interim grades, expressed
   as a whole number.
6. Lecturers may set a pass mark for each interim grade.
7. Weighting coefficients are set by the lecturers.
8. The final grade is the only grade that is passed on to the relevant student
   administration office or offices by the contact lecturer for the course.
9. The contact lecturer is responsible for the registration of the two interim
   grades in the records.
10. The interim grade will be valid for as long as the examination or assignment
    is offered in that form.

Article 2: Additional guidelines that apply only if assignments account for more
    than 25% of the final grade
1. If the assignments involve group work, students must obtain at least 5.0 as
   interim grade for the examination.
2. If the interim grade for the assignments is below the pass mark, students will
   be given one extra opportunity to complete a repeat assignment during the
   next examination period.
3. The lecturer may decide to allow the student to submit a reparation
   assignment instead of a repeat assignment, thereby giving the student the
   opportunity to replace the unsatisfactory grade with a higher grade in the
   same period. If students are unable to obtain a higher grade by means of a
   repeat or reparation assignment, and consequently do not pass the course,
   they must complete the regular assignments when the course is offered
   again or obtain a sufficiently high grade for the examination.
Article 3: Additional guideline that applies only if the assignments account for 25% or less of the final grade

If the assignment accounts for 25% or less of the final grade, it is not necessary to allow students to repeat an assignment during the academic year in question, unless a pass mark has been set for the assignment.
Appendix 3

Regulations for FEW and FBK Bachelor’s and Master’s theses

1. Introduction
These regulations comprise the general rules that apply to all final theses for Bachelor’s and Master’s degrees awarded by the Faculty of Economics (FEW) and the Faculty of Management and Organization (FBK). These regulations will be elaborated in a Handbook for Final Projects and an Assessment Form for Final Projects. These documents may vary from programme to programme. The handbook contains further information about the requirements and procedure, subject, structure and content, and attainment targets. It also contains information about supervision and assessment. The assessment form is a list of aspects that will be assessed for the final grade (see Article 9). Both documents will be drawn up and issued through the Education Office before the start of the academic year.

2. Admission
Students may be required to meet requirements relating to their study phase and/or subjects, or to particular skills. Fixed periods within which the thesis must be completed may also be specified.

3. Application procedure
Will be announced in due time.

4. Subject
In principle, the student must propose the subject of the thesis for a Master’s degree. The subject must be relevant to the study programme being followed and the chosen specialization (profile). If there is any doubt, the programme coordinator or programme director will decide. A thesis for a Bachelor’s degree usually takes the form of a specific assignment, in some cases preceded by a period of preparation.

5. Form and structure
The thesis can take the form of theoretical research (e.g. a literature survey), empirical research, or an analysis of a problem relating to an organisation (degree project). One of these forms and/or further requirements may be specified as part of a course or profile. There may be structural requirements relating, for example, to the title page, style, language, typography, summary, or the number of pages. If there are no such guidelines, the student must discuss these matters with the supervisor in advance.

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2 A thesis is a combination of assignments which, depending on the course and content, are also referred to as a final project or final assignment.

3 The entry requirements must be set out in the relevant Teaching and Examination Regulations (OER).
6. **Attainment targets**

The attainment targets of the thesis must dovetail with the attainment target of the course in question.

The number of credits (EC) awarded for a thesis depends on the degree course and is set out in the relevant Education and Examination Regulations. If the credit load for the thesis for a particular course is allowed to vary, it must be agreed in writing beforehand.

Completing a thesis is a measure of the student’s individual ability. Students must demonstrate that they are able to work independently and professionally in terms of managing the project and dealing with relational, methodological and content-related aspects, and in terms of keeping to agreements.

Theses written by two or more students are only permitted if the individual contributions can be objectively assessed.

7. **Supervision**

The department running the course is responsible for supervising and assessing theses. The department assigns these tasks to specific lecturers⁴, ensuring that either the supervisor or the co-assessor teach on the programme in question. When the student submits a piece of work, the supervising lecturer must provide feedback within 10 working days. The credit load (in EC) and length (minimum/maximum number of pages) of the project must be agreed, and a supervisor appointed, before the project start date. Further individual requirements with regard to the procedure for appointing a supervisor may be stipulated. A supervisor will be appointed no later than 20 working days after the student has submitted the request.

Supervision for a Master’s thesis consists, at least, of an intake interview, an assessment of the problem definition and/or research approach, and the assessment of one or more interim reports and the final draft. A co-assessor is always appointed when the thesis is part of a Master’s degree. Co-assessors are appointed in consultation with the supervisor and course coordinator, and with the course director or thesis committee.

8. **Assessment procedure**

8.1 **Bachelor’s thesis**

A thesis for a Bachelor’s degree can be integrated in a seminar. The supervisor will assess the thesis.⁵

8.2 **Master’s thesis**

The supervisor and co-assessor⁶ will assess the thesis. The co-assessor becomes involved after reception of a complete draft of the thesis that has been approved by the supervisor. Assessment takes place after an oral examination (‘defence’). The date for this examination cannot be arranged until the co-assessor has submitted a positive assessment. If the assessment is negative,

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⁴ The requirements placed on supervisors and assessors are set out in the relevant Teaching and Examination Regulations (OER).
⁵ It is possible to appoint two supervisors. If this is the case, one of the supervisors will act as co-assessor.
⁶ It is possible to appoint two supervisors. If this is the case, one of the supervisors will act as co-assessor.
the final decision will be made by a third lecturer, who will be approached as an independent party by the course coordinator or course director. If the decision is positive, the third party will take over from the co-assessor. The co-assessor assesses the aspects listed under Article 9, and may require the student to make additional amendments to the thesis before the oral examination can take place. The student will receive the date of the oral examination, or the request for additional amendments, no later than 15 working days after submission of the complete draft, unless otherwise agreed in advance due to urgent circumstances. The supervisor and co-assessor will both attend the oral examination. If an external internship/project supervisor is involved, he or she may be required to attend, but only in an advisory capacity. After the oral examination, the supervisor and co-assessor will agree on a grade. If they are unable to agree, an independent third party (lecturer) will make a final decision within 10 days. The student will be informed of the result immediately.

9. Assessment aspects

9.1 Bachelor’s thesis
Assessment of a thesis for a Bachelor’s degree includes at least the following aspects:
- problem definition (originality, academic and practical relevance)
- research approach
- theory and research methodology
- reasoning and arguments (accuracy, objectivity)
- structure and functionality
- presentation (formulation, language, design)
- the extent to which the student has carried out the research independently.

These aspects should all be weighed up and be reflected in the final grade. Individual courses may refine or emphasise these aspects, and may add weightings if necessary. The assessment may include an oral examination or presentation, but this must have no more than a marginal influence on the final grade.

9.2 Master’s thesis
Assessment of a thesis for a Master’s degree includes at least the following aspects:
- problem definition (originality, academic and practical relevance)
- research approach
- theory and research methodology
- reasoning and arguments (accuracy, objectivity)
- structure and functionality
- presentation (formulation, language, design)
- the extent to which the student has carried out the research independently
- quality and accessibility of data used
- reproducibility
- originality
- the academic and practical relevance of conclusions and recommendations.
These aspects should all be weighed up and be reflected in the final grade. The assessment includes an oral examination (‘defence’), but this must have no more than a marginal influence on the final grade. Individual courses may refine or emphasise these aspects, and may add weightings if necessary. A thesis that takes the form of a thesis may be assessed not only in terms of content, but also in terms of how the research was conducted. In such cases this will be a specific assessment aspect, numbered as 1.

If the student completes a thesis at an external organization or company, the university supervisor can consult the external supervisor when assessing the aspect relating to how the research was carried out in practice.

