University of Groningen
Faculty of Economics
Faculty of Management and Organization

Study Guide
2005-2006

BSc Business Studies - IB&M
BSc International Economics and Business

MSc International Business and Management
MSc International Economics and Business

IB&M-SID programme
IE&B-SID programme

The old (doctoraal) system: Study programme IE&B 2004-2005
Address
Visiting address: WSN building, 203-205
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Zernike complex, Paddepoel
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9700 AV Groningen
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Colophon

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Although the greatest care has been taken to ensure the accuracy of all information, there may be unintentional errors and changes or deletions without notice. The matters covered by this publication are subject to change from time to time both before and after a student’s admission.
Welcome

Dear Student,

This is the study guide for our teaching programmes in International Business and Management (IB&M) and International Economics and Business (IE&B) for the academic year 2005/06. It contains information about courses, final study course profiles, study programmes, and practical information about everyday matters.

IB&M and IE&B are the major international programmes that the Faculty of Economics and the Faculty of Management & Organization have to offer. Presently, we are in the process of further increasing the number of programmes taught in English, starting with Economics and Econometrics and Operations Research, which will be in English from September 2005. The number of foreign students, and the variety of countries they come from, will then undoubtedly further increase. As a result, you will study in 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 that your stay at our university will be both fruitful and enjoyable.

T.J. Wansbeek, Dean Faculty of Economics

 Henk Sol, Dean Faculty of Management and Organization
Dear students,

We 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 IB&M and IE&B 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 many 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.

B-yond

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For further information on B-yond see part D15.2.1.
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Postal address: PO Box 800
9700 AV Groningen NL
Tel: +31 (50) 3633659
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Part A – Important information

A1 Information and advice: where to turn to?

A short overview (for more information see part D - University and Faculty information, Nestor and internet www.rug.nl/economics or www.rug.nl/fmo).

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<td>professor/co-ordinator and secretary</td>
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<td>• exemption</td>
<td>exemption form available on internet: <a href="http://www.rug.nl/economie/formulieren">www.rug.nl/economie/formulieren</a> or <a href="http://www.rug.nl/bdk/formulieren">www.rug.nl/bdk/formulieren</a></td>
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<td>• educational quality management</td>
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<td><strong>Programme of study:</strong></td>
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<td>• specific study load, schedules, planning</td>
<td>director/co-ordinator and secretary</td>
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<td>Nestor, community “onderwijskwaliteit”</td>
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<td>director/co-ordinator: specific course information, programme of study, especially master’s degree programmes</td>
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**Student exchange:**
- possible exchange programmes
- application and information

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**Admission to a programme of study:**
- admission to an IB&M or IE&B bachelor/master
- admission to a master programme which is not directly accessible

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**General educational information:**
ProgRESS WWW, Nestor, registering, timetables, appointments, study results, degree certificates, etc..

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**Right of appeal**
- study advisor: advice
- board of examiners: written requests only

**Information events/brochures, etc.**
Department of Communication WSN 336

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<tr>
<td>Study advisors</td>
<td>Office hours only by appointment and email (do not forget to mention your phone number!). Secretary: 050-363 3759 <a href="mailto:studyadvisors-bdk@rug.nl">studyadvisors-bdk@rug.nl</a> or <a href="mailto:studyadvisors-eco@rug.nl">studyadvisors-eco@rug.nl</a></td>
</tr>
</tbody>
</table>
### A2 Rules and facilities

#### A2.1 The Academic Year 2005-2006

<table>
<thead>
<tr>
<th>C</th>
<th>L/E</th>
<th>Start/finish</th>
<th>Notes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Semester 1.1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>L1</td>
<td>Mon. 5 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>L2</td>
<td>Mon. 12 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>L3</td>
<td>Mon. 19 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>L4</td>
<td>Mon. 26 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>L5</td>
<td>Mon. 3 Oct.</td>
<td>7 Oct.</td>
<td>Economists’ Congress</td>
</tr>
<tr>
<td>41</td>
<td>L6</td>
<td>Mon. 10 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>L7</td>
<td>Mon. 17 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>L8</td>
<td>Ends Fri. 28 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>E1</td>
<td>Mon. 1 Nov.</td>
<td></td>
<td>Regular examinations for HS 1.1 material</td>
</tr>
<tr>
<td>45</td>
<td>E2</td>
<td>Ends Fri. 11 Nov.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Semester 1.2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>L1</td>
<td>Mon. 14 Nov.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>L2</td>
<td>Mon. 21 Nov.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>L3</td>
<td>Mon. 28 Nov.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>L4</td>
<td>Mon. 5 Dec.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>L5</td>
<td>Mon. 12 Dec.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>L6</td>
<td>Mon. 19 Dec.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>52</td>
<td>No classes</td>
<td>Mon. 26 Dec.</td>
<td>Christmas holiday</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>No classes</td>
<td>Ends Fri. 6 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>L7</td>
<td>Mon. 9 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>L8</td>
<td>Ends Fri. 20 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>E1</td>
<td>Mon. 23 Jan.</td>
<td></td>
<td>Resit examinations for HS 1.1 material &amp; regular examinations for HS 1.2 and S 1 material</td>
</tr>
<tr>
<td>5</td>
<td>E2</td>
<td>Mon. 30 Jan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>E3</td>
<td>Ends Fri. 10 Feb.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C = Calendar week; L = Lecture week; E = Examination week; HS = Half Semester; S = Semester
<table>
<thead>
<tr>
<th>C</th>
<th>L / E</th>
<th>Start/finish</th>
<th>Notes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Semester 2.1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>L1</td>
<td>Mon. 13 Feb.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>L2</td>
<td>Mon. 20 Feb.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>L3</td>
<td>Mon. 27 Feb.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>L4</td>
<td>Mon. 6 Mar.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>L5</td>
<td>Mon. 13 Mar.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>L6</td>
<td>Mon. 20 Mar.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>L7</td>
<td>Mon. 27 Mar.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>L8</td>
<td>Ends Fri. 7 Apr.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>E1</td>
<td>Mon. 10 Apr.</td>
<td>14 Apr. Good Friday</td>
<td>Resit examinations for HS 1.2 and S1 material &amp; regular examinations for HS 2.1 material</td>
</tr>
<tr>
<td>16</td>
<td>E2</td>
<td>Mon. 17 Apr.</td>
<td>17 Apr. Easter Monday</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>E3</td>
<td>Ends Fri. 28 Apr.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Semester 2.2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>C1</td>
<td>Mon. 1 May</td>
<td>5 May</td>
<td>Liberation Day</td>
</tr>
<tr>
<td>19</td>
<td>C2</td>
<td>Mon. 8 May</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>C3</td>
<td>Mon. 15 May</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>C4</td>
<td>Mon. 22 May</td>
<td>25 May</td>
<td>Ascension Day</td>
</tr>
<tr>
<td>22</td>
<td>C5</td>
<td>Mon. 30 May</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>C6</td>
<td>Tue. 6 June</td>
<td>5 June</td>
<td>Whit-Monday</td>
</tr>
<tr>
<td>24</td>
<td>C7</td>
<td>Mon. 12 June</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>C8</td>
<td>Ends Fri. 23 June</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>T1</td>
<td>Mon. 26 June</td>
<td></td>
<td>Resit examinations for HS 2.1 material &amp; regular examinations for HS 2.2 and S 2 material</td>
</tr>
<tr>
<td>27</td>
<td>T2</td>
<td>Mon. 3 July</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>T3</td>
<td>Ends Fri. 14 July</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Holiday</td>
<td>Mon. 17 July</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Holiday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Holiday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Holiday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Holiday</td>
<td>Ends Fri. 18 Aug.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>T4</td>
<td>Mon. 21 August</td>
<td></td>
<td>Resit examinations for HS 2.2 and S 2 material</td>
</tr>
<tr>
<td>35</td>
<td>T5</td>
<td>Ends Fri. 1 Sept.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C = Calendar week; L = Lecture week; E = Examination week; HS = Half Semester; S = Semester
Division of the academic year 2005-2006 Lecture periods

               Block 2: 14/11/2005 - 10/02-2006
               Examinations in the last two or three weeks of each block

2nd semester: Block 1: 13/02/2006 - 28/04/2006
               Block 2: 01/05/2006 - 14/07/2006
               Examinations in the last two or three weeks of each block

Resits: At the end of the next block and 21/08/2006 - 01/09/2006 (for block 2.2)

Lecture-free days (the university will be closed)

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Friday</td>
<td>14/04/2006</td>
</tr>
<tr>
<td>Easter Monday</td>
<td>17/04/2006</td>
</tr>
<tr>
<td>Liberation Day</td>
<td>05/05/2006</td>
</tr>
<tr>
<td>Ascension Day</td>
<td>25/05/2006</td>
</tr>
<tr>
<td>Whit-Monday</td>
<td>05/06/2006</td>
</tr>
</tbody>
</table>

Days on which lectures (may) be postponed

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economists’ congress (Economen congres)</td>
<td>7 October 2005</td>
</tr>
<tr>
<td>Information day RUG (Voorlichtingsdag)</td>
<td>4 November 2005</td>
</tr>
<tr>
<td>Student for a day</td>
<td>30 and 31 March 2006</td>
</tr>
<tr>
<td>Open day RUG (Open dag)</td>
<td>3 March 2006</td>
</tr>
<tr>
<td>Lecture ‘Carrousel’:</td>
<td>4-6 April 2006</td>
</tr>
<tr>
<td>Parents’ day RUG (Ouderdag):</td>
<td>2 June 2006</td>
</tr>
<tr>
<td>BIG Congres (congress for Business studies)</td>
<td>See: <a href="http://www.bigcongres.nl">http://www.bigcongres.nl</a></td>
</tr>
</tbody>
</table>

The academic year is divided into two semesters. These semesters are further subdivided into half semesters (also referred to as ‘blocks’). Each half semester lasts 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.

Most courses will be offered and examined within a block. Some 10 EC courses are semester courses. Check the course descriptions for examination periods and resit periods. Intermediate tests may take place halfway through the study material of the semester courses.
A2.2 Registration for a RuG study programme

At the Central Student Administration (CSA) you can find information about:

• Registration/deregistration for study programmes
• Payment or reimbursement of tuition fees
• Declarations required by external institutions

Opening hours are from 10.00 till 16.00 hours daily. For address and contact details see parts D1.1 and D14.13.

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 Business Studies-IB&M – including the 60 EC IB&M-SID programme - will be automatically admitted to the MSc IB&M programme. You can register as a master student using the (re-)registration form sent by the Central Student Administration (Centrale Studenten Administratie, CSA).

For students coming from other bachelor programmes than IB&M or IE&B, an admissions board will decide on admission to the master programmes. See for more information about admission and registration to the master programmes part B6.1.

A2.3 Obligatory registration for courses and examinations

You must register via http://progresswww.nl/rug for all the courses and examinations you plan to do. You can use one of the computers at the Computer Centre (Rekencentrum, RC) to register (RC 0013, 0023, 0032, 0033 and 0046). See also part D1.

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 proof of registration as a RuG student (student card) as well as proof of registration for the examination (print out ProgRESSWWW).

For registration for General Subjects (AVV); first select “Algemeen Vormende Vakken” in the menu at ProgRESS WWW, then the Faculty.

Registration for a course is not without obligations. Once you have registered, you are expected to follow the course or do the examination. Of course, you can withdraw from the course or examination within the registration period. If special circumstances compel you to withdraw from a course or examination before it begins, you should inform the Faculty Education Office via the Information Desk. 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 website of the Faculties of Economics and Management and Organization: http://www.rug.nl/ocasys
Registration for courses is only possible from seven till two weeks before the first lecture week.
The registration deadlines are therefore as follows:
Semester 1, block 1: until 21 August 2005
Semester 1, block 2: until 30 October 2005
Semester 2, block 1: until 29 January 2006
Semester 2, block 2: until 16 April 2006

Registration for exams is open from four weeks to seven calendar days before the examination.

Registration for students from other faculties
Students from other faculties 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 website). The above registration periods also apply.

If you miss the registration deadline for an examination
Report to the examiner in charge immediately before the start of the examination. He/she will decide whether you may take the examination. There is no room for debate. It is not possible to register for examinations by telephone. See also part D1.

A2.4 Study progress requirements
You can find an overview of study progress requirements at the end of every programme of study in part B.

A2.5 Right of appeal
If you disagree with an examination result or regulation, you can lodge an appeal with the board of examiners. If you wish to do so, contact your study advisor for advice. For the address see part D14.

A2.6 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. Students who are entitled to a study grant from the IB-group can apply for financial assistance from the university’s Graduation Fund if they report the problem within one month of it arising. For more information see part D5.

A2.7 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 wishing to apply for an exemption should use the relevant form. This form is available on internet. For more information see part D2.1.
A2.8  Timetables
An overview of the lecture and examination periods can be found in part A2.1 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 websites: for IE&B [www.rug.nl/economics/informationfor/students/](http://www.rug.nl/economics/informationfor/students/) next click schedules 2005-2006 and for IB&M [www.rug.nl/bdk/informatieVoor/studenten/schedules/index](http://www.rug.nl/bdk/informatieVoor/studenten/schedules/index). Groups for tutorials and practicals will be published on Nestor, select communities (http://nestor.rug.nl).

A2.9  Syllabus shop and book sales
Readers and lecture notes are on sale in the Social Area on the ground floor of the WSN Building (WSN 008). The shop is open daily between 12.00 and 14.00 hours. The book sales from the Management and Organization student society (BIG), the Economics Students’ Society (EFV) and VESTING (society for students of Econometrics, Operational Research and Actuarial Studies) take place just before the start of each semester. Details of the sales are sent out well in advance. For more information see parts D12.3 and D12.4.

A2.10  Degree certificate ceremonies

**Propaedeutic certificate**
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 propaedeutic year without receiving a message should contact the Information Desk, WSN 203-205. Graduation dates will be published in the university newspaper (UK). More information can be found in part D7.3.

**Bachelor’s and master’s degree certificate (including the old (doctoraal) programme**
There are two bachelor’s degree certificate ceremonies per year. Application forms for participation in the ceremony must be handed in at least six weeks in advance at the Information Desk, WSN 203-205. There are a number of master’s and *doctoraal* degree certificate ceremonies per year. Degree certificate ceremonies usually take place on the last Friday of the month for Economics and on the last Monday of the month for Management and Organization. You should apply for participation in a degree certificate ceremony at least six weeks in advance. More information can be found in part D7.3.

A2.11  Study results
Examination results are published on ProgRESS WWW ([http://progresswww.nl/rug](http://progresswww.nl/rug)). Examination results must be published no later than 15 working days after the date on which the examination was taken. For more information see part D2.3.
A2.12 Choosing a specialization/master programme

- You can find an overview of relevant information events in part B6.1.3 in this study guide. Be sure to visit these!
- You can contact your study advisor for general information about programmes of study.
- For questions about the contents of a bachelor or master programme, please contact the programme co-ordinator.
- For questions about courses you can contact the professor.

A2.13 Studying abroad/exchange programmes

Studying abroad is an important part of the IB&M and IE&B study programmes. Each year, grants are made available for this purpose. It is important that you are well informed about the opportunities and that you prepare thoroughly for the period of study abroad. For more information check parts B4.1.1 (IB&M) B4.3.2 (IE&B), D6 and the websites of the exchange office:

www.rug.nl/fmo/internationalStudents/internationaal/ or http://www.rug.nl/economics/informationfor/students/studyingAbroad/index

A2.14 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 part D14.13.

A2.15 Urgent educational information

Nestor is the name given to the Electronic Learning Environment (ELO) at the RUG. The computer programme is used to publish course information, information events about programmes of study and other important last minute information for students. For more information see part D13.2.

Timetable changes and examination dates etc. are also 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

A2.16 Addresses and opening hours

For addresses and opening hours see part D14.
Part B – Introduction study programmes IB&M and IE&B

B1 Why International Economics, Business and Management?

B1.1 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 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, or more broadly, the multinational organization (MNO). The multinational enterprise is often seen as the footloose shareholder-value maximising organization 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, MNOs thunder past nation-states while interweaving financial markets. At the same time, however, MNOs 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 MNOs choose.

In addition, MNOs do not live in isolation from other economic actors in the global economy. National governmental organizations, interest groups (employers’ federations, trade unions, environmental lobby groups), international organizations (World Bank, IMF, the European Commission) all interact with the business world to shape the international economic and business environment. Furthermore MNOs can hardly exist independently from domestic firms 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.
B1.2 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 its 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 organizations, 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 organizations 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 organizations 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 organizations make it an issue to hire people from outside the regular governmental circles.

Presently, intergovernmental organizations 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, et cetera. Many international organizations 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, e.g., the World Trade Organization (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 organizations 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. It is here where the bachelor and master programmes in International Business & Management (IB&M) and International Economics & Business (IE&B) by their ‘truly’ international flavour, produce value added.
B2 Curriculum Profiles

Since 1996 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. Since September 2004, these programmes have been taught in parallel, and further development of the programmes will also be carried out jointly.

At present there are two main lines of curricula, International Business and Management (IB&M) and International Economics and Business (IE&B). Each curriculum line has a 3-year bachelor programme, a 1-year master programme and a Short Initial Degree (SID) programme which also leads up to a master degree (1 year SID and 1 year MSc). 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 IB&M or IE&B.