10. Involvement of external parties in research
The nature of the research may mean that it is necessary or useful to involve external parties. This involvement can range from making information available to formulating a research assignment. In the third party attaches conditions to the use of the information or to the results of the research, the student must make sure that these do not prevent him or her from fulfilling the course requirements. Agreements relating to matters such as disclosure must conform to these regulations (see Article 12). Contracts with external organisations must be submitted in advance to the responsible Faculty for approval. Responsibility for supervising the student rests exclusively with the Faculty. The Faculty supervises the research as a learning process, and assesses the research process and its outcome according to current academic standards. The student is responsible for carrying out the research and for maintaining relations with external parties. The University of Groningen (RUG) has taken out liability insurance to cover its liability as a university and to cover the liability of its students during traineeships (except traineeships in the United States and Canada). The excess for damage to property is € 2,500 per claim. The excess for damage to persons is € 25,000 per claim.

11. Administration and archiving
The student must hand in three copies of the thesis to the secretary’s office: one for the supervisor, one for the co-assessor, and a copy for the course archives. The student provides a digital version of the thesis for the library. This version can be accessed via the internal catalogue only. Theses are kept in the course archive for 5 years, for visitation and accreditation purposes.

12. Public domain
Theses are open to the public for inspection because the research and assessment must be verifiable. Therefore, a thesis must not contain confidential information. If necessary, such information may be presented to both assessors in the form of confidential appendices. However, the thesis must constitute a coherent body of work as it stands, without the confidential appendices. The confidentiality of a thesis can be accepted without further conditions only if there are good reasons for doing so, and subject to the approval of the Board of

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7 The Faculty of Management and Organization requires that a contract be drawn up with any external organizations that are involved in a Master’s thesis.
8 This means that RUG is covered for damage incurred by its students. Students are responsible for arranging all other forms of insurance.
Examiners. Confidential theses are only made available to the supervisor, the co-assessor, the programme director, and, if necessary, the Board of Examiners and Accreditations Committee. In all cases, such theses must be read in confidence. The Board of Examiners will decide on the confidential nature of the thesis in advance on the basis of the research proposal.

13. Disputes
In the event of a dispute between the student and the supervisor, the relevant programme coordinator or programme director will mediate. If a solution is not forthcoming, the Board of Examiners will take the final decision.

14. Final provisions
In cases not covered by these regulations, the relevant Board of Examiners shall take the final decision.
Appendix 4

Plagiarism

Academic studies
The aim of the courses we offer is to teach you to work at an academic level. This means that you will acquire knowledge of theories and institutions, as well as analytical and practical skills. You will acquire academic skills through various forms of teaching. You will study literature independently, attend lectures and seminars, work on assignments, and carry out research individually or as part of a group.

Above all, you will learn how to adopt an academic approach. This is a collective term that covers aspects such as independent thinking, an open and enquiring mind, the ability and inclination to reflect critically on your own someone else’s ideas, and a well-developed sense of academic and social responsibility. An academic approach therefore relates to the ability to think independently and form your own opinions, and to endorse them openly. These are the essential qualities and abilities of an academic.

They do not develop automatically. You will have to work hard to achieve academic standards and develop an academic approach. During the course of your studies, your academic skills will progress visibly.

Plagiarism
In recent years there have been several cases of plagiarism by students. Plagiarism means using the ideas and phrases of others without acknowledging the source. This occurs not only in course assignments, but also in final-year projects. The following are examples of plagiarism: reproducing an assignment completed by a fellow student or senior student, ‘cutting and pasting’ from the Internet without stating the source, submitting the same piece of work more than once, reproducing a thesis written by a student at another university and reproducing part of a book or article.

In the light of the cases that have arisen, the Faculty has decided to implement stricter regulations on plagiarism. Plagiarism is forbidden. One of the requirements of academic training is that you should never reproduce the work of others without acknowledging the source. Of course, you use these sources while you are working on your assignment or article, but the final piece of work you produce must be based on your own creative thinking; you must bring something to your reading. The Faculty has clearly set out above what academic study involves and how academics are expected to conduct themselves. Plagiarism undermines the basic aim of an academic education, namely to develop an independent and critical mind.

To combat the problem, we will be testing a plagiarism scanner in the near future. This means that all assignments submitted by students will be screened for plagiarism. Part of this screening will be done electronically. If a member of staff suspects that a student is guilty of plagiarism, the Board of Examiners will be notified. The Board of Examiners will then investigate the
matter further, if necessary. If plagiarism is deemed proven, disciplinary measures will follow.

The regulations regarding plagiarism can be found in the Regulations.
Appendix 5

Objectives and final competences of the FEW Bachelor’s degree programmes

Knowledge:
Graduates
1. will have the latest knowledge (newest insights, methods, techniques and theories) at the level of a standard manual of the most important disciplines of the economics knowledge area of the degree programme in question as well as basic knowledge of the related disciplines.
2. will have insight into the relationships between the subject modules within the economics knowledge area.
3. will be able to apply the analysis techniques and skills acquired to the economics knowledge area.
4. will be able to critically assess the application of theories and research methods within the economics knowledge area.

Skills:
Graduates
1. will be able to conduct supervised routine research within the knowledge area.
2. will be able to collect quantitative and qualitative information and independently analyse and interpret it, including as part of a (multidisciplinary) team.
3. will have the relevant skills in the field of information and communication technology.
4. will have the communicative skills to clearly and logically express the argumentations and concepts of the main disciplines both orally and in written form.

Attitude:
Graduates
1. will have an investigative attitude towards the content and development of the knowledge area.
2. are interested in (business) economics phenomena and questions, including in their social context.
3. are able to reflect on their own learning process (thinking and working), want to acquire new knowledge and form their own opinions.
4. have the right attitude towards continuing their studies.
Appendix 6

Objectives and final competences of the FEW Master's degree programmes

Knowledge:
Graduates
1. have an advanced level of knowledge of the theories, methods and techniques of their chosen discipline/specialization, as well as the ability to interpret the interrelationship of these economics knowledge areas.
2. will be able to formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in international scientific publications.
3. are able independently to employ specific research and analysis methods within the economics discipline/specialization.
4. are able to contribute independently to the body of knowledge of at least one economics discipline/specialization.

Skills:
Graduates
1. are able to apply the knowledge gained to complex questions, can independently formulate a problem definition and conduct research in a multidisciplinary context.
2. are able to apply the most important theoretical insights in the field to the analysis of concrete (business) economics questions and thus take the first steps towards innovative research.
3. can draw links between the results concerning the knowledge area found in international scientific and subject-specific publications and relevant social developments.
4. are able to critically reflect on argumentations and standpoints, can integrate broader social modes of thought into the field and communicate this in both written and oral forms.

Attitude:
Graduates
1. have an investigative and critical attitude towards the content and development of the knowledge area and are able to take a standpoint.
2. have insight into and a vision of the applicability and limitations of the science of economics and of science in general for social questions and developments.
3. have the right attitude towards continuous learning.
4. have an open and critical attitude towards new ideas and developments within the knowledge area.
5. demonstrate a professional attitude whereby the relevant skills (such as working methodically, accurately, independently, taking the initiative, negotiating) can adequately be applied.
Appendix 7

STUDENT REGULATIONS: SUMMARY

The University of Groningen
Academic Year 2004–2005

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http://www.rug.nl/studenten
## ABBREVIATIONS USED IN THE REGULATIONS