* 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

--- 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 & Organization. This implies that the curriculum is rooted in state-of-the-art knowledge in the broad discipline of economics, business and management.
Within the IB&M and IE&B programmes, there is an explicit 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 focused on macro-issues from an international perspective. The development, dynamics and consequences of intensified international economic relations are studied in detail. Issues such as international trade, international financial markets, foreign direct investment, 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 takes a meso-perspective and is more focused on the multinational organization in its environmental context. Especially the analysis of (foreign) (market) structures and business systems are important. Topics such as firm boundaries, market and competitive advantages, technology and innovation characteristics, political system analysis, and institutional economics and sociology are important.

- **International Management:** This knowledge field focuses on the internationalization of organizations from an actor perspective, in particular the manager and starts at a micro level. The know-how, perspectives and skills of the international manager are the reference point of this knowledge field. Topics such as MNOs’ organizational design, global strategy, intercultural management, knowledge management, international human resource management, international commercial contracts and the history of MNOs are important issues in this field.

Within the **IB&M programmes** the emphasis is on the international management and business themes of MNOs. The “inside-out” perspective of the MNO 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 basic elements on international economics. Some courses, in particular in the business area, are given jointly for both programmes.

Within the **IE&B programmes** the starting point is the development of the international economy. Within this context, the behaviour of individual firms and organizations 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 MNO. Aspects of international management are also taught in the programme, but the economics aspects are more central.

Despite their roots in the traditional disciplines, the IB&M and IE&B programmes distinguish themselves from regular programmes in economics, business and management through their explicit focus on a **comparative approach**. In particular in the second phase of the bachelor programmes and 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 of 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.
B3 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. 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 *conditiones 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 English language course is included in the programme. Additionally, learning a second language (besides 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 an easy thing to do. 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.
Top students. 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 part D8).

You can find all programmes of study and course descriptions below and on: http://www.rug.nl/ocasys
B4 Bachelor of Science

B4.1 BSc Business Studies - International Business & Management, 1st year

B4.1.1 Programme description

Director: Dr Kees van Veen, room: WSN 836, 050-363 3866, k.van.veen@rug.nl
Secretary: Ineke van Est, room: WSN816, 050-3633458, r.van.est@rug.nl, Linda Romp, room: WSN 816, 050-3633458, lj.romp@rug.nl
Co-ordinator: Drs. Hester Huizinga, room: WSN 216, 050-363 8243, h.e.b.huizinga@rug.nl
Study advisor(s): Drs. Els Brilman, WSN 223, 050 363 7172, studyadvisors-fmo@rug.nl

Objectives and content

The International Business & Management programme is a profile within the regular BSc in Business Studies of the Faculty of Management and Organization. The last few years, the programme consisted of a third year BSc and an MSc year (see parts B4.2 and B6.2 below). On September 1st, 2005 the programme also introduces a first year programme which is titled BSc Business Studies - profile International Business and Management (BS-IB&M). The second year will start on September 1st, 2006, which completes the full three year bachelor programme.

The BS-IB&M programme offers students a solid academic grounding in the field of IB&M. The profile provides students with a clear, general business management grounding, while at the same time concentrating on organizations operating in an international context.

The IB&M programme was developed with a few clear ideas in mind. First, we require our students to master the basic knowledge and skills expected of a good business education. Additionally, we focus strongly on the international dimension of business management and entrepreneurship. In addition to the basics, we approach these issues from a comparative international perspective. This perspective can be traced throughout the programme, but becomes more evident near the end.

First and Second year

The programme introduces you to elementary theories and concepts that are relevant in the field. In general, 6 areas in which students need basic knowledge and skills are distinguished. These are:

1. **Organization Theory**: students are introduced to the theories and concepts on organization structures and processes. Students learn to think about organizational design and organizational change both in local as well as in multinational companies. They are introduced to the scientific theories on these issues and are trained to apply the concepts to practical situations.

2. **International Strategic Management and Economics**: to be a multinational company implies constantly considering existing business opportunities and the
related strategic choices. Students are introduced to the basics of (International) Economics such that they understand the relevant economic concepts of the international environment. Additionally, they learn how companies can operate in this context by studying the relevant concepts within the area of Strategic Management.

3. **International Finance and Accounting**: students learn the financial aspects of organizing and the related Accounting and Control aspects with special attention to the extra complexity of these issues within multinational enterprises.

4. **International Law**: in their international endeavours, companies often run into complicated legal problems on different levels. Basic knowledge of such issues is essential. The programme contains several modules that focus on these aspects.

5. **Research Methods and Statistics**: students learn to conduct research that complies with scientific rules both in management and in academia. Such courses teach them to think systematically and draw scientifically sound conclusions on the issues they study. This is a must for students with ambitions in management and consultancy as well as in academia.

6. **Language and Intercultural Communication Skills**: broad language and communication skills are a must for people who want to operate in the international arena. Weekly English language courses will improve your communication and presentation skills. In the second year, you will select a second foreign language. Additionally, there is a set of modules dealing with more functional areas such as International Marketing and Information Technology.

**International experience**
In order to foster the international learning experience, many students study abroad in the second semester of the third year. This international experience is an invaluable step in developing a deeper understanding of the subjects you study. Our faculty has excellent international exchange relations with Danish, Swedish, Chinese, French, American and British universities, among others. During your stay abroad, you will be able to broaden your studies to include further topics of interest. The programme is rounded off by writing a bachelor thesis.

**Information event**: For dates see part B6.1.3
### B4.1.2 Programme of study 1st year BS-IB&M

**Programme:** BSc Business Studies - IB&M  
**Year:** 1  
**Profile:** core programme - BS-IB&M

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<tr>
<th>sem</th>
<th>Course title</th>
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<td>1.1</td>
<td>International Business Ia: Skills IB&amp;M</td>
<td>BKP050A02</td>
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<td>Organizational Behaviour: Skills IB&amp;M</td>
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<td>Organizational Behaviour &amp; Cult. Div.</td>
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<td>1.2</td>
<td>Financial Accounting for IE&amp;B/Econ./IB&amp;M</td>
<td>EWP002A06</td>
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<td>2.1</td>
<td>International Business Law I</td>
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<td>2.1</td>
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<td>2.1</td>
<td>Research Methods I for IB&amp;M</td>
<td>BKP062A05</td>
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<td>2.2</td>
<td>Statistics I for IB&amp;M</td>
<td>BKP057A05</td>
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<td>2.2</td>
<td>Statistics I: Skills for IB&amp;M</td>
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<td>2.2</td>
<td>Economics for International Business</td>
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<td>5</td>
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### B4.1.3 Regulations

<table>
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<tr>
<th>Admission criteria 2nd &amp; 3rd year</th>
<th>Propaedeutic exam Business Studies, profile IB&amp;M</th>
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<tr>
<td>Conditional admission 2nd year during the second year of enrolment</td>
<td>≥ 45 EC of the propaedeutic courses, which should be completed 4 weeks before the start of the examination dates.</td>
</tr>
</tbody>
</table>

**Study abroad in the third year**  
To be announced. However, it is strongly recommended to finish courses of the first two years as quickly as possible. Do not postpone resits over and over again. A study abroad in the third year can easily lead to a serious study delay, especially when combined with additional resits. Additionally, study results - which include the number of resits – are used to select students for universities for their study abroad.

BSc Business studies – profile IB&M gives direct access to:  
B4.2 Bsc Business Studies - International Business & Management for 3rd year BDK students

B4.2.1 Programme description

Director: Dr Kees van Veen, room: WSN 836, 050-363 3866
Secretary: Ineke van Est, room: WSN 816, 050-3633458, r.van.est@rug.nl, Linda Romp WSN 816, 050-3633458, lj.romp@rug.nl
Co-ordinator: Drs. Hester Huizinga, room: WSN 216, 050-363 8243, h.e.b.huizinga@rug.nl
Study advisor(s): Drs. Els Brilman, WSN 223, 050 363 7172, studyadvisors-fmo@rug.nl

Objectives and content

Why does a firm want to set up a factory abroad? How does management deal with the opportunities of internationalization? Is doing business in India really so much different from, for example, Germany? Why does Nike require different marketing campaigns in the countries in which it is active? How does Philips do business with suppliers from all over the world? And why does a multicultural management team operate differently from a single-country management team?

The preparation year is an alternative to the regular third year of the BSc Business Studies and is obligatory for students who are interested in the MSc IB&M (including the International Financial Management specialization). The profile IB&M caters for students who aspire an international career in international business and prepares you for a job on the international labour market. Indeed, just like business itself, the labour market is in a similar move towards globalisation. In this day and age, companies and organizations need a new type of manager, one trained in the needs and demands of that environment. These managers must operate smoothly and knowledgeably in an international context, where working in international teams with a feel for other cultures is the most natural thing in the world. Within the IB&M preparation year and the subsequent MSc IB&M you focus on the knowledge and skills you will need for this. IB&M is a multi-faceted study programme with a distinctively international orientation. It provides you with a sound training in business studies and at the same time gets you acquainted with some of the main challenges for managers in international firms.

The programme consists of 4 core courses in the first semester. In the second semester, students are supposed to study abroad. For students who do not go abroad, there is an alternative programme.

B4.2.2 List of elective courses for students who do not go abroad

Directly under the programme of study, you will find a list of possible electives. It is a long list and it is not always possible to follow these courses -especially in the first semester- because you need to follow compulsory courses. However, there are exceptions and we prefer to offer extra electives to meet your personal interests as well as possible.
The rules are as follows. In the second semester:
- You have 20 EC of electives open.
- Additionally, you do a BSc Thesis of 10 EC.
- Within the 20 EC electives, there is a compulsory English Course of 5 EC.
- If you pass the test for the English course, you can replace this obligation with an extra 5 EC elective.
- You also need to do a 5 EC General Studies course (AVV) (some of them are suggested below).
- Students who do go abroad are subject to a separate set of rules, which can be obtained from the Exchange Office. Please note that you must have completed your first year of study when selection takes place. See also part B4.5.2 of this study guide.

**Information event:** For dates see part B6.1.3.

### B4.2.3 Programme of study, 3rd year BDK students

**Programme:** BSc Business Studies - IB&M  
**Year:** 3

#### Profile: core programme

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<tr>
<th>sem</th>
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<td>1.1</td>
<td>International Financial Management</td>
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<td>International Economics and Trade</td>
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<td>1.1-2</td>
<td>International Strategic Management</td>
<td>BKB028A10</td>
<td>10</td>
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<td>1.1-2</td>
<td>Managing Int. Business Organization</td>
<td>BKB038A10</td>
<td>10</td>
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<td>2.1-2</td>
<td>Bachelor’s Thesis IB&amp;M*</td>
<td>BKB137A10</td>
<td>10</td>
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<td>2.1-2</td>
<td>electives Bdk-IB&amp;M (incl AVV, see below)</td>
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<td>2.1-2</td>
<td>study abroad 20 EC</td>
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* This course can also be taken in other periods. See the course description in part C.

#### Profile: electives BS - IB&M

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<th>sem</th>
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<td>1.1</td>
<td>Organizational Change and BD</td>
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<td>1.1</td>
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<td>1.1</td>
<td>Introduction to Development Studies I</td>
<td>EWB121A06</td>
<td>6</td>
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<td>1.1</td>
<td>Mod.Japan I: geschiedenis en politiek</td>
<td>LMIM01B05</td>
<td>5</td>
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<td>1.2</td>
<td>Knowledge Development &amp; Phil. of Science</td>
<td>BKB030A05</td>
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<td>1.2</td>
<td>E-Business</td>
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<td>Introduction to Development Studies II</td>
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<td>Mod.Japan II: Identiteit en cultuur</td>
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<td>2.1</td>
<td>Business &amp; Supply Chain Marketing</td>
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<td>Dynamics of Industrial Capitalism</td>
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<td>2.1-2</td>
<td>English Course*</td>
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### Study guide 2005-2006 IB&M/IE&B

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<td>2.1 Introduction to Management Consulting</td>
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<td>2.1 Quality Management</td>
<td>BKB069A05</td>
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<td>2.1 International Commercial Contracts</td>
<td>BKB072A05</td>
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<td>2.1 Emerging Markets</td>
<td>BKB117A05</td>
<td>5</td>
<td>O</td>
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<td>2.1 Ethiciteit, nationalisme, kosmopolitisme</td>
<td>FI020ETN</td>
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<td>2.1-2 Mod. Japan III: Verandering en innovatie</td>
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<td>2.2 Business Ethics &amp; Corporate Social Resp.</td>
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<td>2.2 International Business Negotiations</td>
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<td>2.2 International HRM</td>
<td>BKB141A05</td>
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<tr>
<td>2.1-2 AVV</td>
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</table>

* This course can also be taken in other periods. See the course description in part C.

### B4.2.4 Regulations

<table>
<thead>
<tr>
<th>Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission to the BSc BS – profile IB&amp;M</td>
<td>Propaedeutic is required. The courses <em>Omgevingsanalyse</em> and <em>Financeel Beleid</em> are strongly recommended. However, the first semester of the programme is intensive, so in order to avoid serious study delay, it is strongly recommended to finish the first two years completely.</td>
</tr>
<tr>
<td>Registration for the IB&amp;M profile</td>
<td>You must register yourself as an IB&amp;M student in Progress. Be sure you do so, because we use email lists to communicate with you when necessary. No registration = no information.</td>
</tr>
<tr>
<td>Studying abroad</td>
<td>For rules and regulations, contact the International Office.</td>
</tr>
<tr>
<td>Studying in the Netherlands</td>
<td>For students who do not go abroad, there is an alternative programme (see programme text above)</td>
</tr>
<tr>
<td>English course</td>
<td>Students who do not go abroad should follow the English course in the second semester if they do not pass the English test.</td>
</tr>
<tr>
<td>Electives</td>
<td>See programme text above</td>
</tr>
<tr>
<td>Bachelor’s Thesis</td>
<td>You need at least 120 EC before you can start with your BSc thesis. It goes without saying that IB&amp;M students chose one of the English Thesis projects that are offered.</td>
</tr>
<tr>
<td>Entrance in the MSc IB&amp;M and the MSc IB&amp;M – IFM</td>
<td>1st of September</td>
</tr>
</tbody>
</table>

**Admission requirement for the MSc IB&M:**
- Bachelor Business Studies, profile IB&M.
- If a student did not finish the programme, a conditional and temporary admission is possible.
| Provisional Admission to the MSc IB&M during one year. | If you have not finished the complete programme, you can be provisionally admitted to the MSc. To be conditionally admitted, you need $\geq 150$ EC, including at least 15 EC of the core courses ISM, MIBO, IE&T and IFM. Please note that the minimum requirement will be increased to $\geq 165$ EC by 1 September 2006.  

N.B. Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of compulsory courses and these are hard to combine with first semester BSc courses. |
B4.3  BSc International Economics & Business

B4.3.1  Programme description

**Director:** Prof.dr B. van Ark, WSN 501, 050-363 3674, h.h.van.ark@rug.nl

**Secretary:** E.A. Kortrijk, WSN 541, 050-363 3716, e.a.kortrijk@rug.nl

**Co-ordinator:** Dr E.H. van Leeuwen, WSN 559, 050-363 3744, e.h.van.leeuwen@rug.nl

**Study advisor(s):** Drs. A.J. van der Kolk, 050-363 3759, studyadvisors-eco@rug.nl

**Objectives and content**

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 organizational devices and strategic management issues, for example the way organizational 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 way, the IE&B student receives a broad education as an economist. Moreover, courses in mathematics, statistics, research methods, 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 quite some European and non-European universities. 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.

**B4.3.2 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 their own stay abroad arrangements. 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 the course work of the first year. It is strongly recommended that you have also completed (most of) the second year at the time you are leaving. This, in order to be able to take courses at the required level during your study abroad. Please 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 before 15 June 2006!). These resits are only open for students who have participated seriously in the courses (a.o. tutorials, assignments completed) and if otherwise, there will be serious study delay.

**Warning:**

You must have completed your first year of study when the selection for study abroad positions takes place. The first selection round takes place in December, in semester 1.2 (but for some universities the selection is much earlier, in September or October). A last selection round for remaining study abroad positions takes place after the exams of semester 2.1. This means that **if you have not completed the 1st year courses of semester 2.2 in the previous year, you are not eligible for studying abroad**, as there are no more resits for these courses before the last selection round starts. In all cases study progress and grades will be taken into account in the selection procedure.

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 co-ordinator of IE&B, dr E.H. van Leeuwen for a substitute programme.

If you would like to know more about the possibility of studying abroad, you are welcome to come to the Exchange Office, which is open from Monday to Thursday between 10.00 a.m. and 12.30 p.m.
Visiting address: Exchange Office, Second floor WSN, room 213. In special cases you can make an appointment with the exchange officer/study abroad adviser, Ms. I. Blink, through the Exchange Office. Tel.: +31 50 363 6310. E-mail: int.office@eco.rug.nl Website: http://www.rug.nl/economics/informationfor/students/studyingAbroad/

**Information event:** For dates see part B6.1.3.

### B4.3.3 Programme of study

**Programme:** BSc International Economics & Business

<table>
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| **Year:** 2 |

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<td>International Marketing II for IE&amp;B</td>
<td>EWB038A03</td>
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<td>Spanish I for IE&amp;B/IB&amp;M*</td>
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### Part B - Introduction study programmes

#### Programme: BSc International Economics & Business

<table>
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<tr>
<th>Year</th>
<th>Profile: electives BSc IE&amp;B</th>
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<td>Spanish II for IE&amp;B/IB&amp;M*</td>
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<td>2.1-2</td>
<td>Electives BSc IE&amp;B (see below)</td>
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</table>

* In case you prefer another second language than Spanish (not English or your mother tongue), you should select an appropriate course yourself and contact the Information Desk for approval.

#### Programme: BSc International Economics & Business

<table>
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<tr>
<th>Year</th>
<th>Profile: core programme</th>
</tr>
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<tbody>
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<td>2.1-2</td>
<td>Bachelor’s Thesis IE&amp;B*</td>
<td>EWB079A10</td>
<td>10</td>
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</table>

* This course can also be taken in the first semester.

#### B4.3.4 Regulations

<table>
<thead>
<tr>
<th>Admission to 2nd &amp; 3rd year</th>
<th>Propaedeutic exam IE&amp;B or Economics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conditional admission 2nd year during the second year of enrolment</td>
<td>≥ 45 EC of the propaedeutic courses, which should be completed 4 weeks before the start of the examination dates.</td>
</tr>
<tr>
<td>Bachelor’s Thesis</td>
<td>120 EC of the bachelor programme (including the complete 1st year as the bachelor’s thesis is a 3rd year course)</td>
</tr>
</tbody>
</table>

**Electives:**

1. Conditional choice in semester 2.2 of the second year: select one of the four indicated courses.
2. Second language: other language courses than the Spanish course offered for IE&B students should be approved in advance.
3. No AVV obligation in the IE&B programme.
4. You can select max 15 EC of non-economic courses in your study abroad programme.
| Approval bachelor programme | Download the form “application for approval bachelor programme IE&B” ([www.rug.nl/economie/formulieren](www.rug.nl/economie/formulieren))  
Students who started in 2002-2003 or earlier must fill in a Transition Form at the Information Desk |
| Study abroad | 1st year completed when selection takes place, having completed most of the second year before you leave is highly recommended. |
| Master of Science | MSc International Economics &Business  
(Other masters: consult the Admission Board) |
| Entrance in the MSc IE&B | 1st of September |
| Admission requirement for the MSc IE&B | • Bachelor IE&B  
• Other (related) bachelor: contact the Admission Board |
| Provisional admission to the MSc IE&B during one year | ≥ 150 EC of the bachelor including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. Please note that the minimum requirement will be increased to ≥ 165 EC by 1 September 2006.  
N.B. Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of compulsory courses and these are hard to combine with first semester BSc courses. In order to be admitted to the second half of the MSc IE&B, consisting of the master Thesis and the related Research Methodology Workshop, the BSc programme must have been completed. |
B5 Short Initial Degree programmes

B5.1 IB&M-SID programme

B5.1.1 Programme description

**Director:** Dr Kees van Veen, room: WSN 836, 050-363 3866, k.van.veen@rug.nl

**Secretary:** Ineke van Est, room: WSN 816, 050-3633458, r.van.est@rug.nl Linda Romp

**Co-ordinator:** Drs. Hester Huizinga, room: WSN 216, 050-363 8243, h.e.b.huizinga@rug.nl

**Study advisor(s):** Drs. Els Brilman, WSN 223, 050 363 7172, studyadvisors-fmo@rug.nl

**Objectives and content**

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 non-Dutch students 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 – profile 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.

During the first semester, you will become acquainted with the basics of International Business and Management. Four core courses in this semester are: 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 Research Methodology and Statistics and the bachelor Thesis.

**Electives in the second semester:**

Directly under the programme of study, you will find a list of possible electives. It is a long list and it is not always possible to follow these courses, especially in the first semester due to the fact that you need to follow obligatory courses. However, we prefer to offer extra electives to meet your personal interests as good as possible.

The rules are as follows:

- Dutch students have 1 elective of 5 EC in their programme. If they pass the English test, they will have an additional 5 EC course to chose (or one of 10 EC).
- Non-Dutch students can chose 2 courses of 5 EC each, they are not obliged to follow the English course because it is an entry requirement for the IB&M-SID programme.
Information event: For dates see part B6.1.3.

B5.1.2 Programme of study

Profile: IB&M, preparing to MSc IB&M

<table>
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<td>Managing Int. Business Organization</td>
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* This course can also be taken in other periods. See the course description in part C.

Profile: electives BS - IB&M

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* This course can also be taken in other periods. See the course description in part C.
### B5.1.3 Regulations

<table>
<thead>
<tr>
<th>Admission criteria</th>
<th>See relevant websites</th>
</tr>
</thead>
</table>
| **English course** | • The English course is only meant for Dutch students. The course starts with a test. The course is subsequently required when students do not pass the test. Students who pass the test can replace the English requirements with an elective from the regular list of IB&M electives.  
• Non-Dutch students have been screened on their English proficiency and can also replace the English course with an extra elective. |
| **Study abroad** | Study abroad is not for SID students because they are required to prepare themselves for the MSc. |
| **Admission criteria for the BSc thesis IB&M** | You need at least 20 EC of the four first semester courses (MIBO, ISM, IFM, IE&T). |
| **Admission requirement for the MSc after the SID programme:** | • Bachelor Business Studies, profile IB&M. For SID students, this implies finishing the complete SID programme.  
• If a student did not finish the programme, a conditional and temporary admission is possible. |
| **Conditional Admission to the MSc during one year.** | If you have not finished the complete (SID) programme, you can be conditionally admitted to the MSc. To be conditionally admitted, you need ≥ 30 EC of the SID programme, including at least 15 EC of the core courses ISM, MIBO, IE&T and IFM. Please note that the mimimum requirement will be increased to ≥ 45 EC by 1 September 2006.  
N.B. Conditional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of obligatory courses and these are hard to combine with first semester BSc courses. |
B5.2 IE&B-SID programme

B5.2.1 Programme description

**Director:** Prof. dr B. van Ark, WSN 501, 050-363 3674, h.h.van.ark@rug.nl

**Secretary:** E.A. Kortrijk, WSN 541, 050-363 3716, e.a.kortrijk@rug.nl

**Co-ordinator:** Dr E.H. van Leeuwen, WSN 559, 050-363 3744, e.h.van.leeuwen@rug.nl

**Study advisors:** Drs. A.J. van der Kolk, 050 363 3759, studyadvisors-eco@rug.nl

**Objectives and content**

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. Students will then be automatically admitted to the IE&B Master of Science 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.

**Information event:** For dates see part B6.1.3.

B5.2.2 Programme of study

**Profile:**

IE&B, preparing to MSc IE&B

<table>
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* This course replaces the Business Research and Organization theory course of previous years.
### B5.2.3 Regulations

<table>
<thead>
<tr>
<th>Approval bachelor programme</th>
<th>Download the form “application for approval bachelor programme IE&amp;B” (<a href="http://www.rug.nl/economie/formulieren">www.rug.nl/economie/formulieren</a>)</th>
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<tbody>
<tr>
<td>Study abroad</td>
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</tr>
<tr>
<td>Master of Science</td>
<td>MSc International Economics &amp;Business (Other masters: consult the Admission Board)</td>
</tr>
<tr>
<td>Entrance in the MSc IE&amp;B</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; of September</td>
</tr>
</tbody>
</table>
| Admission requirement for the MSc IE&B | • Bachelor IE&B (= SID year completed)  
• Other (related) bachelor: contact the Admission Board |
| Provisional admission to the MSc IE&B during one year | ≥ 30 EC van de bachelor including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. Please note that the minimum requirement will be increased to ≥ 45 EC by 1 September 2006.  
N.B. Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of compulsory courses and these are hard to combine with first semester BSc courses. In order to be admitted to the second half of the MSc IE&B, consisting of the master Thesis and the related Research Methodology Workshop, the SID year must have been completed. |
B6 Master of Science

B6.1 Admission to IB&M and IE&B master programmes

B6.1.1 Admission for students from IB&M and IE&B bachelor programmes

Graduates of the bachelor programme in Business Studies-IB&M - including the 60 EC IB&M-SID programme - will be granted direct admission to the MSc IB&M programme. Similarly, graduates of the bachelor programme in IE&B - including the 60 EC IE&B-SID programme - will be automatically admitted to the MSc IE&B programme.

To be admitted provisionally to the IB&M master programme, BS-IB&M (or SID) students should have no deficiency of more than 30 EC (15 EC per 1 September 2006), and need to have finished at least 15 EC of the four basic courses (ISM, MIBO, IFM, IE&T).

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 (15 EC per 1 September 2006), provided that the courses International Business 3: International Strategy and Innovation and International Economics 3: International Rivalry have been successfully completed.

In June the Central Student Administration (CSA) will automatically send the (re)registration form to your mailing address. On this form, you can indicate which master programme you are planning to follow in the next academic year. It is possible that you are not sure whether you will satisfy the admission requirements by the start of the academic year. Until you have obtained your bachelor’s degree, you will automatically remain registered as a bachelor student.

N.B. Provisional admission status allows you to participate in master courses while still registered as a bachelor student for a maximum of twelve months! After you have satisfied all the entrance requirements for unconditional admission to the master programme, you can obtain a registration form from the Information Desk and convert your CSA bachelor registration into a master registration.

B6.1.2 Admission for students from old (doctoraal) programmes or another bachelor programme

Students who still follow the old programmes and want to switch to the master programme should contact the study advisors of IB&M or IE&B (for IE&B see also part B8). Applications from old (doctoraal) system students will be assessed individually on the basis of the undergraduate subjects they have taken.
B6.1.3 Choosing a master’s degree programme or profile

Selection

**Step 1:** begin by reading the descriptions of the master’s degree programmes. You can find these descriptions further on in this chapter or on the internet pages www.rug.nl/fmo/education or www.rug.nl/economics/education. This will usually enable you to make an initial decision.

**Step 2:** be sure to visit the information session for master’s degree programmes. At these sessions, you will find detailed information about the master’s degree programmes and you can ask questions. Brochures are available during information sessions as well as at the Information Desk.

The next information sessions are scheduled as follows:
- Information session for FBK/FEW master’s degree programmes: 16 November 2005 and 3 May 2006
- Master fair Utrecht: 10 and 11 February 2006.
- Information session for RuG master’s degree programmes: 15 February 2006

**Step 3:** read the course descriptions for the master’s programmes in your second selection, and have a look at some of the textbooks mentioned in the bibliographies.

If you have any more Questions
- visit the information meetings
- for general advice, contact a study advisor
- for more specific questions about the content of a master’s programme, make an appointment to see the programme co-ordinator
- for questions about a specific course, contact the lecturer
- for questions about the admission procedure, contact the admissions office
- alternatively, get in touch with a senior student.

Addresses can be found in section D14, or you can visit one of the websites mentioned above.

Co-ordinators

A programme (or profile) co-ordinator usually also co-ordinates the equivalent profile in the ‘old’ (doctoraal) programme. See the programme descriptions in this part B for the names and e-mail addresses of the directors and co-ordinators for the bachelor’s and master’s degree programmes.
B6.2 MSc International Business & Management

B6.2.1 Programme description

**Director:** Dr Kees van Veen, room: WSN 836, 050-363 3866, k.van.veen@rug.nl

**Secretary:** Ineke van Est, room: WSN 816, 050-3633458, r.van.est@rug.nl, Linda Romp, room: WSN 816, 050-363 3458, lj.romp@rug.nl

**Co-ordinator:** Dr Niels Hermes, room: WSN 712, 050-363 4863, c.l.m.hermes@rug.nl

**Study advisor(s):** Drs. Els Brilman, WSN 223, 050 363 7172, studyadvisors-fmo@rug.nl

**MSc Thesis co-ordinator:** tba

**Objectives and content**

The MSc IB&M focuses on the business and management aspects related to the multinational enterprise. 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 state of the art 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 organization.

**Information event:** For dates see part B6.1.3.

B6.2.2 Programme of study

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<td>Advanced IE&amp;B</td>
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<td>1.1-2</td>
<td>Advanced International Business</td>
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<td>1.2</td>
<td>Advanced International Fin. Management</td>
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<td>2.1</td>
<td>Research Methodology for MSc IB&amp;M*</td>
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<td>2.1-2</td>
<td>Master’s Thesis IB&amp;M*</td>
</tr>
</tbody>
</table>

* This course can also be taken in other periods. See the course description in part C.
### B6.2.3 Regulations

| **Admission requirement:** | • Bachelor Business Studies, profile IB&M. This includes the SID students.  
|                          | • If a student did not finish the bachelor programme yet, a conditional and temporary admission is possible. |
| **Conditional Admission for one year** | ≥ 150 EC of the Bsc Business Studies, profile IB&M, including at least 15 EC of the core courses ISM, MIBO, IE&T and IFM. Please note that the minimun requirement will be increased to ≥ 165 EC by 1 September 2006. |
|                           | N.B. Conditional admission can lead to serious planning problems due to the fact that the first semester consists completely of obligatory courses and these are hard to combine with BSc courses. |
| **Admission criteria for the MSc thesis IB&M** | The complete BSc Business Studies, profile IB&M and at least 20 EC of the main MSc courses. For other regulations, see the MSc IB&M Thesis Manual. |
| **Starting dates MSc thesis** | Students can start with their MSc Thesis and the related course *Research Methodology for MSc IB&M* twice a year at the beginning of each new semester. |
| **Admission criteria for the course *Research Methodology for MSc IB&M*** | We strongly advise students to do this course parallel to the start of their Thesis. Experience learns that this will give you the largest benefit. An idea about the topic of the Thesis also contributes considerably to a positive end result. |
| **Entrance moment in the MSc IB&M** | September 1 |
B6.3  MSc International Business & Management – Specialization International Financial Management

B6.3.1  Programme description

Director: Dr Kees van Veen, room: WSN 836, 050-363 3866, k.van.veen@rug.nl  
Secretary: Ineke van Est, room: WSN 816, 050-363 3458, r.van.est@rug.nl Linda Romp, room: WSN 816, 050-363 3458, l.j.romp@rug.nl

Co-ordinator: Dr Niels Hermes, room: WSN 712, 050-363 4863, c.l.m.hermes@rug.nl

Study advisor(s): Drs. Els Brilman, WSN 223, 050-363 7172, studyadvisors-fmo@rug.nl

Objectives and content

The MSc IB&M – specialization International Financial Management is a joint effort of the Faculty of Management and Organization of the University of Groningen and the Department of Business Studies of Uppsala University, Sweden. The programme is a double degree programme. Students take one semester of courses in Groningen, one semester of courses in Uppsala and have to write a master’s thesis (also one semester, by choice in Uppsala or Groningen). After completion of the programme students are awarded a double degree: they receive the MSc in International Business and Management – specialization International Financial Management from the University of Groningen and the MSc in Business and Economics from Uppsala University. The degree programme will only be offered in the above described double degree structure. This also means that the MSc in International Business and Management – specialization International Financial Management of the University of Groningen will be awarded to students who also have successfully completed the programme offered in Uppsala. The degree from Uppsala will be awarded conditional on the requirement that at least 30 EC of the combined bachelor and master programme a student has completed consists of courses in economics.


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 in Groningen as well as in Uppsala 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.
Next to the above courses, 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. The thesis will be supervised by two supervisors: one from the University of Groningen and one from Uppsala University. You may choose to write your thesis in Groningen or in Uppsala.

**Information event:** For dates see part B6.1.3.

### B6.3.2 Programme of study

**Programme:** MSc International Business & Management  
**Profile:** IFM

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</table>

* This course can also be taken in other periods. See the course description in part C.

### B6.3.3 Regulations

**Admission requirement:**
- Bachelor Business Studies, profile IB&M. This includes the SID students.
- If a student did not finish the bachelor programme yet, a conditional and temporary admission is possible.

**Conditional Admission for one year.**

\[ \geq 150 \text{ EC of the Bsc Business Studies, profile IB&M, including at least 15 EC of the core courses ISM, MIBO, IE&T and IFM. Please note that the minimum requirement will be increased to } \geq 165 \text{ EC by 1 September 2006.} \]

N.B. Conditional admission can lead to serious planning problems due to the fact that the first semester consists completely of obligatory courses and these are hard to combine with BSc courses.

**Admission criteria for the MSc thesis IB&M**

The complete BSc Business Studies, profile IB&M and at least 20 EC of the main MSc courses. For other regulations, see the MSc IB&M Thesis Manual.

**Starting dates MSc thesis**

Students can start with their MSc Thesis and the related course *Research Methodology for MSc IB&M* twice a year at the beginning of each new semester.
| Admission criteria for the course *Research Methodology for MSc IB&M* | We strongly advise students to do this course parallel to the start of their Thesis. Experience learns that this will give you the largest benefit. An idea about the topic of the Thesis also contributes considerably to a positive end result. |
| Entrance moment in the MSc IB&M | September 1 |
B6.4 MSc International Economics & Business

B6.4.1 Programme description

**Director:** Prof. dr B. van Ark, WSN 501, 050-363 3674, h.h.van.ark@rug.nl

**Secretary:** E.A. Kortrijk, WSN 541, 050-363 3716, e.a.kortrijk@rug.nl

**Co-ordinator:** Dr E.H. van Leeuwen, WSN 559, 050-363 3744, e.h.van.leeuwen@rug.nl

**Study advisor(s):** Drs. A.J. van der Kolk, 050-363 3759, studyadvisors-eco@rug.nl

**Objectives and content**

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, under supervision of one of the senior IE&B professors or associate professors.

**Information event:** For dates see part B6.1.3.
B6.4.2 Programme of study

<table>
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<tr>
<td>2.1-2</td>
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</table>

* These courses can also be taken in the 1st semester. Both courses must be taken in the same semester. See the course descriptions in part C.