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<th>Abbreviation</th>
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<tr>
<td>ABJZ</td>
<td>Corporate Administrative and Legal Affairs</td>
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<td>ACB</td>
<td>Adviescommissie voor de bezwaarschriften (or Awb-Commissie): Advisory Committee for Appeals</td>
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<td>BaMa</td>
<td>Bachelor’s and Master’s degree structure</td>
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<tr>
<td>CBE</td>
<td>College van Beroep voor de Examens: Examination Appeals Board</td>
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<td>CBHO</td>
<td>College van Beroep voor het Hoger Onderwijs: Higher Education Appeals Tribunal</td>
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<td>CSA</td>
<td>Centrale Studenten Administratie: Central Student Administration</td>
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<td>CvB</td>
<td>College van Bestuur: Executive Board</td>
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<td>EC</td>
<td>European Credits</td>
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<td>ECTS</td>
<td>European Credit Transfer System</td>
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<td>GSb</td>
<td>Groninger Studentenbond: a student union at the University of Groningen</td>
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<td>HBO</td>
<td>Hoger Beroeps Onderwijs: higher professional education</td>
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<td>IBG</td>
<td>Informatie Beheer Groep: the national student records office</td>
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<td>ISD</td>
<td>International Service Desk</td>
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<td>OER</td>
<td>Onderwijs- en Examenregeling: Teaching and Examination Regulations</td>
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<td>Regeling financiële ondersteuning studenten in bèta-opleidingen: regulations concerning financial assistance for students of the sciences</td>
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<td>RUG</td>
<td>Rijksuniversiteit Groningen: the University of Groningen</td>
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<td>SIAGD</td>
<td>(Seksuele) intimidatie, agressie, geweld en discriminatie: (harassment, sexual harassment and aggressive, violent or discriminatory behaviour)</td>
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<td>SO</td>
<td>Studie Ondersteuning: Study Support</td>
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<td>Studenten Organisatie Groningen: a student union at the University of Groningen</td>
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<td>Studentenadviesbureau Groningen: Student Support Service</td>
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<td>Stichting voor Vluchteling-Studenten UAF: University Assistance Fund for refugee students</td>
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<td>Universitaire Fondsen Commissie: a committee which assess applications for financial assistance</td>
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<td>Universiteitsraad: University Council</td>
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<tr>
<td>WHW</td>
<td>Wet op het hoger onderwijs en wetenschappelijk onderzoek: Higher Education and Research Act</td>
</tr>
<tr>
<td>WO</td>
<td>Wetenschappelijk Onderwijs: university education</td>
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<tr>
<td>WSF</td>
<td>Wet studiefinanciering 2000: Student Finance Act 2000</td>
</tr>
</tbody>
</table>
DEFINITIONS

A student is a person who has paid all the statutory fees required by the University of Groningen and is enrolled in an officially recognised course. A student has the right to follow courses and to take exams relating to the course he or she is enrolled in.

An extraneus is a person who has paid all the exam fees required by the University of Groningen and is enrolled as an external student in an officially recognised course. An extraneus only has the right to sit exams relating to the course he or she is enrolled in. Exam fees for academic year 2004–2005 have been set at € 1,104.

Statutory fees (wettelijk collegegeld) are set by law. All students under the age of 30 at the start of the academic year must pay statutory fees. The student must also be a national of a country within the European Economic Area, or otherwise be eligible to receive a government grant from IBG. Statutory fees for academic year 2004–2005 have been set at € 1,476.

University fees (instellingscollegegeld) are set by the University of Groningen. They must be paid by all students who are not required to pay the statutory fees set by law. University fees for academic year 2004-2005 have been set at the following amounts:
- Full-time students: € 1,940.
- Part-time students: € 1,104.
- Dual course students (combining study and work experience): € 1,104.

Students who are not EU/EEA nationals and who wish to enrol for a Bachelor’s degree course will be required to pay university fees of € 3,174.

Students who are not nationals of a country within the European Economic area (EU/EEA) and who wish to enrol for a Master’s degree course will be required to pay different fees. Please contact the Central Student Administration for more information.

ECTS: European Credit Transfer System
European system used to express the required workload for a course of study in credits.

OER: Teaching and Examination Regulations
Every course has its own specific OER containing the entry requirements and the content of the course.

An exam is a test of your knowledge, insight and skills, as well as an assessment of the outcome of the test.
INTRODUCTION

General
These student regulations provide an overview of the rights and obligations of both students and the university. They are based on national legislation, particularly the Higher Education and Research Act WHW, supplemented by regulations that are specific to the University of Groningen. The regulations have been divided into two sections. The main section describes the rights and obligations that apply to the university as a whole. The rest describes the rights and obligations that apply to specific courses and which differ from one course to another, as well as from one faculty to another.

Applicability
These student regulations are valid for academic year 2004–2005 and are based on the Higher Education and Research Act (WHW).

Not every regulation is hard and fast
Some of these student regulations may not be as hard and fast as they sound. Rules and regulations are by definition general in character, and their applicability in concrete situations and individual instances is not always a predictable and straightforward matter. It should also be realised that any governing body implements its own policies to a certain extent. Moreover, rules and regulations are never static but always subject to revision. Students who have enrolled for the first time this year will find that the regulations that apply to them are different to those for students who have re-enrolled. Make sure you have the right information.

Where can I go if I have any queries?
Do you have any queries? Does it look as though a mistake has been made? Is there something you want to complain about? Do you want to challenge a decision? Make sure you do not take what others say as gospel; you may well find that the student regulations contradict their claims. Make sure you know what is in the regulations, and consult the sources of information mentioned below. They will also tell you where to lodge a complaint, a notice of objection or a letter of appeal.

For more information and keeping up-to-date
All students will be notified when the definitive Regulations become available. You can obtain a free copy from STAG or access them via the website of the RUG: www.rug.nl/studenten. All regulations that apply to the RUG, as well as any changes made during the year, will be published in the Universiteitskrant or on the RUG website (central rules that apply to the university as a whole), or through your faculty (rules that apply to your course or faculty in particular). You are expected to take cognisance of all rules and regulations that apply to the RUG, your course or your faculty.

Information relating to the university as a whole
Each of the sources of information mentioned below has its own website. You can access them via the University of Groningen homepage at http://www.rug.nl/studenten.
The UK (Universiteitskrant): supplements and university notices
The Executive Board publishes details of its new regulations and official
guidelines in the UK’s supplements and in the notices section of the paper.
Consult these also for information on new statutory fees and changes to the
Afstudeerfondsregeling (course completion fund).

Central Student Administration (CSA)
This agency provides information about enrolment procedures, statutory fees, and
everything you need to do to ensure that your enrolment remains valid. The
student administration of each faculty sends CSA details relating to the progress
of your studies (your credits). CSA sends them on to the Informatie Beheer Groep
(IBG) for decisions about whether to continue study grants
(prestatiebeurs/tempobeurs, performance-related/progress-related grants: not
applicable to foreign students). CSA provides students who have paid their fees
and have enrolled as students at the University of Groningen with student cards.

Student Support Service (STAG) and Student Counsellors (Studentendecanen)
If your studies are not going as well as you would like, and you have discussed
your problem with your Study Advisor, STAG may be able to help. STAG can help
you to find your way through the maze of regulations, particularly if your studies
are not progressing as quickly as they should, with all the financial repercussions
this entails. It can also tell you about alternative courses. STAG can help you if
you wish to follow courses or do particular subjects abroad or elsewhere in the
Netherlands. If you have almost finished your studies, STAG can help get you
started on your career.

Students with complex or personal problems are advised to consult the Student
Counsellors. They provide confidential counselling and objective advice, and will
respect your privacy. They are also able to advise you how to lodge an appeal or
complaint.

N.B.: You must first report a delay in your studies to your Study Advisor, the so-
called ‘first report,’ to ensure you qualify to apply for financial assistance from the
Afstudeerfonds. The second report takes place at STAG.

International Service Desk (ISD)
The International Service Desk (ISD) is part of the Office for International
Cooperation (Bureau Internationale Samenwerking, or BIS). It provides
information to foreign students, prospective students and foreign researchers,
specifically with regard to study, doing a PhD, and temporary residence at the
University of Groningen for research or other purposes. The ISD also assists
foreign guests staying in Groningen or those responsible for their stay with any
queries they may have about issues such as regulations relating to foreigners,
study advice, medical care, finance, accommodation, and facilities and official
organizations within the city. The ISD also organizes and coordinates a number
of introductory and social activities jointly with organizations such as Wings, the
Global Club and the Foreign Guest Club. In some cases, ISD is solely
responsible for looking after foreign guests – if, for example, they have been
invited to Groningen as guests of the Executive Board, or have come to the
University of Groningen within the framework of a joint project with a developing country.

**Information relating to the faculties**

**Sources in general**
The annual study guide is a good source of information. Notice boards, the university paper, the Internet and so on should be regularly consulted.

**Teaching and Examination Regulations (OER)**
Every course has regulations concerning the course and its examinations: the OER. Your faculty’s Education Office will have a copy of the regulations that you can consult, but they are also in your study guide.