B6.4.3 Regulations

<table>
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<tr>
<th>Approval master programme</th>
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<tr>
<td>Study abroad</td>
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</tr>
<tr>
<td>Entrance in the MSc IE&amp;B</td>
<td>1st of September</td>
</tr>
</tbody>
</table>
| Admission requirement for the MSc IE&B | • Bachelor IE&B  
• Other (related) bachelor: contact the Admission Board |
| Provisional admission to the MSc IE&B for one year | ≥ 150 EC van de bachelor including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. Please note that the minimum requirement will be increased to ≥ 165 EC by 1 September 2006.  
N.B. Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of compulsory courses and these are hard to combine with first semester BSc courses. In order to be admitted to the second half of the MSc IE&B, consisting of the Master Thesis and the related Research Methodology Workshop, the BSC programme must have been completed. |
B7 Other master programmes

B7.1 Research master in International Economics and Business
This is a 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 website of the research school SOM (http://som.rug.nl/) or can be obtained by contacting the managing director of the research school at A.C.Koning@rug.nl (see also part D8).
B8 The old (doctoraal) system: study programme IE&B 2004-2005

B8.1 Old (doctoraal) system: post-propedeutic programme IE&B

**Director:** Prof.dr B. van Ark, WSN 501, 050-363 3674, h.h.van.ark@rug.nl  
**Secretary:** E.A. Kortrijk, WSN 541, 050-363 3716, e.a.kortrijk@rug.nl  
**Co-ordinator:** Dr E.H. van Leeuwen, WSN 559, 050-363 3744, e.h.van.leeuwen@rug.nl  
**Study advisor(s):** Drs. A.J. van der Kolk, studyadvisor-eco@rug.nl, 050-363 3759

Graduation in the old (doctoraal) system is possible until 31 August 2007!

Consult the programme co-ordinator, if your propeduetic programme was different from the one prevailing in 2000-2001, 2001-2002 and 2002-2003

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Business 2a: Strategic Management (6 EC)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><strong>International Business 1:</strong> Strategic Management (4 cr)</td>
<td>n.a.</td>
</tr>
<tr>
<td>Public Finance (6 EC or 4 cr)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>Statistics 2 (3 EC or 3 cr)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>English 1d (3 EC)</td>
<td>1.2.2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><strong>Language Skills 3:</strong> English (writing) (3 cr)</td>
<td>n.a.</td>
</tr>
<tr>
<td>International Industrial Economics (6 EC)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><strong>International Competitive Analysis (4 cr)</strong></td>
<td>n.a.</td>
</tr>
<tr>
<td>International Business 2b: Organization and Management Theory (3 EC)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><strong>International Business 1a (2nd year, last time 03/04) (6 EC)</strong></td>
<td>n.a.</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><strong>International Business 2:</strong> Organization Design (4 cr)</td>
<td>n.a.</td>
</tr>
<tr>
<td>International Marketing 1 + 2 (2005-2006) (6 + 3 EC)</td>
<td>2.1.2 + 2.2.1</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td>International Marketing 1 + 2 (2004-2005) (3 + 6 EC)</td>
<td>only resits</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><strong>Marketing (IE&amp;B) + International Marketing (4 + 3 cr)</strong></td>
<td>n.a.</td>
</tr>
<tr>
<td>Finance 2 (6 EC)</td>
<td>2.2.1</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><strong>Finance &amp; Investment 2 (4 cr)</strong></td>
<td></td>
</tr>
<tr>
<td>International Economics 2: International Monetary Economics (6 EC or 4 cr)</td>
<td>2.2.2</td>
</tr>
</tbody>
</table>
### Part B - Introduction study programmes

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Economics (6 EC or 8 cr)</td>
<td>2.2.2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td>Macroeconomics 2 (6 EC)</td>
<td></td>
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<tr>
<td>Or:</td>
<td></td>
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<tr>
<td>Management Accounting &amp; Information Management (6 EC)</td>
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<tr>
<td>Or:</td>
<td></td>
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<tr>
<td>Introduction to Human Resource Management (6 EC)</td>
<td></td>
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<tr>
<td>Or:</td>
<td></td>
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<tr>
<td>IHRM (6 EC or 4 cr)</td>
<td>n.a.</td>
</tr>
<tr>
<td>Second Language ¹⁾(6 EC)</td>
<td>2.2.1-2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td>Language Skills 4: Spanish (6 cr)</td>
<td>n.a.</td>
</tr>
<tr>
<td>International Business 3: International Strategy and Innovation (10 EC)</td>
<td>3.2.1-2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td>International Institutions &amp; Business (6 cr)</td>
<td>n.a.</td>
</tr>
<tr>
<td>International Economics 3: International Rivalry (10 EC or 8 cr)</td>
<td>3.2.1-2</td>
</tr>
<tr>
<td>Bachelor Thesis (10 EC)</td>
<td>3.2.1</td>
</tr>
<tr>
<td>Or:</td>
<td>and</td>
</tr>
<tr>
<td>Organizational Excellence (10 EC)</td>
<td>3.2.2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td>International Business 3: Organizational Excellence (8 cr)</td>
<td>n.a.</td>
</tr>
<tr>
<td>Study Abroad ²⁾(30 EC)</td>
<td></td>
</tr>
<tr>
<td>Optional courses ³⁾</td>
<td></td>
</tr>
<tr>
<td>Master Thesis (20 EC)</td>
<td></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 Faculty 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 yourself and contact the Information Desk for approval.

2. For information on Study Abroad see B4.3.2.

3. Select optional courses so that your post-propaedeutic programme consists of 180 EC. You can select max. 20 EC of non-economic courses in your post-propedeutic programme (study abroad courses included, but mandatory English and Second Language not included).

Courses in *italic* are not longer available in 2005-2006. If according to your programme of study, you still have to do one or two of these courses please choose another mentioned in the same box.
B8.2  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 who have only completed a limited number of post-propedeutic courses by 31-08-2005 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.

B8.3  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:
• an approved second year programme;
• 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;
• the Study Abroad obligation;
• a total of 180 EC.
See also part B6.1.

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 in September 2005 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. In September 2006 the allowed deficiency for provisional admission will be 15 EC.

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 C – Course descriptions

1. **Advanced IE&B: Comparative Institutional Approaches**  
   **EWM002A10**

   **contact**  
   dr G. Peli

   **lecturers**  
   dr G. Peli, dr A. Saka-Helmhout, prof.dr A.M. Sorge

   **programmes**  
   MSc International Business & Management (IB&M) year 4 compulsory, MSc International Economics & Business year 4 compulsory

   **language**  
   English

   **period**  
   1.1-2

   **EC**  
   10

   **format**  
   Working groups with mandatory attendance. 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 the preparation of an analytical paper in teams.

   **assessment**  
   On the basis of essay questions, written assignment, participation, contributions and presentations.

   **prerequisite(s)**  
   See remarks

   **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 organization, 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.
Part C - Course descriptions

**literature**
- Series of articles available either online or in print, for consultation of literature, see, for example, R. Whitley, ed. (2002), Competing Capitalisms: Institutions and Economies, Volumes I and II.

**remarks**
- 150 EC of the BSc IE&B or IB&M (or old progr.) incl. (for IE&B students): the 3rd year courses IB III and IE III.
- Prerequisites for IB&M students: at least 15 EC of the basic IB&M courses in the 3rd year (ISM, MIBO, IE&T and IFM)

2. **Advanced IE&B for IFM: Comparative Institutional Approaches**

   **BKM140A10**

   **contact**
   - prof.dr H.H. van Ark

   **lecturers**
   - prof.dr H.H. van Ark, dr G. Peli, prof.dr A.M. Sorge

   **programme**
   - MSc International Business & Management (IFM) year 4 compulsory

   **language**
   - English

   **period**
   - 1.1-2

   **EC**
   - 10

   **format**
   - workshop(s)

   Working groups with mandatory attendance

   **assessment**
   - assignment(s), presentation(s), written exam with essay questions

   On the basis of essay questions, written assignment, participation, contributions and presentations.

   **prerequisite(s)**
   - 150 EC of the BSc IE&B or IB&M (or old programme) incl.
   - for IE&B: the 3rd year courses IB 3 or IE 3
   - for IB&M: at least 15 EC of the basic IB&M courses (ISM, MIBO, IE&T and IFM)

   **objective**
   - This course is part of the MSc programmes International Economics and Business (IE&B), International Business and Management (IB&M) and IB&M specialization International Financial Management. 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

**Remarks**
For consultation of literature, see, for example, R. Whitley, ed. (2002), Competing Capitalisms: Institutions and Economies, Volumes I and II.
Contact: h.h.van.ark@eco.rug.nl, 3674.
Secr: e.kortrijk@rug.nl, 3716

3. **Advanced International Business for IFM:**

   **Management Challenge of Globalisation**

   **Contact**
   prof.dr H. van Ees

   **Lecturers**
   prof.dr P.J. Buckley, prof.dr H. van Ees, dr T.J.B.M. Postma

   **Programme**
   MSc International Business & Management (IFM) year 4 compulsory

   **Language**
   English

   **Period**
   1.1-2

   **EC**
   10

   **Format**
   assignment(s), workshop(s)
   Various modules by means of intensive small group teaching with group interaction, discussion and research assignments.

   **Assessment**
   active participation, paper, presentation(s)
   A minimum score of 55 (out of a 100) is required for both the paper and the other activities.

   **Prerequisite(s)**
   150 EC of Bsc IE&B/IB&M (or old programme) including (for IE&B students): the 3rd yr courses IB 3 and IE 3, or (for IB&M students): 15 EC of the basic 3rd yr IB&M courses(ISM, MIBO, IE&T and IFM).

   **Objective**
   The course contributes to the Msc IB&M, IB&M – specialization International Financial Management and -IE&B programs. It provides state-of-the-art knowledge on certain subjects within the context 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
supports research efforts of the students in the context of the course.

**content**

This advanced course deals with the impact of the international business environment. In particular, the course deals with the new research agenda that consists of strategic management challenges of increased globalisation as suggested by Barkema, Baum and Mannix (2002). In their Academy of Management Journal article “Management challenges in a new time”, Barkema et al. 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. 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. All these topics will be addressed from a comparative point of view and are captured into various cycles of modules, which constitute the content of the course.

**literature**

- available on NESTOR, Virtual reader with articles from international journals

**remarks**

Contact for IE&B students: h.van.ees@rug.nl, 3705
Secr: e.kortrijk@rug.nl, 3716
Contact for IB&M students: t.j.b.m.postma@rug.nl, 4005
Secr: a.m.c.cordes@rug.nl, 3453

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4. **Advanced International Business: Management Challenge of Globalisation**

**EWM056A10**

**contact**

prof.dr H. van Ees

**lecturers**

prof.dr P.J. Buckley, prof.dr H. van Ees, dr T.J.B.M. Postma

**programmes**

MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc International Business & Management (IB&M) year 4 compulsory, MSc International Economics & Business year 4 compulsory

**language**

English

**period**

1.1-2

**EC**

10

**format**

assignment(s), workshop(s)

Various modules by means of intensive small group teaching with group interaction, discussion and research assignments.

**assessment**

active participation, paper, presentation(s)

A minimum score of 55 (out of a 100) is required for both the paper and the other activities.

**prerequisite(s)**

150 EC of BSc IE&B/IB&M (or old programme) including (for IE&B students): the 3rd yr courses IB 3 and IE 3, or (for IB&M students):
15 EC of the basic 3rd yr IB&M courses (ISM, MIBO, IE&T and IFM).

**objective** The course contributes to the MSc IB&M, IB&M – specialization International Financial Management and -IE&B programs. It provides state-of-the-art knowledge on certain subjects within the context 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 supports research efforts of the students in the context of the course.

**content** This advanced course deals with the impact of the international business environment. In particular, the course deals with the new research agenda that consists of strategic management challenges of increased globalisation as suggested by Barkema, Baum and Mannix (2002). In their Academy of Management Journal article “Management challenges in a new time”, Barkema et al. 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. 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 internationalization, international corporate governance, knowledge-development and innovation. All these topics will be addressed from a comparative point of view and are captured into various cycles of modules, which constitute the content of the course.

**literature**
- Available on NESTOR, [Virtual reader with articles from international journals]

**remarks** Contact for IE&B students: h.van.ees@rug.nl, 3705, Secr: e.kortrijk@rug.nl, 3716
Contact for IB&M students: t.j.b.m.postma@rug.nl, 4005, Secr: a.m.c.cordes@rug.nl, 3453

5. **Advanced International Economics: Multinational Enterprises and Trade**

   **EWM001A10**

   **contact** prof.dr S. Brakman
   **lecturers** prof.dr S. Brakman, drs. A.R.M. Gigengack
   **programme** MSc International Economics & Business year 4 compulsory
   **language** English
   **period** 1.1-2
   **EC** 10
   **format** Lectures and tutorials with mandatory attendance
   **assessent** 50% of the final grade is based on student activities during lectures, 50% written exam
Part C - Course descriptions

6. **Advanced International Financial Management**  
   BKM114A05

   **contact**  
   dr C.L.M. Hermes

   **lecturer**  
   dr C.L.M. Hermes

   **programmes**  
   MSc International Business & Management (IB&M) year 4 compulsory, MSc International Business & Management (IFM) year 4 compulsory

   **language**  
   English

   **period**  
   1.2

   **EC**  
   5

   **format**  
   assignment(s), workshop(s)

   **assessment**  
   active participation, paper, presentation(s)  
   For the resit you need to write a new final paper

   **prerequisite(s)**  
   courses in financial management, international financial management, international economics and trade, and business research methods

   **objective**  
   The objective of this course is to deepen and widen the knowledge of financial management issues in an international perspective. In particular, it aims at providing an indepth discussion of a limited number of issues in international financial management to show why and how international financial management differs from domestic financial management.

   **content**  
   The course deals with a number of financial management issues and problems multinational companies are confronted with in practice. In particular, the course will focus on international risk management. Internationally oriented firms have to deal with various risks that typical for doing international business. These
risks include: country risk, macroeconomic risk and exchange rate risk. In this course, students analyse the nature of these risks, how companies may deal with them and how these risks may influence corporate performance. The discussion of the results of their analyses will take place in seminars. In these seminars, students present papers they have prepared themselves based on literature and data research.

literature
- To be announced, Articles from academic journals and paper from the internet.

remarks
- Contact: c.l.m.hermes@rug.nl, 4863
- Secr: j.e.van.rooij@rug.nl, 7082

7. **Advanced International Management I: Leadership, Power and Decision-making within MNE's**

   BKM115A05

   **contact**
   - dr K. van Veen

   **lecturers**
   - dr J.M. Horgan, prof.dr L. Karsten, dr K. van Veen

   **programme**
   - MSc International Business & Management (IB&M) year 4 compulsory

   **language**
   - English

   **period**
   - 1.1

   **EC**
   - 5

   **format**
   - lectures, tutorials

   **assessment**
   - assignment(s)

   **prerequisite(s)**
   - Bachelor IB&M

   **objective**
   - This course contributes to the MSc IB&M program. 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?

**Remarks**

· To be announced

Contact: k.van.veen@rug.nl

Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854

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**Bachelor's Thesis IB&M**

**Contact**

dr M.A.G. van Offenbeek

**Lecturers**

dr M.A.G. van Offenbeek, and others

**Programmes**

BSc Business Studies - IB&M (core programme) year 3 compulsory, SID-programmes (IB&M, preparing to MSc IB&M) year 3 compulsory

**Language**

English

**Period**

2.1-2

**EC**

10

**Format**

thesis

**Assessment**

individual assessment

The thesis is to be completed within the scope of a semester. If the grade for the final thesis is below the pass mark, one opportunity for reparation will be provided within the scope of the seminar.

**Prerequisite(s)**

120 EC of the Bachelor programme including 15 EC of the 4 modules preparing for IB&M (IE&T, IFM, ISM and MIBO)

**Objective**

The objective is to demonstrate one’s scientific competencies. The thesis should reflect a small piece of research on a business-, organisation- or management-related problem, which has been conducted and reported according to scientific standards.

**Content**

The thesis is an independent piece of work by individual students. Students can choose their topic from a range of themes (to be announced). To write a bachelor thesis the student will conduct research on an individual basis within one of the research themes. Within each research theme a series of seminars is organized to support the writing process. Students are obliged to participate in and contribute to these seminars. Research proposals, progress and preliminary results will be discussed in groups on a regular basis under supervision of the lecturer. Instructions and review mostly, but not only, take place in groups. Supervisors have a coaching role, but also act as assessors.
Study guide 2005-2006 IB&M/IE&B


literature  · Groningen: RuG, *Brochure ‘Bachelor Thesis Bsc Bedrijfskunde: Information for students’*, electronically available  
· Groningen: RuG, *Student’s guide to writing a Bachelor thesis*, electronically available  
· Theme-related literature

remarks When all examination results have been published, students with insufficient ECTS will be excluded from the seminars. It is expected that students master the competencies that were acquired in the bachelor courses on research methodology and statistics. This course also will be given in period I

Contact: m.a.g.van.offenbeek@rug.nl
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854

9. Bachelor’s Thesis IE&B

 contact prof.dr H.H. van Ark
 lecturer prof.dr H.H. van Ark
 programme BSc International Economics & Business (core programme) year 3 compulsory
 language English
 period 2.1-2
 EC 10
 format Writing a thesis and workshop
 assessment Individual assessment of the thesis
 prerequisite(s) 120 EC of the bachelor programme IE&B

objective The bachelor thesis should be a reflection of the student’s acquired analytical skills in one or more of the knowledge areas of International Economics and Business. The focus is on training the ability to develop a research proposal.

content The work for the bachelor thesis is based on clearly defined task which is embedded in a research theme. The student will need to access the relevant literature, to collect, analyze and describe the empirical quantitative and/or qualitative information related to the topic. The aim of this work is to develop from this material one or more clearly specified research questions and hypotheses for further research. Hence the bachelor thesis focuses on the first phase of a full research project, namely to narrow the research topic down to a ‘researchable’ set of questions or even hypotheses. 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, international monetary issues, productivity, technology and innovations, mergers and acquisitions, alliances, etc. The themes are announced on Nestor at the beginning of the semester. The bachelor thesis is an independent piece of work by individual students. The thesis writing is
facilitated by a workshop for each main theme, during which students will be taught some of the essentials of the main topic, relevant research methods, etc, and where students can present their first results.

**literature remarks**
- Depending on main research theme; to be announced.

The bachelor’s thesis can also be taken in the first semester.

Students must register for the bachelor’s thesis via Progress in due time before the start of the semester. Following the introductory meeting students can make their preferences for the research topics known via a form that will be made available on the Nestor site for the IE&B bachelor’s thesis. Students should also take notice of the Regulation for FEW and FBK bachelor’s and master’s theses as well as the Manual for the Bachelor Thesis IE&B.

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10. **Business & Supply Chain Marketing**

**BKB009A05**

**contactdocent** NN

**docent** NN

**opleidingen**
- BSc Bedrijfskunde (keuzevakken BSc Bedrijfskunde) jaar 3, BSc Bedrijfskunde - IB&M (keuzevakken Bdk - IB&M) jaar 3, BSc Technologiemanagement jaar 3 verplicht, HBO-zij-instroomprogramma’s (TM voor Technisch Bedrijfskundigen) jaar 1 verplicht, HBO-zij-instroomprogramma’s (TM voor Technisch HBO) jaar 2 verplicht

**voertaal** Nederlands

**periode** 2.1

**EC** 5

**onderwijsvorm** hoor- en werkcolleges

**toetsvorm** schriftelijk tentamen

**doel** De cursus is erop gericht de studenten de kennis van de specifieke kenmerken van marketing op zakelijke markten eigen te maken en beoogt hen vaardigheid in het toepassen van marketing concepten op zakelijke markten aan te leren.

**inhoud** Business en supply chain marketing heeft betrekking op een grote verscheidenheid aan ondernemingen in de waardeketen. Ze markten producten die uiteenlopen van printer toner tot elektriciteitscentrales en van chemicaliën tot zakelijke adviesdiensten.

De marketing literatuur en het onderwijs zijn vaak geconcentreerd op fast-moving consumer goods terwijl 80% van het totale transactievolume in Nederland op zakelijke markten betrekking heeft. Dat maakt het noodzakelijk de verschillen en de overlap tussen consumenten- en zakelijke markten te centraal te stellen en de vraag te beantwoorden wat de gevolgen daarvan zijn voor het gedrag van marktpartijen en voor het marketingbeleid.

En belangrijk aspect van dat gedrag is de marktgerichtheid van
ondernemingen. Juist in zakelijke markten doen zich daar grote veranderingen voor. De sprong van denken in producten naar denken in toegevoegde waarde is voor veel bedrijven een noodzaak geworden als gevolg van toenemende concurrentie. Ruwweg komen drie gebieden in de cursus aan de orde:
· (Begrip van) gedrag van afnemers
· Strategie en organisatie
· Gebruik van marketinginstrumentarium op zakelijke markten

literatuur
· Wordt nader bekend gemaakt

11. Business Ethics & Corporate Social Responsibility BKB008A05

contact dr M.A.G. van Offenbeek
lecturers dr J.A. Neuijen, dr M.A.G. van Offenbeek, dr J.F.J. Vos
programmes BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3
language English
period 2.2
EC 5
format lectures
assessment paper, presentation(s)

objective Students gain insight in the range and nature of ethical dilemmas in organizations, especially internationally operating ones. Students learn to understand different frameworks for assessing ethical issues, and their implications for corporate responsibility, i.e. conceptual knowledge. Students learn to assess the moral bases for their actions, actions of others and proposed actions.

content Today’s organization are faced with an increasing criticism regarding their role in national and international societies, as well as on a global scale. International and national organizations influence various problems within and across societies, such as unemployment, poverty minorities, ecological, health and development issues. This course provides a deeper insight in the various issues and problems modern organizations are faced with, as well as in the ways stakeholders might deal with these issues. Important ethical themes will be discussed and explored, and conceptual knowledge on business ethics is provided. The concept of corporate social responsibility will also be explored and critically discussed. More specifically corporate social responsibility will be discussed in relation to globalization issues and the so-called anti-globalization movement. Special attention will be given to international issues of business ethics, and ethics in international organizations.
literature
· McEwan, Managing Values and Beliefs in Organizations (ISBN: 0273643401), € 30.00

remarks
Contact: m.a.g.van.offenbeek@rug.nl, 7198 (questions on content and exceptional situations)
Secr: r.van.est@rug.nl, 3854 and l.j.romp@rug.nl 3458, WSN 816 (questions on schedules and procedures). Please, check the faculty website and Nestor first.

12. Development Economics

contact
dr drs. M.P. Timmer

lecturer
dr drs. M.P. Timmer

programmes
BSc International Economics & Business (electives BSc IE&B) year 2,
Courses open to Exchange Students year 3

language
English

period
2.2

EC
6

format
lectures and tutorials

assessment
written exam with open questions

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.


13. Dynamics of Industrial Capitalism  BKB012A05

contact  dr B.P.A. Gales
lecturers  dr B.P.A. Gales, prof.dr L. Karsten
programmes  BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3
language  English
period  2.1
EC  5
format  lectures and tutorials
lectures and several case studies on specific European firms offered by guest speakers. Each student is required to write an essay. (alone or in a small group)
assessment  mandatory attendance, oral exam, paper
Oral exam based on defence of the paper and handbook

objective  The purpose of this course is to make students familiar with the variety of environments multinational companies encounter operating in different systems of capitalism. Through their historic developments multinational companies exhibit path dependent processes which prevent them from changing their strategies overnight. Understanding those path dependencies in relation to those different environments makes the students aware of the importance of comparative historical analyses.

content  The last few years important books and articles have been published, for example A. Chandler, *Scale and Scope, The Dynamics of Industrial Capitalism* (London 1991) and R. Whittington, M. Mayer, *The European Corporations: Strategy, Structure and Social Science* (Oxford 2000). Chandler's description and analyses of historical developments of multinational corporations have been considered a powerful critique of traditional economic theorizing. And his work stimulated new research of the evolution and change of western economies in the long run, of the economics of institutions and of developments characteristic of national contexts. In this course, attention will be given both to American and European developments and to case studies of industries and business within Europe.


remarks  Contact: b.p.a.gales@rug.nl
Secr: r.van.est@rug.nl, 3458/ l.j.romp@rug.nl, 3854
### 14. E-Business

**contact**
drs. J.H. van Uitert

**lecturer**
drs. J.H. van Uitert

**programmes**
Ba Kunstmatige Intelligentie 2005-2006 year 3, BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**language**
English

**period**
1.2

**EC**
5

**format**
lectures, assignment(s), self-study

There are lectures on different aspects on e-business. Some weekly assignments have to be presented and discussed by the students. In parallel with these lectures, students have to work on their final paper in small groups.

**assessment**
active participation, paper, written exam

**objective**
The objective of this course is to examine the strategic, organisational and technological aspects of electronic business so that students can deal with these issues effectively. E-business will be studied from a broad perspective. E-business will pervade every department of an organization; in some cases, organizations even have to be reinvented. Therefore an integrated approach is necessary for organizations that wish to enter this domain. Though E-business is technology-driven, technology as such is not the main subject of this course. The course will focus on the impact e-business can have on organizations and how management can deal with these opportunities any problems in an effective way.

**content**
Although e-business is regarded as an organization wide issue, some specific points can be studied in isolation. The course will start with a discussion on the effects of e-business on economic and industries. The rise of new business models will also be considered. Many decisions and choices have to be made, concerning for example the business model, the channels through which business will be conducted, the amount of change that comes along with it in the process, and the way e-business will be implemented and managed. Some analytical models and frameworks as to how one could make those decisions are presented and discussed.

**literature**
15. **Economics for International Business**  
**BKP060A05**

- **Contact**: drs. D.F.F.R. Maccow  
- **Lecturers**: drs. D.F.F.R. Maccow, and others  
- **Programme**: BSc Business Studies - IB&M (core programme) year 1 compulsory  
- **Language**: English  
- **Period**: 2.2  
- **EC**: 5  
- **Format**: lectures  
- **Assessment**: Participation may be asked from students  
- **Prerequisite(s)**: Economics (on a pre-university education level)

**Objective**: The objective of this course is to make students understand how economics can help solve business decision problems.

**Content**: This course is concerned with the interaction between business and practical economic problems. Economics for (international) business is selective. Subjects are included because they throw light on issues relevant to business. Business has to operate in an economic environment that has become vastly more competitive, more open in terms of foreign trade, investment and capital markets, and where government support to business has become more targeted and result oriented. Within this context, the course aims to provide a comprehensive overview of the following branches of economics for business: the economics of the market system and competition, domestic macroeconomics and global economics. 

The above mentioned topics (see content) will be studied with the help of problems and cases. Nestor will be used as an aid.


**Remarks**: Contact: d.f.f.r.maccow@rug.nl, 3245  
Secr: a.m.c.cordes@rug.nl, 3453

16. **Emerging Markets**  
**BKB117A05**

- **Contact**: mr. drs. H.A. Ritsema  
- **Lecturer**: mr. drs. H.A. Ritsema  
- **Programmes**: BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3  
- **Language**: English  
- **Period**: 2.1  
- **EC**: 5  
- **Format**: lectures  
- **Assessment**: individual exam
Part C - Course descriptions

**objective**
- To understand the main definitions of “Emerging Markets” and the relationship between these and other concepts such as Less Developed Countries, Newly Industrialised Countries and Developed Countries.
- To understand the main macroeconomic policies used to develop emerging markets and the main frameworks for analysis.
- To critically appraise the role of the main international institutions including the IMF and IBRD.
- To have a detailed knowledge of the economic, business and cultural environment of some of the key emerging markets.
- To be able to analyse emerging markets from the perspective of firms seeking to trade in these markets and to be able to select appropriate entry strategies for the chosen target markets.

**content**
This course explores the characteristics of emerging market economies and their role in the world economy. Emerging markets are analysed at the national and local levels with particular emphasis on the business environment. Various theories and models of economic development will be explained and evaluated and the three main regions of Asia, Latin America and Eastern and Central Europe will be compared and contrasted. There will also be opportunity to study the main emerging markets of Africa. A significant part of the unit will be concerned with the key industries and sectors within emerging markets, the risks and opportunities presented for foreign firms operating in such markets and appropriate entry strategies.

**literature**
- Reader

**remarks**
Contact: h.a.ritsema@rug.nl, 3841
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854

17. **English Course**

**opleidingen**
BSc Business Studies - IB&M (electives BS - IB&M) year 3, SID-programmes (BS, preparing to MSc BA) year 3, SID-programmes (BS, preparing to MSc HRM) year 3, SID-programmes (IB&M, preparing to MSc IB&M) year 3 compulsory

**taal**
English

**periode**
1.1-2 en 2.1-2

**EC**
5

**onderwijsvorm**
werkcolleges, zelfstudie

**toetsvorm**
schriftelijk tentamen
Herhalingstentamen ook in augustus

**doel**
Je leert in deze cursus:
- jezelf op een professionele manier in het Engels te profileren;
- om in het Engels onderzoeksresultaten, notities en rapporten mondeling te presenteren;
- om in het Engels onderzoeksresultaten, notities en rapporten
inhoud
Je wordt in staat gesteld om bovenstaande doelen te realiseren via een mix van onderwijs werkvormen (zie werkvorm). In de intensieve onderwijsonderdelen oefen je genoemde taalvaardigheden. Daarnaast vindt zelfstudie plaats. Dit bestaat uit het bestuderen van literatuur en het maken van opdrachten.

literatuur
· Wordt nader bekendgemaakt.

opmerkingen
Deze cursus is verplicht voor studenten die een Engelstalig traject van de MSc Business Administration (MSc BA) gaan volgen of de MSc Human Resource Management (HRM), of studenten van de BSc Bedrijfskunde die het voorbereidende derde jaar op de MSc International Business & Management (IB&M) volgen en niet naar het buitenland gaan.
Studenten die menen het eindniveau van de cursus al te hebben, kunnen in aanmerking komen voor een vrijstelling. Deze vrijstelling kan verkregen worden door deelnemers aan de niveautoets voorafgaand aan de cursus. Studenten die al in het bezit zijn van een schriftelijk bewijs, kunnen via de normale procedure een vrijstelling aanvragen.
Aanmelding voor toets of cursus verloopt via Progress-www. Toets en cursus worden ieder semester aangeboden. De studiepunten voor de cursus moeten worden opgenomen in de vrije keuzeruimte van de bachelor.
Meer informatie bij het secretariaat: J.G. Scheidema, tel. 050-363 7343, e-mail: j.g.scheidema@rug.nl.

18. English Ia for IB&M

contact
k.b.j. haines

lecturer
k.b.j. haines

programme
BSc Business Studies - IB&M (core programme) year 1 compulsory

language
English

period
1.1

EC
2

format
combined lectures/tutorials
Eighty percent attendance is compulsory.

assessment
oral exam, presentation(s), written exam
Some resits are scheduled, others may be by appointment

objective
The course aims to train the language skills of participants so that they can successfully follow the IB&M programme, and to improve their oral and written English skills to a level that would enable them to function professionally in an international company.
content  The programme focuses on the English of business and management in an international context, but also includes academic skills such as presentations and paper writing. Orals skills will be trained through a variety of methods, including debates, role-plays and presentations, in a business and management context. Writing skills will be trained using various class and homework assignments, ranging from business correspondence to an academic paper. Grammar and pronunciation will be mainly taught as feedback. The course covers a considerable amount of relevant jargon.

literature  · Language Centre reader, € 10,00
· Cotton, Falvey, Kent, Longman, Market Leader, Upper Intermediate Level (ISBN: 0 582 43464 5), € 37,50

remarks  Contact: K.B.J.Haines@let.rug.nl, 8548
Secr: w.bruulsema@rug.nl, 5802

19. English Ia for IE&B/Economics  EWP037A01

contact  k.b.j. haines
lecturer  k.b.j. haines
programmes  BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
language  English
period  1.1
EC  1
format  Small-group teaching
assessment  Participation and General Skills Test (vocabulary, reading, grammar and writing)

objective  The course aims to offer support in following the IE&B or Economics 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 deals with English for business and academic purposes. This block focuses on productive language skills, which will be trained through a variety of methods in a business and economics context. Grammar and pronunciation will primarily be taught as feedback. The course includes a considerable amount of economic and business jargon.

· Reader English for Students of IE&B

remarks  Eighty per cent attendance is compulsory
Lecturers: to be announced
Resit: by appointment
### 20. English Ib for IB&M

**Programme**  
BSc Business Studies - IB&M (core programme) year 1 compulsory  

**Language**  
English  

**Period**  
1.2  
EC 2  

**Content**  
For more information see BKP065A02 English 1a for IB&M

### 21. English Ib for IE&B/Economics

**Contact**  
k.b.j. haines  

**Lecturer**  
k.b.j. haines  

**Programmes**  
BSc Economics (core programme) year 1 compulsory,  
BSc International Economics & Business (core programme) year 1 compulsory  

**Language**  
English  

**Period**  
1.2  
EC 1  

**Format**  
Small-group teaching  

**Assessment**  
Participation and General Skills Test (vocabulary, reading,  
grammar and writing)  

**Objective**  
The course aims to offer support in following the IE&B or  
Economics 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 deals with English for business and academic  
purposes. This block mainly focuses on oral skills, which will be  
trained through a variety of methods in a business and economics  
context. Grammar and pronunciation will primarily be taught as  
feedback. The course includes a considerable amount of economic  
and business jargon.  

**Literature**  
· Ian MacKenzie, *English for Business Studies, A Course for Business  
University Press  
· Reader English for Students of IE&B  

**Remarks**  
Eighty per cent attendance is compulsory.  
Resit: by appointment  
Lecturer(s): to be announced

### 22. English Ic for IB&M

**Programme**  
BSc Business Studies - IB&M (core programme) year 1 compulsory  

**Language**  
English  

**Period**  
2.2  
EC 2  

**Content**  
For more information see BKP065A02 English 1a for IB&M
23. **English Ic for IE&B/Economics**  
   **contact** k.b.j. haines  
   **lecturer** k.b.j. haines  
   **programmes** BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory  
   **language** English  
   **period** 2.1 EC 2  
   **format** Small-group teaching  
   **assessment** Participation (including debates), a General Skills Test (vocabulary, reading and grammar) and a 15-minute presentation  
   **objective** The course aims to offer support in following the IE&B or Economics 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 deals with English for business and academic purposes. This block mainly focuses on taking active part in debates and performing a graded presentation, as the culmination of a number of practice presentations. Grammar and pronunciation will primarily be taught as feedback. The course includes a considerable amount of economic and business jargon.  
   **remarks** Eighty per cent attendance is compulsory  
   Resit: by appointment  
   Lecturer(s): to be announced

24. **English Id for IE&B/Economics**  
   **contact** k.b.j. haines  
   **lecturer** k.b.j. haines  
   **programmes** BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory  
   **language** English  
   **period** 2.2 EC 3  
   **format** Small-group teaching  
   **assessment** Participation, in-class written assignment and academic essay.  
   **objective** The course aims to offer support in following the IE&B or Economics programme successfully and to improve students’ oral and written skills to a level that would enable them to function professionally in an international company.
The programme deals with English for business and academic purposes. This block focuses on writing skills for academic purposes. It also comprises an oral defence of a portfolio of work which you have produces throughout the year.