**The faculty Education Offices**
Apart from the OER, your faculty Education Office can provide information relating to exam enrolment, registering for exams and credits (so that you continue to qualify for Dutch student grants), requirements relating to procedural order, timetables and student records.

**The Study Directors and Course Coordinators**
Every faculty has at least one Director of Studies. He or she is responsible for ensuring that the teaching and examination regulations are adhered to. Some courses and faculties also have a Course Coordinator. He or she is another person you can approach if you have any queries relating to your course.

**Study Advisor**
The Study Advisor’s job is to provide information, advice and counselling concerning planning your course, your subjects and so on. He or she is in contact with other central and faculty offices, and if necessary will be able to refer you on. If your studies are delayed due to circumstances beyond your control, and if the delay is expected to amount to more than 4 weeks, you must report this to your study advisor immediately if you want to be eligible for financial assistance from the Afstudeerfonds (chapter 8).

If you require information relating to your specific field or other specific information, the ISD can refer you to the appropriate person, either within the university or outside.

**The Board of Examiners**
Issues relating to examinations and final assessments should be addressed to the Board of Examiners. This board has the task of organizing and coordinating examinations at the faculty or course level. Consult your study guide for further information.

**Course Committee (Opleidingscommissie)**
Issues relating to your course should be addressed to the Course Committee. This committee has an important role in designing and evaluating the courses. Half of the board is made up of students and half of staff members.
Please note: the organizations and individuals mentioned above can only provide information about your course and your subjects. Financial and enrolment matters are dealt with outside the faculty.
Contact STAG for issues relating to financial matters (financing your study, the afstudeerfonds, Dutch student grants, unsatisfactory progress in your studies and the financial repercussions). Please note: You must first report a delay in your studies to your Study Advisor, the so-called 'first report,' to ensure you qualify to apply for financial assistance from the Afstudeerfonds. The second report takes place at STAG.
Contact CSA for matters relating to enrolment (fees due, obtaining a refund of fees you have paid, and so on).

Lodging an appeal or complaint
To appeal
You have the right to appeal against decisions made on the basis of the regulations. The following are the appropriate official channels:
the Executive Board (CvB): for matters relating to that part of the student regulations that deals with regulations applicable to the university as a whole
Higher Education Appeals Tribunal (CBHO): for matters that have already been the subject of an appeal that the Executive Board has ruled on, against whose decision you wish to appeal
Examination Appeals Board (CBE): for matters relating to that part of the student regulations that deals with faculty regulations

An overview of procedures related to lodging an appeal is available from STAG (for example the brochure Bezwaar en Beroep.). Please contact STAG for general questions concerning this matter; for specific questions please contact the office of Corporate Administrative and Legal Affairs (ABJZ). Both websites also contain a lot of information.

Complaints
If a situation arises that you feel strongly enough about to lodge a complaint even though there has not been any clear breach of regulations, the following are the appropriate official channels to use:

At the faculty level
The faculties and various subject areas have complaints procedures of their own. If you have a complaint relating to your own situation, your first port of call should be the study advisor. If necessary, you will then be referred on, possibly to someone who is specialized to deal with that type of complaint. Each faculty has its own regulations for collective complaints.

The STAG Student Counsellors
If your complaint is such that it is not appropriate to use the faculty or course complaint facilities, the Student Counsellors should be approached. As confidential persons, they also fulfil the role of ombudsmen.
The RUG’s confidential counsellor

Complaints about sexual harassment and aggressive, violent or discriminatory behaviour should be addressed to the committee that has been set up to deal with such complaints. Before you do so, however, you can discuss the matter with the RUG’s confidential counsellor. The contact address is listed below under Central Administration.

Health and Safety Office (Arbo- en Milieudienst)

Complaints about health, safety and the working environment should initially be addressed to the health and safety coordinator of your faculty, or to the main health and safety office.

The RUG has two central regulations for complaints:
General Regulations concerning Complaints (Algemene Klachtenregeling);
Regulations concerning Complaints about harassment, sexual harassment and aggressive, violent or discriminatory behaviour (Klachtenregeling SIAGD).

CENTRAL ADMINISTRATION

The university departments mentioned below each have their own website. You can access them via the University of Groningen homepage at http://www.rug.nl/studenten.

Central Student Administration (CSA)
Address: Broerstraat 5
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 52 74
E-mail: csa@bureau.rug.nl
Open: Monday to Friday 10 a.m. – 4 p.m.
(From 12 July to 24 September: 12 noon – 4.30 p.m.)

This office is in charge of the enrolment and registration of ordinary students, extraneus students, and PhD students. It passes this data on to the faculties, the university and other official channels.

Student Support Service Groningen (STAG)
Address: Uurwerkersgang 10
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 80 66
E-mail: stag@bureau.rug.nl
Open: Monday to Friday 10 a.m. – 4 p.m.

This office provides information and advice to students and prospective students relating to choice of course, study progress, study and work experience opportunities both within the Netherlands and abroad, and looking for work after graduation. STAG also provides information about financial
regulations. Contact the Information Desk (Informatiebalie) for further information.

**International Service Desk (ISD)**
Address: Broerstraat 5
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 8181
E-mail: isd@bureau.rug.nl
Open: Monday to Friday 10 a.m. – 4 p.m.

This service desk provides information to all foreign guests of the University of Groningen and those responsible for their well being about matters such as regulations relating to foreigners, accommodation, insurance, banking facilities and medical care, as well as general information relating to studying and studying for a PhD at the University of Groningen. The ISD also organizes regular introductory and social activities for foreign guests.

**Student Psychologists**
Address: Oude Kijk in ’t Jatstraat 41/41A
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 55 44
E-mail: studenten.psychologen@bureau.rug.nl
Open Mon/Tues/Thurs/Fri 9 a.m. – 12.30 p.m. and 1.15 p.m. – 4.45 p.m., Wed 11.15 a.m. – 12.30 p.m. and 1.15 p.m. – 4.45 p.m.

The student psychologists offer counselling for study-related matters (if, for example, you are having difficulty concentrating, cannot cope with exam nerves, or are not sure you have made the right choices) or have personal problems (relationships with parents, difficulty establishing contacts with others, and so on). You can either obtain individual help, or attend sessions with others (for example assertiveness training or group therapy). All services are free.

**Study Support (SO)**
Address: Broerstraat 5
Academiegebouw Tower (2nd floor)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 55 48
E-mail: y.m.robert@bureau.rug.nl
Open Monday to Friday 8.30 a.m. – 5 p.m.

This office organizes courses and training sessions dealing with study skills (studying effectively, accelerated learning skills, and writing your thesis), general skills (giving a lecture/talk, or discussion techniques) and finding a job after you have graduated (including applying for a position and job interview skills).
Confidential counsellor
Address: Visserstraat 49
Postal address: Visserstraat 49
9712 CT Groningen
Telephone: (050) 363 54 35
E-mail: j.m.dam@bureau.rug.nl
Open Monday to Friday 9 a.m. – 5 p.m.

If you are being harassed or experiencing aggressive, violent or intimidating behaviour, consult the confidential counsellor.

Health and Safety Office (AMD)
Address: Visserstraat 47
Postal address: Visserstraat 47
9712 CT Groningen
Telephone: (050) 363 80 10
E-mail: amd@bureau.rug.nl
Open Monday to Friday 8.30 a.m. – 5 p.m.

The Health and Safety Office gives advice and coordinates activities in the area of health, safety and the work environment. The AMD has been authorized by the Executive Board to monitor health and safety and to fulfil specific functions with regard to working conditions.

Office of Corporate Administrative and Legal Affairs (ABJZ)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 36354 40
E-mail: abjz@bureau.rug.nl
Open Monday to Friday 9 a.m. – 5 p.m.

ABJZ provides information relating to appeals that have been lodged with the Executive Board or the Examination Appeals Board (CBE).

University Funds Committee (UFC)
Postal address: P.O. Box 72
9700 AB Groningen
E-mail: ufc@bureau.rug.nl

The UFC advises the Executive Board concerning applications for financial assistance under the afstudeerfonds regulations.