**Literature**

- *Reader English for Students of IE&B.*

**Remarks**

Eighty per cent attendance is compulsory.

Resit: by appointment.

Lecturer(s): to be announced.

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25. **Ethniciteit, nationalisme, kosmopolitisme:**

**Contradicties in ontwikkeling en globalisering**

**Docent**

Dr P. Boele van Hensbroek

**Opleidingen**

Algemeen Vormende Vakken jaar 1, Ba Wijsbegeerte van een bepaald Wetenschapsgebied jaar 2, BSc Bedrijfskunde - IB&M (keuzevakken Bdk - IB&M) jaar 3

**Voertaal**

Nederlands

**Periode**

2.1

**EC**

5

**Onderwijsvorm**

groepsdiscussie, hoorcollege

**Toetsvorm**

schriftelijk tentamen met essayvragen

In het college wordt van Nestor gebruik gemaakt

**Ingangseisen**

geen

**Doel**

- Kennismaken met centrale begrippen en belangrijke hedendaagse theorieën over sociale orde, staatvorming en etniciteit;
- Inzicht verkrijgen in de mogelijkheden deze begrippen en theorieën toe te passen om globaliseringsprocessen en conflicten zowel in ontwikkelingslanden als in moderne multiculturele samenlevingen te begrijpen.

**Inhoud**

baanbrekende inzichten die de laatste 20 jaar zijn ontwikkeld over
nationalisme, constructie van etnische identiteit, culturele
conflicten, burgerschap en globalisering. Politieke, historische en
culturele dimensies van ontwikkeling krijgen in het college ruime
aandacht en belangrijke hedendaagse benaderingen uit de sociale
wetenschappen en politieke filosofie komen aan de orde. Het
college kan een goede achtergrond verschaffen voor studenten die
zich willen specialiseren in een bepaald ontwikkelingsrelevant
vakgebied; het is echter ook geschikt voor studenten met een
brede belangstelling voor politiek, globalisering, cultuur en
ontwikkeling.

literatuur
· Cursusboek wordt nader bekend gemaakt
· Reader, verkrijgbaar op Boteringestraat 52, van 9-12 uur. ca
  € 14,00

26. Finance I  EWP001A06

contact  drs. J.A.M.J. Schipperijn
lecturers  dr ing. N. Brunia, drs. J.A.M.J. Schipperijn, prof.dr F.M. Tempelaar
programmes  BSc Econometrics (core programme) year 1 compulsory, BSc
  Economics (core programme) year 1 compulsory, BSc International
  Economics & Business (core programme) year 1 compulsory,
  Courses open to Exchange Students year 3
language  English
period  2.2
EC  6
format  lectures and tutorials
assessment  assignment(s), written exam
  Resit in August.

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  · R.A. Brealey, S.C. Myers and A.J. Marcus, Fundamentals of

remarks  Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.
27. **Finance II**

**Contact**
drs. J.A.M.J. Schipperijn

**Lecturers**
dr ing. N. Brunia, drs. J.A.M.J. Schipperijn, prof.dr F.M. Tempelaar

**Programmes**
BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3

**Language**
English

**Period**
2.1

**EC**
6

**Format**
lectures and tutorials

**Assessment**
assignment(s), written exam
Resit semester II b.

**Prerequisite(s)**
Recommended prior: Finance 1.

**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**

**Remarks**
Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.

28. **Financial Accounting for IE&B/Economics/IB&M**

**Contact**
dr C.A. Huijgen

**Lecturers**

**Programmes**
BSc Business Studies - IB&M (core programme) year 1 compulsory, BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**Language**
English

**Period**
1.2

**EC**
6

**Format**
lectures and tutorials, practicals

**Assessment**
written exam
Resit semester II a
Part C - Course descriptions

**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**
  Houghton Mifflin (ISBN: 0618310746), € 55,00

**remarks**
Secretary: N.R. Kempa, WSN 449, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl

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29. **Het moderne Japan I: geschiedenis en politiek**  
**LMIM01B05**

**docenten**  
Dr J. de Jong, prof.dr R.T. Segers, mr. dr H.H. Voogsgaer

**opleidingen**  
Ba AVV/oriëntatie lerarenopleiding jaar 1, Ba Minoren jaar 2 verplicht, Ba Open colleges jaar 2 verplicht, BSc Bedrijfskunde - IB&M (keuzevakken Bdk - IB&M) jaar 3

**voertaal**  
Nederlands

**periode**  
1.1

**EC**  
5

**onderwijsvorm**  
Hoorcollege

**toetsvorm**  
schriftelijk tentamen

**inhoud**
Het college stelt zich ten doel de Westerse beeldvorming ten aanzien van Japan wat meer te laten overeenkomen met ‘de’ werkelijkheid. Maar wat is die Japanse werkelijkheid? Om een antwoord op die vraag te geven zal in de eerste colleges aandacht worden besteed aan de geschiedenis van Japan van 1600 tot heden. Daarna zullen de huidige politieke situatie en de internationale betrekkingen van Japan aan de orde komen, met daarbij nadruk op de relatie van Japan met China. Voorts zal worden ingegaan op het methodologisch-theoretische kader van de Minor: de Japanse culturele identiteit, waarbij o.m. de vraag naar het ‘unieke karakter’ van de Japanse samenleving aan de orde komt. Daarbij zullen de verschillende theorieën over de Japanse cultuur en Japanse samenleving centraal staan.

**literatuur**
- boek nog niet bekend

**opmerkingen**
Kan ook als bijvak of AVV gevolgd worden.
30. Het moderne Japan II: identiteit en cultuur

**docenten** prof.dr R.T. Segers, gastdocent(en)

**opleidingen** Ba Bijvakken/vrije ruimte jaar 1, Ba Minoren jaar 2 verplicht, Ba Open colleges jaar 2 verplicht, BSc Bedrijfskunde - IB&M (keuzevakken Bdk - IB&M) jaar 3

**voertaal** Nederlands

**periode** 1.2

**EC** 5

**onderwijsvorm** hoorcollege

**toetsvorm** schriftelijk tentamen

**inhoud** Dit college stelt zich ten doel om kennis en inzicht ten aanzien van de moderne Japanse cultuur en identiteit te verdiepen. Allerlei belangrijke aspecten van de Japanse culturele samenleving zullen hierbij aan bod komen. Er zal worden ingegaan op de invloed van het shintoïsme en boeddhisme op de moderne Japanse samenleving. Het specifieke karakter van de Japanse taal wordt bestudeerd alsmede het functioneren van de Japanse media. Bestudering van de representatie van de Japanse culturele identiteit in literatuur en film maakt ook deel uit van dit college. Alle elementen van de moderne Japanse cultuur die in deze module behandeld worden, zullen steeds vanuit het kader van de Japanse culturele identiteit benaderd worden. Daarbij komt ook de vraag aan de orde in hoeverre een specifieke methodiek is vereist voor een beter begrip en betere kennis van de Japanse cultuur.

**literatuur** · Boek is nog niet bekend

**opmerkingen** Deze module kan ook als los bijvak gevolgd worden.

31. Het moderne Japan III: verandering en innovatie

**docenten** dr J. de Jong, dr H. Moll, prof.dr T. Schoot Uiterkamp, prof.dr R.T. Segers

**opleidingen** Ba Bijvakken/vrije ruimte jaar 1, Ba Minoren jaar 2 verplicht, Ba Open colleges jaar 2, BSc Bedrijfskunde - IB&M (keuzevakken Bdk - IB&M) jaar 3

**voertaal** Nederlands

**periode** 2.1-2

**EC** 10

**onderwijsvorm** hoorcollege, werkcollege

**toetsvorm** schriftelijk tentamen, werkstuk

**inhoud** Behandelt de manier waarop Japan als een moderne economisch-bedrijfskundige technocratie werkt en welk toekomstscenario op dit moment het meest waarschijnlijk lijkt voor Japan. Is Japan een technologisch ‘power house’ en welke technologische trends zijn op dit moment in Japan gezichtsbepalend? Hoe is de positie van
Japan t.o.v. de rest van Azië en het Westen? Begrippen als culturele identiteit, hybrideziteit, lokalisering, mondialisering en de Japanse stroming van de Nihonjirion komen hierbij aan de orde: Japan als ‘perceptual puzzle’. Tijdens de hoorcolleges ligt de nadruk op het functioneren en de organisatiecultuur van het Japanse bedrijfsleven, hoe de economie er nu voor staat en wat de belangrijkste technologische ontwikkelingen zijn. De module wordt besloten met een aantal werkcolleges waarin de zoektocht centraal staat die Japan op dit moment onderneemt naar een nieuwe rol in zijn internationale relaties, waarbij bedrijfskundige, economische en technologische aspecten zo’n belangrijke rol spelen.

literatuur

· Boek is nog niet bekend

opmerkingen

Deze module kan ook als los bijvak gevolgd worden.

32. History of Management

contact prof.dr L. Karsten

lecturer prof.dr L. Karsten

programme BSc Business Studies - IB&M (core programme) year 1 compulsory

language English

period 1.1

EC 5

format combined lectures/tutorials

General lectures will be given in an auditorium where next to the lectures parts of films will be projected. Students are requested to look at these films in the full length at Nestor. These films will be an integral part of the final assignment.

assessment written exam

The exam will be composed of a questionnaire and a few open questions.

objective Recent developments in the field of management usually have their origin in particular historical circumstances. This course will clarify the impact of these historical circumstances on management practices of today.

content Next to a chronological presentation which will highlight different management approaches, the emphasis will be put on professionalization of management knowledge as such and the tensions between academic research questions and managerial problem statements to solve an organizational issue.

Course outline:

· Overseas Trade, Commercial Capitalism and the first Multinationals
· The Industrial Revolution and the emergence of management
· Scientific Management: Taylor, Ford and Bedaux
· Human relations and the professionalization of management
· The international expansion of large scale enterprises and the introduction of the concept of leadership
· The Emergence of Japan as an economic superpower and the manufacturing of a new ideology
· Management concepts: their emergence, diffusion and implementation
· The Rise of the Network Society and new management practices: convergence, divergence and diversity

**literature**

**remarks**
- l.karsten@rug.nl, 3848
- Secr: r.van.est@rug.nl, 3854, l.j.romp@rug.nl, 3458

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### 33. International Business Ia: Organization Design  EWP008A06

**contact**
- dr D.H.M. Akkermans

**lecturers**
- dr D.H.M. Akkermans, dr C. Castaldi, drs. A.C. Elbourne, dr A. Saka-Helmhout

**programmes**
- BSc Business Studies - IB&M (core programme) year 1 compulsory,
- BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**language**
- English

**period**
- 1.1

**EC**
- 6

**format**
- lectures and tutorials
- The small group teaching tutorials are mandatory.

**assessment**
- written exam with multiple choice questions, written exam with open questions

**objective**
- This course deals with the ins and outs of organising activities in an (inter)national setting from the perspective of organisation design. It aims at providing basic knowledge about the internal outlook of organisations. 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**
- The main part of the course consists of the tutorials: each week chapters of the book and cases will be presented and discussed by the students themselves under supervision of a tutor. Beside this, a number of core subjects of the course will also be discussed during lectures.

**literature**
34. **International Business Ia: Skills IB&M**  

**BKP050A02**

- **contact**: dr A. Saka-Helmhout
- **lecturers**: dr A. Saka-Helmhout, and others
- **programme**: BSc Business Studies - IB&M (core programme) year 1 compulsory
- **language**: English
- **period**: 1.1
- **EC**: 2
- **format**: tutorials
  Mandatory attendance
- **assessment**: assignment(s), presentation(s), mandatory attendance
  Case analysis presentation and write-up. There is no opportunity for a resit.

**objective**
The workshop aims to impart you with the following:

- Effective problem solving and decision making skills that include identifying and solving business problems. It is essential for you to apply the theories that you are introduced to in the Organisation Design course to the practical issues of concern in cross-cultural business cases.

- Self-awareness, openness and sensitivity to diversity in terms of people, cultures, business and management issues. You will be exposed to cultural variation in solutions to business problems through case analyses.

- Effective performance within a team environment including leadership, team building, and project management skills. You will be expected to form teams to formulate the best solution to a real-life case problem, and deliver your analyses in the timely fashion.

**content**
The workshop tests your understanding of the theories introduced in the Organisation Design course and enhances your ability to solve problems within the domain of international organisations. The workshop will enable you to execute problem identification and decision making effectively by sensitising you to cultural diversity and emphasising team effort.

**literature**
- Reader consisting of several cases in international.

**remarks**
Contact: a.saka@rug.nl, 5142
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854
35. **International Business Ib: Business Research Methods**  

**EWP009A03**

**contact**  
Dr. K. Muehlfeld

**lecturers**  
Dr. D.H.M. Akkermans, Dr. C. Castaldi, Drs. A.C. Elbourne, Dr. K. Muehlfeld

**programmes**  
BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**language**  
English

**period**  
2.1

**EC**  
3

**format**  
Tutorials  
Small group teaching with mandatory attendance

**assessment**  
Assignment(s), written exam, mandatory attendance  
Written exam (75%) and group assignments in the tutorials (25%).

**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 first 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, including the bachelor and master theses.

**literature**  
36. International Business IIa: Strategic Management EWB031A06

**contact** prof.dr H. van Ees

**lecturers** drs. D. Dikova, prof.dr H. van Ees, drs. C.E. Garcia Diaz, drs. J. Zhang

**programmes** BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3

**language** English

**period** 1.1 EC 6

**format** Small group teaching with mandatory attendance

**assessment** A written exam on textbook and lecture material (75%) and small group assignments (25%).

**prerequisite(s)** Recommended priors: International Business 1A and 1B

**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.


37. International Business IIb: Organization and Management Theory EWB032A03

**contact** dr G. Peli

**lecturers** dr C. Castaldi, drs. A.C. Elbourne, dr G. Peli

**programmes** BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3

**language** English

**period** 1.2 EC 3

**format** lectures and tutorials

The tutorials are mandatory.
**assessment**

written exam

The course grade is the weighted average of the exam grade (75%) and the tutorial grade (25%). The tutorial grade is a team grade, modified according to the individual contribution of the student. Participation in the tutorials is mandatory.

**objective**

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

**content**

The course addresses different approaches to organization with a focus on external organization. The topics include: interactions between organizations within and between industries (competition and cooperation), the dynamics of organizational populations, market structuration, organizational networks. The lectures expose theoretical knowledge. Concrete aspects of these topics are discussed through articles and case-analyses at the tutorials, based on student team presentations. Therefore, though lecture attendance is not mandatory, successful tutorial participation assumes familiarity with the lecture content. The cases are from the Harvard Business School and from the European Case Clearing House. See more about the case studies at http://www.hbs.edu/case/index.html.

**literature**

- Articles plus extended case descriptions, (online or in a reader)

38. **International Business III: International Strategy and Innovation**

**contact**

dr.ir D.J. Bezemer

**lecturers**

dr C. Castaldi, dr K. Muehlfeld, dr J.P.H. Smits

**programmes**

BSc International Economics & Business (core programme) year 3 compulsory, Courses open to Exchange Students year 3, SID-programmes (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**

English

**period**

2.1-2

**EC**

10

**format**

lectures and tutorials

Lectures and tutorial meetings, followed by a half semester exam; second half semester consists of small group meetings with essay writing. The first part of the course consists of a short series of tutorial meetings on textbook material, three lectures on innovation and two guest lectures.

**assessment**

Half semester exam and essays during tutorials in second half semester
This course is about the economics of strategy and of innovation. The course addresses the characteristics of the corporate environment (markets, stakeholders), specifically the innovation environment and its impact on (international) corporate strategy.

This course presents (micro-)economic foundations to strategic issues introduced in International Business IIa. It also discusses technological change and innovation in detail. Technological change is a major driver of changes in the external environment of firms. Appropriate responding to threats and opportunities offered by technological change is central to business success. The increasing globalisation of the world economy affects firms’ optimal strategies to obtain and sustain competitive advantage in terms of, for example, firm boundaries and pricing behaviour. The innovative resources and capabilities of firms, sectors and regional and national economies are key to competitive advantages. Both mainstream (e.g. neoclassical) theories and alternative approaches (such as theories inspired by Schumpeter) will be used to understand how firms acquire and use these resources and capabilities. The design of patent laws and the organisation of intellectual property rights will be studied, focusing on the implications for a dynamic business strategy. The study material is predominantly about firms in developed countries, with some attention also to strategy issues in the developing world.

· Additionally, articles will be distributed electronically through Nestor.

The first part of the course 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. In small group meetings, students will answer essay questions.