Complaints Committee for harassment, sexual harassment and aggressive, violent or discriminatory behaviour
Postal address: Antwoordnummer 172
9700 VB Groningen

You can lodge a complaint based on the Complaints Regulation concerning harassment, sexual harassment and aggressive, violent or discriminatory behaviour (Klachtenregeling SIAGD).
Other facilities
- University Sports Centre, Blauwborgje 4, tel. (050) 363 8063
- ACLO Student Sport Foundation, Blauwborgje 4, tel. (050) 363 4641, www.aclosport.nl
- USVA Cultureel Jongerencentrum (student cultural centre), Munnekeholm 10, tel. (050) 363 4670, www.usva.nl
- GSP Groninger Studentcpastoraat (student pastorate), Kraneweg 33, tel. (050) 312 9926, www.gspweb.nl
- KEI Kommissie Eerstejaars Introductie (arranges social activities during the introductory week for first-year students), St. Walburgstraat 22, tel. (050) 363 8090, www.kehrweek.nl
- GSb Student Support, St. Walburgstraat 22, tel. (050) 318 79 89
- SOG Student Legal Office, St. Walburgstraat 22, tel. (050) 363 4679, email: rechtsbureau@studentenorganisatie.nl.

Further information about these and other central facilities for students can be found on the Internet: http://www.rug.nl.

Student representatives
Student interests are represented by the following student groups:
VOS in the U-raad (Vooruitstrevend Overleg Studenten: progressive student committee), tel. (050) 363 46 75, www.vosfractie.nl
SOG in the U-raad (Studenten Organisatie Groningen: student organization, tel. (050)363 46 79, www.studentenorganisatie.nl)
GSb (Groninger Studentenbond: Groningen student union), tel. (050)363 46 75, www.gsb-net.nl

Address and postal address for all these organizations: Sint Walburgstraat 22, 9712 HX Groningen.

Executive Board (CvB)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 52 85

The Executive Board is the main governing organ of the University of Groningen. It also handles appeals relating to that part of the student regulations that deals with matters affecting the university as a whole.

University Council (U-raad)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 85 35

The University Council is the University of Groningen's central representative body. Its representatives are elected from among the staff and students.
STUDENT REGULATIONS: SUMMARY

1. INTRODUCTION

Matters affecting all faculties and courses
The following section deals with the main regulations that apply to the university as a whole, such as admission, enrolment and protection of rights. The student regulations also deal with matters relating to courses, and include such subjects as exams and credits. Since these will differ from one course and from one faculty to another, these regulations have not been included here. They can be consulted at each faculty’s Education Office or in each faculty’s study guide.

Applicability
These student regulations apply to academic year 2004-2005 and are based on the Higher Education and Research Act (WHW).

For more information and keeping up-to-date
All students will be notified when the definitive Regulations are available.

2. THE BACHELOR-MASTER STRUCTURE (BaMa)

General
All courses are divided into a Bachelor’s phase and Master’s phase. Bachelor’s degree courses include the propaedeutic phase. After the Bachelor’s phase, students must choose what they want to do next.

First-year students and the BaMa
All first-year students will fall under the BaMa structure.

Senior students and the BaMa
If you enrolled prior to academic year 2002–2003, you will retain your right (at least for a reasonable period of time) to take your exams under the old system. You will find more information in the OER. If you want to change to the BaMa system, however, please consult the OER, your Study Advisor and/or the RUG website to find out what the possibilities are. Once you have made the change to the BaMa system, you can’t change back.

The propaedeutic phase and the Bachelor’s degree (the first three years)
The propaedeutic phase (the first year of study) will remain as it is. Its purpose is to provide introductory lectures and to give students a chance to select the areas they would like to specialize in. As with the previous system, in the BaMa structure the year will conclude with the propaedeutic exam. The Bachelor’s degree programme will introduce you to academic research and indicate possible course directions or other studies. In all study areas, the Bachelor’s programmes last for three years and end with the conferral of a Bachelor’s degree that will grant access to at least one Master’s degree programme.

The Master’s degree (a further one, two or three years)
A Bachelor’s degree will qualify you for a Master’s degree programme at the University of Groningen or another institution within the Netherlands or abroad.
It is also a qualification that you can use to enter the job market – you can always decide to take a Master’s degree at a later stage. A Master’s degree takes at least one year to complete, up to a maximum of three years.

Semesters
The BaMa courses are divided into semesters. This semester system fits in better with how the academic year is divided up in the rest of Europe.

Information
Information relating specifically to the BaMa is contained in the OER, which is included in the study guides. You can also obtain further information from the study advisors and the faculties. Any new information will appear on the RUG website and in the Universiteitskrant (UK).

3. ELIGIBILITY AND ADMISSION REQUIREMENTS

Educational requirements
An applicant for a university Bachelor’s degree programme must have one of the following:
- a VWO diploma, a HBO diploma, or evidence that the HBO propaedeutic phase has been successfully completed
- a foreign certificate that is considered to be equivalent (by the minister or the Executive Board) to a VWO diploma
- a colloquium doctum (a declaration that the applicant meets the entrance standard though has no diploma).

VWO diploma: subject profile
Some courses require a certain background in terms of subjects; others do not. If some areas of your knowledge are inadequate, you may be allowed to follow the course as long as you can demonstrate that you will have caught up by the time you enrol or else during the propaedeutic phase. You will find further information in the OER.

Knowledge of the Dutch language
If you have a foreign certificate, you may have to demonstrate that you have sufficient knowledge of the Dutch language to do the course. This applies particularly to admission to examinations, but sometimes to university education in general. You will find further information in the OER.

Quotas
Entry to courses in medicine and dentistry is subject to quotas (a ballot system). You will only be admitted if you can show proof of having been allotted a place by the Informatie Beheer Groep (IBG).

Teacher Training Courses
Courses providing training to teach at all levels of secondary school (the grade one teaching qualification) are provided by UCLO (the University Teacher Training Centre), Landleven 1, 9747 AD Groningen, tel. (050) 363 67 50.
4. ENROLMENT

The student card issued by CSA serves as your proof of enrolment. You will need to show this card to access the various facilities the university provides. If you are not sent a student card, please contact CSA: maybe your enrolment is not in order!

Rights
As a student enrolled at the University of Groningen, you have a right to:
- acquire academic knowledge and skills via good teaching and supervision by suitably qualified lecturers
- demonstrate your progress via examinations and final assessments
- show that you have reached the required standard of education
- use educational facilities such as libraries, laboratories and computer facilities
- access student facilities, such as assistance if you are experiencing difficulties in your studies, guidance from the student advisors, and sports facilities
- have a say in matters that affect you as student via your right to vote (in person or via a representative) for the university and the faculty councils.

Obligations
As a student you not only have rights but also obligations:
- to maintain a workable, safe and pleasant study environment for yourself and for others by complying with safety regulations and house and behaviour rules
- to take the initiative to familiarize yourself with matters that may affect your course, such as the student regulations
- to attend courses when these have been made compulsory by the faculty (consult your study guide), such as attending practicals
- to ensure that you register for the exams in time.

Extraneus students
As an *extraneus* student, you only have the right to sit exams and to use the educational facilities.

Statutory fees and examination fees
An ordinary student pays statutory fees while an *extraneus* student only pays examination fees. The amount of fees payable as well as the conditions for refunds or reduction of fees are set by legislation. Anyone who follows a course without paying fees may be liable to payment of damages. The university may also impose a fine and annul the exam results of the person in question.

5. COURSES

Full-time, part-time and dual courses
University courses are either full-time, part-time or dual. For further information, consult the OER

A right to quality education
As a student, you have the right to make a written evaluation of your course. Independent inspectors (the so-called *visitatiecommissies*) also assess the quality of the courses. These assessments are open to public scrutiny. The faculty may alter its policies if the assessments warrant this.
A right to a balanced study load
Your course must be such that you can reasonably be expected to make the required progress. If it appears that this is not feasible, you may be eligible for financial assistance from the Afstudeerfonds on condition that you report the delay immediately to your Study Advisor (see Chapter 8). The study programme is annually evaluated by the Course Committee.

A right to a programme of study that meets objective standards
The annual amount of time that it takes to do a course of study is expressed by the European Credits Transfer System (ECTS) as 60 EC. One EC is equivalent to 28 hours of study. Within the BaMa system, a Bachelor's degree programme will require you to earn 180 EC, including the propaedeutic phase. Master's degree courses will require you to earn a maximum of 60 EC, with some exceptions:
- 180 EC: Master's degree in pharmacy
- 120 EC: Master's degree in philosophy and engineering
- 120 EC: the five science Master's degrees
- 120 EC: Master's degree in teacher training (grade one for all levels of secondary education)
- 120 EC: Honours Master's degree courses.

The old graduate system required you to earn 168 credits over four years; there are exceptions:
252 credits: a medical or pharmacy course
210 credits: dentistry, philosophy and engineering
210 credits: the five science courses.

A right to affordable education
National legislation restricts the fees payable to the University of Groningen to statutory fees (collegegeld) or examination fees for extraneus students. The Executive Board imposes other fees, such as university expenses and expenses for educational tours, under separate legislation (Regeling Prijsbeleid Studiekosten). The study guide indicates what these other fees are for each new academic year. The website will also provide information. A brochure which contains the regulations (Regeling Prijsbeleid Studiekosten) is available (in Dutch). Each faculty board is required to ensure timely notification of costs and contributions towards them.

A right to assistance while you are studying
Students have a right to help (from a Student Advisor, for example) if they are experiencing difficulties. Students experiencing problems associated with, for example, a handicap that restricts their functioning, a chronic illness or dyslexia, are entitled to additional assistance if required. Students from other countries are also entitled to specific assistance. Please contact your Study Advisor or STAG for more information.

A right to have your complaints taken seriously
Depending on their nature, complaints may be handled by any one of several contact persons.
At the faculty level: by a faculty or study advisor
At a more general level: by the confidential counsellor, STAG’s student counsellors or the Health and Safety Office (depending on the nature of the complaints)

A right to be informed about the progress of your studies
Until 1 November 2005, you will receive a written notification of the number of credits that you have earned in academic year 2004-2005. This is for the purposes of continuation of your government grant and it will state whether your credits will have any repercussions for your grant (only applies to Dutch students). If you are enrolled at more than one tertiary institution, the total number of credits that you have earned will be calculated by the institution to which you paid your statutory fees. If this is the University of Groningen, make sure that you yourself notify the course administration office about subjects studied elsewhere and the credits you have earned. You must do this prior to 1 September 2004. Due to government legislation, it is expected that the number of credits you earn in one academic year will no longer have an effect on your government grant if you are a student who receives a grant for the first time on or after 1 September 2004 (only applies to Dutch students). In this case it is important to graduate within 10 years. STAG can provide more information on this subject.

6. EXAMINATIONS

Examinations
Every module (subject) is examined separately. The Board of Examiners regulations apply to all of these exams.

Final assessment
You are considered to have successfully passed the course or part of a course if you have passed the required exams. The Board of Examiners sets the rules for the exams. It can make passing the final assessment dependent on further conditions being fulfilled, but can also rule that not every exam needs to achieve a ‘satisfactory’ grade for a pass to be granted in the final assessment.

Evidence of having passed an exam
For each examination that you pass the examiners will issue a note to this effect. If you have two or more of these notes, you can request the Board of Examiners to issue a statement listing your exam passes. A certificate is issued for every final assessment you pass.

Propaedeutic phase
The propaedeutic exam is an integral part of both the Bachelor’s degree (180 EC) and the old system (a minimum of 168 credits).

Fixed study programmes
The OER establishes what exams have to be passed to finish your course. However, you can design your own study programme as long as it is approved by the Board of Examiners. The OER is included in the study guide.
Recognition of foreign qualifications by the RUG
If you have attended secondary school abroad, you will be required to
demonstrate that you have sufficient command of the Dutch language to follow a
university degree here. The conditions are in the OER.

A right to adapted exams
Students with a functional disability, a chronic illness, dyslexia or other physical
or mental performance disability have the right to take exams in a form which
compensates for this. Please ask your study advisor or STAG for more
information about adapted exams.

7. TEACHING AND EXAMINATION REGULATIONS (OER)

The OER
Every course has its own OER, drawn up by the Faculty Board and incorporating
recommendations from the faculty Course Committees. The Course Committees
also assess the regulations and how they are implemented.

Matters covered by the OER
Matters covered by the OER are defined by the WHW. They include the design of
the courses and entry requirements.

8. FINANCIAL ASSISTANCE FOR STUDENTS WHO ARE ELIGIBLE FOR IBG
GRANTS (THIS SECTION DOES NOT APPLY TO FOREIGN STUDENTS)

The Afstudeerfonds (course completion fund)
If circumstances beyond your control affect your progress during your degree, you
may be eligible for financial assistance from the Afstudeerfonds. The conditions
are set out in the regulations pertaining to the fund (Afstudeerfondsregeling).
These regulations are included in an appendix to the student regulations.

If you suffer study delay due to circumstances beyond your control, and if the
delay is expected to amount to more than 4 weeks, you must report this
immediately to your study advisor (the so-called ‘first report’). If the delay will last
more than 2 months, you must make an appointment as soon as possible with a
student counsellor from STAG. You must follow the advice given by the student
counsellor.

The following may constitute grounds for financial assistance:

Exceptional circumstances beyond your control:
illness
family circumstances
a handicap (physical limitations)
pregnancy
lack of a programme of study that meets objective standards
loss of certification of your studies
other circumstances of an exceptional nature
Other exceptional circumstances include:
committee membership activities
sporting activities at a top level

STUDENTS RECEIVING A GOVERNMENT GRANT FROM IBG (NOT APPLICABLE FOR FOREIGN STUDENTS) SHOULD NOTE THE FOLLOWING IMPORTANT POINTS:
Any major changes to your studies, for example you have fallen behind in your results or have changed your course, should be discussed with your study advisor and possibly one of STAG’s student counsellors as soon as possible. He or she will be able to explain how the grants and the afstudeerfonds system work, how to deregister, and provide information about jobs and government benefits. When in doubt, ask.
If you have suffered a study delay of more than four weeks, you must notify your study advisor immediately (the so-called ‘first report’). If the delay will last more than 2 months, you must make an appointment with one of STAG’s student counsellors as soon as possible. If you don't let them know, you won't qualify for financial assistance from the Afstudeerfonds.
Apply in good time for financial assistance. If you are too late you will not receive any financial compensation. If you’re not in time, you’ve lost your chance.

If you are not able to do this yourself, appoint somebody else – a family member or a friend – to do it for you.

Regeling financiële Ondersteuning studenten Bèta-opleidingen (ROB) (regulations concerning financial assistance for students of the sciences)
Students of biology, chemistry, physics, computing science, astronomy, statistics and pharmaceutical engineering who started their studies in academic years 1996–1998 may be eligible for a maximum of one additional year of study finance.

Study progress norms
If you meet the annual study progress target for the first year, the grant that you received in that year will be converted into a gift. If you fail to meet the annual study progress target in your first year but are awarded your degree within 10 years of the first month that you received a government grant (prestatiebeurs), at your request that first year will be converted from a loan into a non-repayable grant.
If you were awarded a grant before 1 September 1996 for a course in higher education, your grant will be regarded as a provisional grant (tempobeurs). If you earn enough credits in a particular year, the provisional grant will be converted into a proper grant. If you do not earn enough credits, the provisional grant will be converted into an interest-bearing loan.

The annual study progress target is 50 percent (30 EC, or 21 credits in the old system).
If, due to exceptional circumstances, you find that you have not made the required progress in your studies, you may be able to get financial assistance from the Afstudeerfonds or from IBG. In order to receive financial assistance from the university or IBG, students need to notify the RUG via a study advisor and
subsequently a student counsellor from STAG. You can read more about the conditions for financial assistance in chapter 8, sub. ‘Afstudeerfonds’.