39. International Business Law I

contact prof.dr E.M Kneppers-Heijnert
lecturer prof.dr E.M Kneppers-Heijnert
programme BSc Business Studies - IB&M (core programme) year 1 compulsory
language English
period 2.1
EC 5
format lectures
assessment individual exam, written exam

This course aims to provide the student with knowledge and insight about how companies use international business law (IBL) in an international context and how they are subjected to IBL within the business operations. More specifically, after completing
the course, the student should: master the most important elements of international business law and be able to incorporate legal aspects into business relations with stakeholders.

**content**
This course refers to an introduction in and an overview of the main legal areas that entrepreneurs or managers are confronted with in the scope of management, such as state responsibility, environmental protection, dispute settlement etc.

**literature**
- Reader

**remarks**
Contact: e.m.kneppers-heijnert@rug.nl, 3831
Secr: j.born@rug.nl, 3373

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**40. International Business Negotiations**  
**BKB023A05**

**contact**
dr J.A. Neuijen

**lecturers**
mr. B.L. den Boer, dr J.A. Neuijen

**programmes**
BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**language**
English

**period**
2.2

**EC**
5

**format**
lectures, workshop(s)

**assessment**
active participation, paper, written exam

Attendance and active participation in the workshops are mandatory for a passing grade.

**objective**
The objective of this course is to familiarize students with problems in cross-cultural communication and negotiations. The participants will learn to analyse the problems of investing in a cross-cultural setting. The aim is also to increase the participants' capabilities in effective negotiating a business deal globally. The expectations are that the participants will be able to avoid the pitfalls and hazards which culture may cause during business negotiations.

**content**
The course deals with two inter-related subjects: 1) Business Negotiations and 2) Cultural Differences.

1. Negotiations. In this part, different types of negotiations will be studied. The theoretical bases to these different types of negotiations will be discussed. However, the focus will be on international business negotiations and we shall learn about different negotiation strategies, phases and tactics. Moreover, we shall learn to know and manage the factors that influence negotiations.

2. Cultural differences. Here we shall try to understand the determinants of cultural differences and why these are important in international business negotiations. The emphasis will be on the
normative aspects, i.e. how to handle the obstacles to communication due to these differences and how to manage a negotiation process and relationship between parties coming from different cultural settings.

**literature**
- Additional literature will be announced

**remarks**
Maximum number of participants in this course is 60. Students registered as IB&M or Erasmus will be permitted first.

Contact: j.a.neuijen@rug.nl, 3917
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854

<table>
<thead>
<tr>
<th><strong>41. International Commercial Contracts</strong></th>
<th><strong>BKB072A05</strong></th>
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<tbody>
<tr>
<td><strong>contact</strong></td>
<td>mr. B.L. den Boer</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>mr. B.L. den Boer</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&amp;M (electives BS - IB&amp;M) year 3, Courses open to Exchange Students year 3</td>
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<td><strong>language</strong></td>
<td>English</td>
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<td><strong>period</strong></td>
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<td><strong>EC</strong></td>
<td>5</td>
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<tr>
<td><strong>format</strong></td>
<td>lectures, workshop(s)</td>
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<td><strong>assessment</strong></td>
<td>written exam</td>
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**objective**
International transactions are of vital importance to multinational enterprises. The goal of this course is to gain understanding of the fundamentals and principles of international contracts. More specifically, after completing the course, the student should master the most important elements of international transactions and be able to incorporate juridical aspects in an integrative way into trade relations between organizations.

**content**
International transactions differ fundamentally from domestic transactions. The international scene adds to the complexity of items like payment and enforceability of the contract. Basic information will be given on dealing with international agreements. The drafting, formation and interpretation of international contracts will be dealt with in considerable detail. Special attention will be given to: trade terms, payment, arbitration procedures and a variety of contracts like service contracts, sale contracts, construction contracts and co-operation contracts, all in an international context.

**literature**
- W.F. Fox, *International Commercial Agreements*, last edition, € 107,00
- Reader *International Commercial Contracts*

**remarks**
Contact: b.l.den.boer@rug.nl
Secr: j.born@rug.nl, 3373
42. **International Economics and Trade**  

**contact**  
drs. A.R.M. Gigengack  

**lecturer**  
drs. A.R.M. Gigengack  

**programmes**  
BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (core programme) year 3 compulsory, Courses open to Exchange Students year 3, SID-programmes (IB&M, preparing to MSc IB&M) year 3 compulsory  

**language**  
English  

**period**  
1.1-2  

**EC**  
5  

**format**  
lectures  

**assessment**  
written exam  

Examination will be before Christmas  

**prerequisite(s)**  
Participants should be registered as IB&M or Erasmus students.  

**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, and 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**  

**remarks**  
Contact: a.r.m.gigengack@rug.nl, 3633  
Secr: e.kortrijk@eco.rug.nl, 3716
43. **International Economics I: Introduction**

**contact** prof.dr mr. C.J. Jepma

**lecturers** dr H.W.A. Dietzenbacher, prof.dr mr. C.J. Jepma

**programmes** BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**language** English

**period** 2.2

**EC** 6

**format** lectures and tutorials

Participation of the lecturers and tutorials is mandatory.

**assessment** assignment(s), written exam, mandatory attendance

Participation of the tutorials is mandatory.

**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 macroeconomics; international policy coordination and international institutions.


44. **International Economics II: International Monetary Economics**

**contact** dr G.J. Lanjouw

**lecturer** dr G.J. Lanjouw

**programmes** BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, SID-programmes (IE&B, preparing to MSc IE&B) year 3 compulsory

**language** English

**period** 2.2

**EC** 6

**format** Lectures and tutorials with mandatory attendance for IE&B and SID students

**assessment** Written exam and tutorial group assignments

**objective** To enhance participants’ knowledge of and insight into international monetary and financial theory and practice.

**content** The course material consists of three parts:

· Balance-of-payments theory and policy, among which the effectiveness of macroeconomic policies in different theoretical approaches (Mundell-Fleming versus monetary).
· Exchange-rate theories, among which the monetary and portfolio approaches; exchange-rate policy, including the choice of an exchange-rate régime.
· The international monetary and financial system, including developments in the European sphere and the markets for currency derivatives.

**literature** · To be announced

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**45. International Economics III: International Rivalry**  
**contact** prof.dr S. Brakman  
**lecturers** prof.dr S. Brakman, dr E.H. van Leeuwen  
**programmes** BSc International Economics & Business (core programme) year 3 compulsory, Courses open to Exchange Students year 3, SID-programmes (IE&B, preparing to MSc IE&B) year 3 compulsory  
**language** English  
**period** 2.1-2  
**EC** 10  
**format** tutorials
Small group teaching with mandatory attendance. 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.

**assessment** presentation(s), written exam
The final grade is based upon marks for the literature presentation and participation and the written exam. Participation obligatory.

**objective** To get insight into the complex nature of ‘International Economic Relations’. 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 Batchelor thesis.

**content** This course will discuss, on various levels of aggregation, International Economic Relations. Does openness, for example, 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?

**literature**
- Reader with articles

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46. **International Financial Management**

**contact**
- dr P.E. Kamminga

**lecturer**
- dr P.E. Kamminga

**programmes**
- BSc Business Studies - IB&M (core programme) year 3 compulsory,
  - Courses open to Exchange Students year 3, SID-programmes
  - (IB&M, preparing to MSc IB&M) year 3 compulsory

**language**
- English

**period**
- 1.1

**EC**
- 5

**format**
- tutorials

**assessment**
- written exam
  - Written exam is based on the literature and lectures

**prerequisite(s)**
- Financieel beleid is strongly advised.
  - Participants should be registered as IB&M or Erasmus students.

**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**

**remarks**
- Contact: p.e.kamminga@bdk.rug.nl, 3856
  - Secr: j.e.van.rooij-oldenboom@rug.nl, 7082
47. **International HRM**

**contact**

dr J.M. Horgan

**lecturers**

dr J.M. Horgan, and others

**programmes**

BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3

**language**

English

**period**

2.2

**EC**

5

**format**

lectures, tutorials

**assessment**

Small groups of students write papers on problems facing multinationals in specific organizational and IHRM areas or issues in specific countries.

**prerequisite(s)**

Participants must have a basic knowledge of Human Resource Management. Students without this knowledge should first follow the course: Introduction to HRM BKB140A06

**objective**

The purpose of this course is to develop an understanding of the consequences of the internationalisation process in trade and industry for the organisational and HRM policies of companies.

**content**

Internationalisation increases the complexity of an organisation and of the environment with which it is concerned. The increase in cross border business activities has led to a growing interest in cultural and business specific developments and linkages with institutional contexts. The interrelation between human resource management and national industrial relations means that management are not autonomous in determining personnel policy. Human resource management, organising and strategy are all subject to different societal rules, norms and values. Trade unions, government authorities and legal structures influence personnel management. While this course focuses on European developments to some extent, other continents will receive proper attention. The course is divided into the following main areas:

- Convergence or divergence in IHRM; systems of cultural, educational and industrial relations; how to explain and deal with these;
- HRM within multinational enterprises: dealing with variety within one enterprise; the challenge of managing diversity
- Supranational regulation: the impact of supranational bodies, law and agreements.

**literature**

- To be announced

**remarks**

Students of MSc HRM, please contact the coordinator before registration.

Contact: j.m.horgan@rug.nl, 7338

Secr: r.van.est@rug.nl, 3854 / l.j.romp@rug.nl, 3458
48. International Industrial Economics  

**contact**  
Dr H.W. Plasmeijer

**lecturers**  
Dr H.W.A. Dietzenbacher, Dr H.W. Plasmeijer

**programmes**  
BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, SIID-programmes (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**  
English

**period**  
1.2

**EC**  
6

**format**  
Lectures and tutorials

**assessment**  
Written exam

**objective**  
This course aims at broadening the students' insights into the functioning of markets characterised by imperfect competition. At the end he/she 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**  
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 markets with imperfect competition. Subjects to be dealt with are:

- 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.

- Policy problems of international trade, such as a.o.: export policy, international competition policy (WTO and European), economic integration.

**literature**  
49. International Management Accounting & Control

**contact**
drs. M.P. van der Steen

**lecturer**
drs. M.P. van der Steen

**programme**
MSc International Business & Management (IFM) year 4

**language**
English

**period**
1.1-2

**EC**
5

**format**
lectures, tutorials
Small group teaching, interactive lectures and tutorials

**assessment**
assignment(s), presentation(s), written exam

**prerequisite(s)**
Management Accounting & Control or equivalent are recommended priors.

**objective**
The overall objective is to familiarise students with the most widely used management accounting concepts and techniques, and to allow them to be sensitive to the specifics of multinational management accounting. The specific objectives of the course are that students are able to (1) critically assess various management accounting techniques and concepts, especially in relation to the global positioning of the organisation. Students also need to be able to (2) propose improvements on existing accounting systems and methodologies, and (3) they need to be aware of the pitfalls associated with the control of geographically dispersed organisations and be able to propose how to bypass these.

**content**
The course focuses primarily on the specific requirements of multinational organisations with regards to both their internal information provision and control. The course will consist of two parts. The first part will address a number of core management accounting and control topics, the second part will extend these to include foreign and multinational organisations.

The first part of the course will address topics including:
- Costing theory and analysis
- Performance evaluation
- Decentralisation and control

The second part will be specifically geared towards management accounting in the context of international organisations. It draws on the theoretical notions from the first part. Some of its topics include:
- Control of divisionalised and devolved organisations
- National culture and implications for management accounting systems
- International transfer pricing systems & taxation
- Accounting for fluctuating exchange rates

**literature**
- Reader with selected articles and cases
It is assumed that students have at their disposal: Atkinson, Kaplan & Young, 4th edition or a comparable textbook (used in the second year course Management Accounting and Control). Moreover, knowledge of this material is also required as entry level for this course.

Contact: m.p.van.der.steen@rug.nl, 3993
Secr: i.j.bakker@rug.nl, 3535

50. International Marketing for IB&M BKP061A05

**Contact**  
Mr. drs. H.A. Ritsema

**Lecturer**  
Mr. drs. H.A. Ritsema

**Programme**  
BSc Business Studies - IB&M (core programme) year 1 compulsory

**Language**  
English

**Period**  
2.1

**EC**  
5

**Format**  
Lectures

**Assessment**  
Written exam

**Objective**  
The course deals with the fundamentals of marketing as related to the international business environment. The primary objective of this class is to provide an introduction to the concepts, theories, and strategies in international marketing. More specifically students will: 1. learn how international marketing differs from domestic marketing; 2. develop a working knowledge of the terms and concepts used in international marketing; 3. develop skills in analysing cultural, economic, political, and legal factors that influence decisions in international marketing; 4. learn how to assess the opportunities and risks present in foreign markets; 5. become familiar with different sources of information as well as ways of analysing information; 6. develop an understanding of international marketing planning.

**Content**  
Products (and services) for both consumers and businesses are increasingly originating in foreign countries. For many companies it is necessary to be in international markets to remain competitive. This poses a significant challenge as marketing in these markets can be fundamentally different from marketing in a company’s domestic market. This course aims to develop an understanding of the international marketing environment, the international marketing mix, and international marketing strategy. Specific topics include the rationale for international marketing, marketing issues related to international economic, financial political, legal, cultural and information technology environments, international marketing research, market selection and entry, product adaptation for international markets, promotion, pricing and distribution in international markets, channel selection and alliances and strategic issues in international marketing.
<table>
<thead>
<tr>
<th><strong>51. International Marketing I for IE&amp;B/Economics</strong></th>
<th><strong>EWB037A06</strong></th>
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<tbody>
<tr>
<td><strong>contact</strong></td>
<td>dr J.A. Voerman</td>
</tr>
<tr>
<td><strong>lecturers</strong></td>
<td>dr J.A. Voerman, diverse docenten</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>BSc Economics (core programme) year 2, BSc International Economics &amp; Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
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<td><strong>period</strong></td>
<td>1.2</td>
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<td><strong>EC</strong></td>
<td>6</td>
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<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>objective</strong></td>
<td>First introduction to Marketing - Concepts and Strategies - for IE&amp;B students.</td>
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<tr>
<td><strong>content</strong></td>
<td>This course provides IE&amp;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.</td>
</tr>
<tr>
<td><strong>literature</strong></td>
<td>To be announced</td>
</tr>
<tr>
<td><strong>remarks</strong></td>
<td>Secretary: H.G. Tamling, WSN450, tel.: 050-3637065, <a href="mailto:h.g.tamling@rug.nl">h.g.tamling@rug.nl</a></td>
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<tr>
<th><strong>52. International Marketing II for IE&amp;B</strong></th>
<th><strong>EWB038A03</strong></th>
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<tr>
<td><strong>contact</strong></td>
<td>drs. H.C. Stek</td>
</tr>
<tr>
<td><strong>lecturers</strong></td>
<td>drs. A. Krawczyk, drs. H.C. Stek</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>BSc International Economics &amp; Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3</td>
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<tr>
<td><strong>language</strong></td>
<td>English</td>
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<td><strong>period</strong></td>
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<td><strong>EC</strong></td>
<td>3</td>
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<tr>
<td><strong>format</strong></td>
<td>lectures and tutorials</td>
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<tr>
<td><strong>assessment</strong></td>
<td>written exam</td>
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<tr>
<td><strong>prerequisite(s)</strong></td>
<td>International marketing I</td>
</tr>
</tbody>
</table>
**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:
- Why, or whether a company markets internationally or not?
- Where, of how a company can analyze the most suitable market for its products/services, and
- 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

53. **International Strategic Management**

**contact**
Dr T.J.B.M. Postma

**lecturer**
Dr T.J.B.M. Postma

**programmes**
BSc Business Studies - IB&M (core programme) year 3 compulsory, Courses open to Exchange Students year 3, SID-programmes (IB&M, preparing to MSc IB&M) year 3 compulsory

**language**
English

**period**
1.1-2

**EC**
10

**format**
Lectures, workshop(s)

**assessment**
Grading is based on an individual written exam of the literature, cases and lectures and group-cases/assignments. A minimum score of 55 (out of a 100) is required for the written exam (and for the other activities each 55).

**prerequisite(s)**
Participants should be registered as IB&M or Erasmus students. It is strongly advised that participants have finished the 2nd year course on Strategy.

**objective**
- To provide insight in and understanding of the management challenges associated with developing international 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;

· To discuss subjects related to international strategic management, such as innovation, networks, absorptive capacity and future scenarios.

content

Since the early 2000’s globalization became an ever increasing and more pervasive factor in business. The world has been transforming into a ‘global village’. Philips decided already years ago to relocate production facilities from the Netherlands to countries like Poland, China and Hungary, which subsequently lead to unemployment in Dutch regions. Banks, like ABN-AMRO, decide to outsource ICT-activities to India. Chinese LNP is in the process of taking over IBM’s PC-activities. Daimler Benz still 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. The MNC can range from large diversified corporations (such as Siemens), to small and medium sized business that decide to internationalize. The course international strategic management is directed at providing insight into the role and set of choices of strategic management in internationalization processes. Possible internationalization/entry modes are internal growth (new activities), forming strategic alliances, and Greenfield investments and mergers/ takeovers. The course is oriented towards external developments and strategic management options and decisions, enabling students to discuss and handle processes of international strategy formation pertaining to established and new MNCs.

literature

· Additional cases and handouts via Nestor
· Philip Laserre, Global Strategic Management
· Reader International Strategic Management 2005/6, Syllabus shop

remarks

Contact: t.j.b.m.postma@bdk.rug.nl, 4005
Secr: a.c.m.cordes@bdk.rug.nl, 3453

54. Introduction to Development Studies I

EWB121A06

contact
dr drs. M.P. Timmer

lecturers
dr drs. M.P. Timmer, diverse docenten

programmes
BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

language
English

period
1.1

EC
6

format
lectures
Ten lectures of 2 hours on Monday and Wednesday afternoon in the first semester starting on 12 September until 12 October, 2005, Academiegebouw, Broerstraat 5.
Part C - Course descriptions

**assessment**
written exam
The course will end with a written exam in October 2005 or February 2006.

**objective**
The course aims at providing a broad interdisciplinary introduction to development studies for students of all faculties. The aim is to offer a base for further detailed studies on development issues.