Please note: Thanks to government legislation, it is expected that the number of credits that you earn in one academic year will no longer affect your government grant if you are a student who receives a grant for the first time on or after 1 September 2004 (only applies to Dutch students). In this case it is important to graduate within 10 years. STAG can provide more information about this subject.

Rules of procedure for the financial support of foreign students
Foreign students who are faced with study delay as a result of extraordinary circumstances may be eligible for financial assistance on the grounds of the Rules of procedure for the financial support of foreign students. These rules are available in a Dutch and an English version.

Emergency Fund (Noodfonds)
Students who are faced with exceptional circumstances which result in distress can appeal to the Emergency Fund for financial assistance in the form of a loan and/or a gift. Read more about this subject on the RUG website (in Dutch) or ask STAG.

Applications for financial assistance from the RUG and IBG
Application forms for financial assistance from the Afstudeerfonds, the Noodfonds and on the grounds of the Rules of procedure for the financial support of foreign students are available from STAG. Application forms for financial assistance on the grounds of the ROB-regeling are available from your faculty. The Executive Board makes decisions about grants, following recommendations by the following committees respectively: the Universitaire Fondsen Commissie, (or UFC) and the Noodfondscommissie. The Executive Board will notify you of its decision in writing, and if you wish you may appeal against it. For further information, see section 11, Legal Rights. Questions about the Afstudeerfonds criteria can be e-mailed to: ufc@bureau.rug.nl.

Application forms for financial assistance from IBG are also available at STAG. The university has to determine whether it can agree with the application; to this end, you must visit one of STAG’s student counsellors. After the university and the doctor who is treating you have signed statements confirming the exceptional circumstances, you can lodge your application with IBG. Read more about the conditions for financial assistance from the RUG or the IBG in chapter 8, sub. ‘Afstudeerfonds’ and ‘Study progress norms’.

9. PARTICIPATION IN DECISION-MAKING

University Council
The University Council is the University of Groningen’s representative body and the Executive Board’s consultative partner. It has 24 members representing staff and students, elected from amongst their ranks: 12 from the student ranks by students, and 12 from the staff ranks by staff. Student members are elected for one year, staff for two.
Right of assent
The University Council has the right to give its assent when the following are established or changed:
- university policies
- a system of quality control
- the student regulations
- the governance and management regulations
- health and safety regulations
- choice of decision-making systems
regulations relating to financial aid for students

The Faculty Council (Faculteitsraad)
Each faculty has its own Faculty Council which functions as its representative body and the Faculty Board’s consultative partner. Half of the Faculty Council consists of student members elected by students and half of staff elected by staff. While the number of council members varies per faculty, a maximum of 24 has been set. Student members are elected by for one year, staff members for two.

Right of assent
The Faculty Council has the right to give its assent when the following are established or changed:
the faculty regulations
the Teaching and Examination Regulations (OER)

Course Committees (Opleidingscommissies)
Each course has its own Course Committee. It offers advice relating to the Teaching and Examination Regulations, and assesses them. Half of its members are students. The committee members are appointed by the Faculty Board.

Facilities for students in representative bodies
If you are a student member of the University Council, a Faculty Council or a Course Committee, it may be that you are not able to attend some exams or compulsory modules of your course because they coincide with meetings of the relevant Council or Course Committee. Your faculty will try to enable you as far as possible to take the exam and to attend the course modules at a suitable time or arrange a substitute assignment.

10. HOUSE RULES AND SANCTIONS
Disregarding the rules relating to the use of university premises may lead to denial of access to university buildings and grounds for a maximum of one year.

Privacy
You have the right to view your personal and academic records held by the university’s administrative office and to request that they be altered. Your records may otherwise only be accessed by RUG personnel entitled to do so. Other parties may only view them if you agree to this or if the Personal Data Protection Act (Wet bescherming persoonsgegevens (Wbp)) permits it. The RUG has its own
privacy regulation based on the Wbp: de Regeling bescherming persoonsgegevens studenten en personeel van de RUG (Regulation concerning the protection of personal data of students and personnel of the RUG).

Harassment, sexual harassment, aggression, violence and discrimination
The Executive Board has set rules relating to how the RUG shall deal with sexual harassment, aggression, violence and discrimination in the so-called SIAGD Code of behaviour (Gedragscode SIAGD).

Health and safety rules
The Executive Board has set rules to ensure the safety, health, and well being of both ordinary and extraneus students at the university.

11. LEGAL RIGHTS

If you disagree with a decision, you have the right to lodge an appeal or complaint. The procedures for academic matters differ to those relating to enrolments and financial regulations. The former are dealt with by the Examination Appeals Board, and the latter by the Executive Board.

An appeal to the CBE
If you disagree with an examiner or Board of Examiners decision you have the right to appeal to the Examination Appeals Board, but only if the decision relates to matters of the types dealt with in sections 4 and 5. They include the following:
- establishing the number of credits earned
- admission to exams
- fairness of exams
- admission to courses (individual cases)

Procedure
1. Students must lodge a written appeal with the Examination Appeals Board (CBE) within 4 weeks. The address is: PO Box 72, 9700 AB Groningen, tel. (050) 363 54 39. In urgent cases, students may request that temporary provisions be made.
2. The CBE will pass on the appeal to the chair of the Board of Examiners, who will first try to see whether the parties will agree on a compromise. If this is not successful, the CBE will rule on the appeal.
3. The Board will give one of the following judgements within ten weeks of submission of the appeal:
   - there are no grounds for appeal, and the appeal is dismissed.
   - the appeal is not allowed and no judgement will be given since there has been a breach of procedure (for example, the appeal was not lodged in time)
   - there are grounds for appeal and the decision is annulled. The examiner or the Board of Examiners will have to revise its decision.
In some cases, the CBE’s decision may be contested in a court of law.
Appealing against a decision by the Executive Board

*If you disagree with a decision made by the Executive Board, you can lodge an appeal with the same board if the decision relates to matters of the types dealt with in sections 3, 4, 8 and 10. They include the following:*

- enrolment (ordinary or *extraneus*)
- cancellation of enrolment because of illness, family circumstances or educational circumstances beyond your control
- financial assistance
- denial of access to the RUG’s premises and grounds

**Procedure**

1. Students must lodge a written appeal with the Executive Board within six weeks of the decision. The address is: PO Box 72, 9700 AB Groningen.
2. During the hearing, both the Executive Board and the student will be heard by the Advisory Committee for Appeals (ACB).
3. The Advisory Committee for Appeals will pass on its recommendations to the Executive Board, which will then make its decision.
4. The student can lodge an appeal with the Higher Education Appeals Board within six weeks of this decision. The address is: Paleis van Justitie, PO Box 20302, 2500 EH The Hague, or a court of law, depending on the nature of the decision.

**Costs**
The cost of appealing to the Higher Education Appeals Board or a court of law is as follows: regardless of outcome, € 36 (court registration charges) court costs if the decision is not in your favour and costs are awarded against you.

**Information**
The RUG’s Department of Corporate Administrative and Legal Affairs (ABJZ) can provide information about legal rights and other legal matters. Its address is: ABJZ, PO Box 72, 9700 AB Groningen, tel. (050) 363 54 40. Information can also be found in a brochure published by STAG entitled ‘Bezwaar en Beroep’.
Appendix 8

Computer Centre: House Rules

When using RUG computer/network facilities, students of the faculties of Economics, Management and Organization and Spatial Sciences must observe the following rules:

With regard to the facilities:
1. The user shall use the facilities made available to him/her exclusively for the purpose for which they are intended, i.e. education and research. This also applies to Internet and e-mail facilities.
2. The user shall observe the university regulations drawn up by the Executive Board (see: www.rug.nl/rc/helpdesk/security/documenten/aupnl). Supplementary rules and regulations may be drawn up by or on behalf of the Faculty Board for practicals with a specific arrangement of computers.

With regard to user accounts:
1. The account and related password are strictly personal and must not be passed on in any form to a third party.
2. The account is valid for a specific period, i.e. the period during which the user is registered as a student.
3. Unauthorised use of the account is not permitted. This includes, but is not restricted to:
   - The dissemination and/or use of illegal software and viruses, of information that may infringe the intellectual property rights of third parties, and of images or text that are considered offensive to public morality.
   - Unauthorised access to computer systems or parts thereof, the disruption of computer systems, and any other activity intended to impair their functioning.
   - Engaging in commercial activities.
   - Sending junk mail (‘spam’). This includes sending messages to a large number of persons or organisations when there are reasonable grounds for assuming that the recipients do not wish to receive such messages. This in the opinion of the ICT management.
4. In cases of suspected improper use, the user must allow the ICT management to investigate his/her account in accordance with the relevant rules and regulations, in order to ascertain whether the account has been used improperly.

With regard to conduct in computer rooms:
1. Users are not permitted to eat, drink or smoke in the computer rooms, or to otherwise cause nuisance. Equipment and facilities must be used responsibly.
2. The user must comply with these rules and immediately follow any instructions given by the ICT management.
Penalties

1. A user who misuses the ICT facilities in any way or does not observe the above rules may be banned from using the ICT facilities by the management for a period of up to 30 days. Further measures may be taken in accordance with the university regulations (*Huisregels en Ordemaatregelen*).

2. Students who have been banned from using ICT facilities by the management can lodge an appeal with the Board of the faculty at which they are registered.

Directory listings

Users should be aware that their e-mail address, name and course are included in a publicly accessible RUG e-mail directory.
Appendix 9

Tips for preventing RSI

RSI: how can you prevent it?
RSI (repetitive strain injury) is the collective name for a series of disorders affecting the neck, shoulder, upper/lower arm, elbow, wrist or hand, either separately or in combination. The symptoms include pain, pins & needles, muscle sensitivity and loss of strength. RSI can affect many activities to a greater or lesser extent. RSI is always caused by a combination of factors: a bad working posture, incorrect use of equipment, working too long without a break, stress, and a badly organized desk. Computer users are particularly at risk, but RSI can be caused by the prolonged repetition of any activity in the same position. RSI occurs frequently among builders, tailors, freight handlers and packers.

You probably already know that constant use of a computer mouse can also cause problems. ‘Mouse arm’ as it is popularly known, belongs to the group of disorders known as RSI that affect the musculoskeletal system. The measures you can take to prevent/relieve RSI are less well known. We have listed them for you below.

What can you do about RSI?

- When you are working, take regular breaks during which you relax, stretch or move about.
- Vary your work activities. Alternate difficult and easy tasks.
- Make sure your posture is correct. Sit up straight, ensuring that your feet are resting flat on the floor. Your lower legs should be at right angles to your thighs. Use a good-quality chair with adjustable seat-height, back and armrests. Your chair should provide good lower-back support. Armrests take the stress off your shoulders. Adjust the armrests so that, when your elbows rest on them, your upper arms are relaxed and your forearms are horizontal.
- Sit directly in front of the computer screen, but not too close to it. Make sure that you do not have to turn your head when working. The top of the computer screen should be approximately 10 cm below eye-level. Make sure there are no reflections on your screen. Use a large font that you can read without leaning forward.
- Keep your wrists stretched as you type. Do not bend your wrists when typing; keep them straight. Relax your wrists whenever you pause from typing.
- When using the mouse, remember to keep your wrist straight. Relax your hand regularly; do not let it rest continuously on the mouse. For functions, use key combinations rather than the mouse. Key combinations are explained in the Windows menu. For example: ‘Print’ is Ctrl+P and ‘Save’ is Ctrl+S.

Are you in a high-risk group? Do the RSI test at the FNV site: www.bbzfnv.nl/rsi/testen/rsitesten.html.

See also www.debeweging.presteert.nl or www.rsi-vereniging.nl (with a selection of other links).
Information:
The Health, Safety & Environment co-ordinator can provide information and advice on RSI.

The FEW co-ordinator is Mr C.H.M. (Cor) van den Hombergh (WSN 313), tel. (050) 363 3729.

The FBK co-ordinator is Ms I.F. (Iefke) Duzink (WSN 618), tel. (050) 363 7364.

You can also contact the AMD, the university’s Health, Safety & Environment department. Address: Visserstraat 47, 9712 CT Groningen. Tel. (050) 363 8010.
Appendix 10

Regulations for FEW Group Trips Abroad

1 These regulations apply to all foreign study trips lasting several days by groups of students, most of whom are undergraduates at the Faculty of Economics, organized by or on behalf of the Faculty.

2 During a trip abroad, several organisations of different natures will be visited, and contacts initiated with several bodies.

3 The foreign trips are intended for third-year students and, on a pro rata basis, students of the Master’s degree courses in which students from the Faculty of Economics participate.

4 The initiative to organize a trip abroad can be taken either by lecturers or by students. By students are meant not only individuals but also the EFV, its sub societies, SIS and GFE. The Foreign Travel Committee (BRC) for funding will assess all proposals. This committee will submit its recommendations to the Faculty Board, which will make the final decision. The BRC will base its advice on the following criteria:
   a. the quality of the programme
   b. the accessibility of the programme for students from the various study programmes
   c. the degree of preparation
   d. the amount of organisational time and effort the applicants are prepared to invest
   e. a declaration from at least one lecturer that he/she will personally accompany the trip
   f. in principle, the timing of the trip may not interfere with study programmes; if that is the case, the participants bear full responsibility.

5 Grant

   Every year, the faculty determines a budget for trips abroad; in its advice, the BRC decides how many trips will be subsidized and what amount will be allocated to each trip.

6 The travel and accommodation expenses of the accompanying lecturers must be included in the cost estimate submitted with the proposal for the trip. The other travel and accommodation expenses will be financed from the general ‘internship and excursions’ budget to a maximum of 40% of the foreign travel daily allowance.

   The surplus from any trip (maximum subsidy minus real costs) will be added to a fund for the financial support of additional trips abroad. Incidentally, such trips will also have to satisfy the criteria listed in article 4.
7 Procedure
   a. The initiators must submit a grant application to the BRC as soon as possible, and certainly no later than 1 January of the year in which the trip is planned, consisting of a preliminary programme and a budget. It must be accompanied by a signed pledge by one or more members of staff, stating that they are willing to supervise the trip.
   b. The BRC will inform the Faculty Board of its recommendations as soon as possible.
   c. Only in exceptional circumstances and for clearly motivated reasons will the Faculty Board ignore the advice of the BRC. It will normally ratify the BRC’s proposal regarding the allocation of grants. It will inform the organizers of the trip of its decision by letter.
   d. The organizers must submit the final programme and budget to the BRC for approval no later than four weeks before the start of the trip.
   e. The organisation committee will present an evaluation of the trip to the BRC within two months of its return.
   f. The organizers will also submit a financial report to the Faculty Finance Office within two months.
   g. After the financial report has been approved, the organizers must submit a full report on the trip (including a financial report) to the Faculty Board with a copy to the BRC.
Appendix 11

Fire Drill instructions

These instructions apply to the following buildings:
- WSN COMPLEX
- WSN INTERIM BUILDING
- ZERNIKE BUILDING

In September 2004, student organisations will be given an instructional tour by staff from the building maintenance department (Gebouwenbeheer). In addition, staff from that department will also give instructions on how to evacuate the two main lecture halls. This will be done at the end of lectures, in consultation with the lecturer.

Students and staff must also observe the general instructions below.

Fire drill instructions for staff and students

ADVANCE WARNING: alternating high/low signal

1. Stop what you are doing. Switch off and unplug any electrical equipment.
2. Put away important documents/items and close desks, drawers and cupboards.
3. If you are on the telephone, end the call.
4. Listen to the instructions given over the PA system.
5. Close all windows (if possible/applicable).

EVACUATION SIGNAL: a constant signal

1. Leave the room and take your personal belongings with you.
2. Close the door of the room, but do not lock it.
3. Help disabled persons to leave the building.
4. Follow the instructions given by wardens, or follow the illuminated green signs with a white arrow. Leave the building via the stairs. Do not use the lift.

ALL-CLEAR SIGNAL: a series of separate tones It is safe to enter the building again.
Important: make sure you are familiar with exit routes and assembly points.
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