**content**
In ten lectures an introduction to development studies will be given. The following topics will be dealt with: 1) introduction; 2) history and institutions; 3) agricultural and rural development; 4) industrialisation; 5) state formation and political aspects; 6) population and health care; 7) education and technology; 8) environment; 9) international order; and 10) development aid

**literature**
· A. Szirmai, *Dynamics of Socio-Economic Development, an introduction*, € 50.00

**remarks**
Contact: J.P.T. Klijnsma, phone: 3635601, J.P.T.Klijnsma@eco.rug.nl
Dr M.P. Timmer, phone: 3633553, email: M.P.Timmer@eco.rug.nl
N.B.: This module can be combined with Introduction in Development Studies II in order to obtain 12 credit points. The Introduction in Development Studies II starts immediately after the Introduction in Development Studies.

55. **Introduction to Development Studies II**

**contact**
drs. J.P.T. Klijnsma

**lecturers**

**programmes**
BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**language**
English

**period**
1.2

**EC**
6

**format**
lectures, tutorials

**assessment**
active participation, essay, presentation(s)
Grades are based on the presentation, participation in the discussions and the exam.

**prerequisite(s)**
The course Introduction in Development Studies I. This module must be combined with Introduction in Development Studies I in order to obtain 12 ECTS credit points.

**objective**
To provide a deepened understanding of the theories and concepts mastered in IDS I by application to actual development issues. To teach students how to combine theories from various disciplines in a paper/presentation and to improve their presentation and debating techniques.
content  The course ‘Introduction to Development Studies II’ aims at providing an in depth study of a particular set of problems in economic development in less advanced countries in a small-group teaching setting. It builds upon the broad overview given in ‘Introduction to Development Studies I’ by focusing on a particular aspect of development. This year the topics are: a. Social and political development of Africa, b. The pros and cons of globalization and c. Regional studies of economic development. The course consists of one general introductory lecture on the organisation of the course and the topics students can choose. After this lecture, students will be allocated in groups of maximal 8 students. In turn, they will have to present parts of the literature on an individual basis in a series of group meetings. In each meeting some students will present, while the other students are expected to raise questions and issues for discussion.

remarks  Contact: J.P.T. Klijnsma, phone: 3635601, email: J.P.T.Klijnsma@eco.rug.nl

The literature list will consist of 2 - 4 books plus additional articles. In each group meeting a student will present chapters from the book plus some articles. The literature should be divided in such a way that at the end all literature has been covered by the presentations.

56. Introduction to HRM  BKB140A06

contact  dr E.H. Bax

lecturers  dr E.H. Bax, prof.dr E.M Kneppers-Heijnert

programmes  BSc Economics & Management (electives BSc E&M) year 3, BSc International Economics & Business (electives BSc IE&B) year 2, Courses open to Exchange Students year 3

language  English

period  2.2 EC 6

format  lectures

assessment  written exam with multiple choice questions

objective  This course is designed for (international) students who do not have a basic knowledge of HRM. After having attended the course successfully the student will have knowledge of the main theories and models of HRM.

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 for 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, internationalization and globalization, technological developments, institutional, social and cultural changes.

**literature**

· To be announced

**remarks**

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. Although the above mentioned issues and the related theories apply to any firm irrespective of its operating context, in the literature and lectures the dimension of HRM specifically related to firms operating in an international context will also come to the fore. Next to teaching the basics, the latter also makes this course a preliminary to the course International HRM

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57. **Introduction to Management Consulting**

**contact**

drs. C.I Quispel

**lecturers**

dr B.J.M. Emans, drs. C.I Quispel, prof.dr J.I. Stoker

**programmes**

BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**language**

English

**period**

2.1

**EC**

5

**format**

lectures, assignment(s), workshop(s)

**assessment**

assignment(s), written exam

Both are 50% of the final grade. Both should be 5.5 or more for a sufficient final grade.

**prerequisite(s)**

Participants should be registered as Bachelor BA,IB&M or Erasmus student.

**objective**

The course’s aim is to provide knowlegde and insight into the phases of a consulting project, consultant skills and diverse roles.

**content**

Management consulting is an independent professional advisory service. There are five generic purposes pursued by clients using consultants, irrespective of differences in the technical area of invention and in the intervention method used. In this class we will deal with these purposes and describe the specific roles consultants
can take on in different stages of the consulting process and acquaint the student with the consultancy profession. Success and failures in consulting practices will be described to enhance learning from others. Also recent developments in the field of consulting will be dealt with, in general and more specific, concerning international consulting.

**literature**

**remarks**
Contact: c.i.quispel@rug.nl, 3368
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854

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58. **Knowledge Development & Philosophy of Science** BKB030A05

**contact**
- dr B.J.W. Pennink

**lecturers**
- prof.dr L. Karsten, dr B.J.W. Pennink

**programmes**
- BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**language**
- English

**period**
- 1.2

**EC**
- 5

**format**
- lectures, workshop(s)

**prerequisite(s)**
- Participants must be acquainted with the basic principles of conducting business research.

**objective**
- After finishing this course students are able to:
  - reflect on business research in philosophical terms;
  - formulate different research approaches for the same management problem;
  - choose on rational grounds for a specific research approach;
  - criticize scientific research.

**content**
- In six seminars of 4 hours, students and lecturers will have dialogues about how to construct business management research, which philosophical questions can be and must be raised in setting up research and in which way business research can add to management questions.

**literature**
- Pennink, B.J.W., *Business research by the way of questions*
- Arbno, I. & B. Bjerke, *Methodology for creating business knowledge*
- Johnson, P. & J. Dubberley, *Understanding management research*

**remarks**
- Paper available on www.pennink.nl/bjw: click on “onderwijs” and then “artikelen”
- Contact: b.j.w.pennink@rug.nl, 3243
- Secr: j.verhagen@rug.nl, 3857
<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
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<tbody>
<tr>
<td>Macroeconomics I</td>
<td>EWP012A06</td>
</tr>
<tr>
<td>Macroeconomics II</td>
<td>EWB041A06</td>
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</tbody>
</table>

### Macroeconomics I

- **Contact**: prof.dr E. Sterken
- **Lecturers**: dr G.H. Kuper, S. van der Zwaag
- **Programmes**:
  - BSc Econometrics (core programme) year 1 compulsory, BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
- **Language**: English
- **Period**: 2.1 EC 6
- **Format**: Lectures, tutorials and practical
- **Assessment**: The final grade is based on an assignment (20%) and a written exam.
- **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**:

### Macroeconomics II

- **Contact**: dr G.H. Kuper
- **Lecturers**: dr G.H. Kuper, drs. E. Wester
- **Programmes**:
  - BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (electives BSc IE&B) year 2, Courses open to Exchange Students year 3
- **Language**: English
- **Period**: 2.2 EC 6
- **Format**: Lectures and tutorials
- **Assessment**: written exam
- **Objective**: 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

remarks
Bachelor International Economics and Business, Bachelor Economics

61. Management Accounting & Information Management  EWB045A06

contact  drs. C.M Elsenga
lecturers  drs. C.M Elsenga, prof.dr G.J. van Helden
programmes  BSc International Economics & Business (electives BSc IE&B) year 2, Courses open to Exchange Students year 3
language  English
period  2.2
EC  6
format  combined lectures/tutorials
practice classes
assessment  written exam
The assessment will be based on both the results of case reports and those of the final exam. Resit August.

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.
Part C - Course descriptions

literature
· Book or Reader on Information Management
· Reader *Cost Allocation*, 2003, € 5,00

remarks Secretary: N.R. Kempa, WSN 449, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl

62. Managing International Business Organization

BKB038A10

contact dr J.A. Neuijen

lecturers dr J.M. Horgan, dr J.A. Neuijen

programmes BSc Business Studies - IB&M (core programme) year 3 compulsory,
Courses open to Exchange Students year 3, SID-programmes (IB&M, preparing to MSc IB&M) year 3 compulsory

language English

period 1.1-2

EC 10

format lectures, tutorials

assessment paper, written exam
Resit will be in January

prerequisite(s) Participants should be registered as IB&M or Erasmus students

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

remarks Course will be finished before Christmas.
Contact: j.a.neuijen@rug.nl, 3917
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854
### 63. Master's Thesis IB&M

<table>
<thead>
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<th>Contact</th>
<th>NN</th>
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<td>Lecturer</td>
<td>NN</td>
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#### Programmes
- MSc International Business & Management (IB&M) year 4 compulsory
- MSc International Business & Management (IFM) year 4 compulsory

#### Language
- English

#### Period
- 2.1-2

#### EC
- 25

#### Format
- Thesis

#### Assessment
- Individual assessment

#### Prerequisite(s)
It is strongly advised to start the Research Methodology course in combination with the start of your thesis project.

#### Content
The master 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 casestudy, a database or 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 department.

#### Remarks
Students should 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. Drs. students of the old IB programme are subject to the rules and regulations of the Drs. programme.
This course also will be given in period I.
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854
64. **Master’s Thesis IE&B**

<table>
<thead>
<tr>
<th><strong>contact</strong></th>
<th>prof.dr H.H. van Ark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>prof.dr H.H. van Ark</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>MSc International Economics &amp; Business year 4 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>2.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>25</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>thesis</td>
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<tr>
<td><strong>assessment</strong></td>
<td>Writing a thesis</td>
</tr>
<tr>
<td><strong>prerequisite(s)</strong></td>
<td>Unconditional admission to MSc and 20 EC of first semester courses of Msc IE&amp;B. So, if you are provisionally admitted to MSc courses you must first complete your BSc.</td>
</tr>
</tbody>
</table>

**content**

The master thesis is the final element of the MSc IE&B master programme. It should be a reflection of the student’s acquired analytical skills in one or more of the knowledge areas of International Economics and Business. The master thesis is a research project which is normally carried out on an individual basis. The MSc thesis should represent the full research cycle, which implies that the student develops his/her own problem setting, specifies the research questions and hypotheses from a broader literature, develops his/her own methodology and organises his or her own data collection. Before the start of the semester the student is required to develop his or her initial ideas about the research topic. The student is encouraged to contact an IE&B faculty member whose research agenda may match the interest of the student (a list of research areas of IE&B faculty members is available from Nestor) to discuss the feasibility of the topic. The final decision on the project and allocation of supervisor is taken by the thesis coordinator after the student has registered for the thesis (see below). During each semester, the research methodology workshop runs parallel to the thesis. MSc students are obliged to participate in this workshop, for which they develop a methodology paper related to their thesis topic.

**remarks**

The master’s thesis IE&B together with Research Methodology for MSc IE&B can also be taken in the first semester. The thesis also requires participation in Research Methodology for MSc IE&B during the same semester. Students must register for the master thesis and for Research Methodology for MSc IE&B via Progress in due time before the start of the semester (see the deadlines in the study guide). Moreover, the student has to register with the secretariat of IE&B (e.a.kortrijk@rug.nl) by means of the entry form that can be downloaded from NESTOR. IE&B students in the old (‘doctoraal’) programme will have to write a master thesis of 20 EC; they do not participate in Research Methodology for MSc IE&B.
Students should also take notice of the Regulation for FEW and FBK bachelor’s and master’s theses as well as the Manual for the Master Thesis IE&B.

65. **Mathematics Ia for IE&B/Economics** EWP017A02

- **contact**: dr C. Praagman
- **lecturers**: dr B. Goldengorin, dr O.V. Iftime, dr C. Praagman
- **programmes**: BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
- **language**: English
- **period**: 1.1
- **EC**: 2
- **format**: lectures and tutorials
- **assessment**: written exam

**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.


66. **Mathematics Ib for IE&B/Economics** EWP018A04

- **contact**: dr C. Praagman
- **lecturers**: dr B. Goldengorin, dr O.V. Iftime, dr C. Praagman
- **programmes**: BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
- **language**: English
- **period**: 1.2
- **EC**: 4
- **format**: lectures and tutorials
- **assessment**: written exam

**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.

### 67. Mathematics IIa for IE&B

**Contact**
dr C. Praagman

**Lecturers**
dr B. Goldengorin, dr O.V. Iftime

**Programme**
BSc International Economics & Business (core programme) year 2 compulsory

**Language**
English

**Period**
2.1

**EC**
3

**Format**
lectures and tutorials

**Assessment**
written exam

**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 Advanced Matrix Theory.

**Literature**

### 68. Microeconomics I for IE&B/Economics

**Contact**
dr H.W. Plasmeijer

**Lecturers**
dr M.A. Haan, dr H.W. Plasmeijer, dr D. Wiersma

**Programmes**
BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**Language**
English

**Period**
1.1

**EC**
6

**Format**
lectures and tutorials

**Assessment**
Lectures, tutorials and practicals

**Written Exam**

**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

69. Organizational Behaviour & Cultural Diversity

contact dr M.A.G. van Offenbeek
lecturers drs. G.J.M.H. Coffeng, dr M.A.G. van Offenbeek
programme BSc Business Studies - IB&M (core programme) year 1 compulsory
language English
period 1.2
EC 5
format lectures, self-study

The textbooks provides the background and context for classroom lecture and discussion, and therefore you should read the chapter before the class period during which it is discussed.

assessment active participation, written exam, mandatory attendance
prerequisite(s) Having passed ‘Organization skills’ in the semester’s first block

objective The overall purpose is to offer an introduction to organizational behaviour, specifically geared to stimulate your appreciation of cross-cultural diversity in behaviour at work. In this course you learn to:
- gain basic knowledge of models with which to describe the way people behave and interact in work settings;
- be able to apply a variety of theories that explain how mental processes, situational factors, individual and cultural differences, and group phenomena influence the way people behave and interact in work settings;
- be familiar with a limited range of prescriptive theories and understand how these can support you in handling interactive processes and people problems in organizations;
- be critically aware of the possible existence of national and cultural differences in attitudes and behaviours, and understand to which extent these may influence interaction;
- develop a simultaneously open and critical attitude to behaviour
in international and multicultural settings.

**content**

In the first part of the course a perspective on individuals in organizations is offered that helps you to understand the “big picture” of organizational behaviour. Within this perspective an overview of the selected topics will be provided. The second half smoothly intertwines cross-cultural issues into each lecture by devoting specific attention to considerations where individuals and groups in diverse settings such as international organizations are the units of analysis. The field of social psychology can be seen as an important foundation of people’s behaviour in organizations. Consequentially, you will be invited to look at the ways people influence one another, at the ways people think about one another, at the ways we come to think about ourselves, at the ways aspects of our personalities come to influence our actions around other people and our thoughts about other people, and so on. The main subjects of the course encompass the following: perception (how do we process thoughts about people and events and come to our conclusions about them); personality, values, attitudes and job satisfaction and commitment; content and process theories on motivation, including feedback and rewards; interpersonal communication, interpersonal and group dynamics, teams and teamwork, cooperation and decision making, leadership, conflict and negotiation, power, influence and politics.

**literature**

- Additional readings may be assigned

**remarks**

m.a.g.van.offenbeek@rug.nl, 7198 (questions on content and exceptional situations).
Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854, WSN 816 (questions on schedules and procedures). Please, check the faculty website and Nestor first.

70. **Organizational Behaviour: Skills IB&M**

**contact**

dr M.A.G. van Offenbeek

drs. G.J.M.H. Coffeng, dr M.A.G. van Offenbeek

**programme**

BSc Business Studies - IB&M (core programme) year 1 compulsory

**language**

English

**period**

1.2

**EC**

2

**format**

tutorials

Groups of about 15 students. Preparation and full attendance of the sessions will be required.

**assessment**

active participation, mandatory attendance, portfolio

No resit. One opportunity to repair the portfolio for those who have well prepared and actively participated in the sessions (to be assessed by the lecturer.)
objective  The course aims to support you in developing the following skills: effective oral communication including listening, presentation; self-awareness and ability to reflect on self-presentation; ability to contribute to effective group work, including teambuilding and motivating; openness and sensitivity to diversity in attitudes and behaviours.

content  The course offers the opportunity to work on a number of interpersonal skills whose relevance and conceptual underpinnings are being introduced in the adjoining course ‘Organizational Behaviour and cultural diversity’. The students’ activities will encompass self-assessment, reading, case analysis and discussion, exercises (e.g. role-plays), reflection.

literature  · To be announced

remarks  Contact: m.a.g.van.offenbeek@rug.nl
          Secr: r.van.est@rug.nl, 3458 / l.j.romp@rug.nl, 3854

71.  Organizational Change and Business Development  BKB098A05

contact  dr J.F.J. Vos
lecturers  dr J.F.J. Vos, NN
programmes  BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3
language  English
period  1.1
EC  5
format  lectures, tutorials, self-study
The course consists of a few introductory lectures followed by (obligatory) seminars about the literature on organizational change in relation to business development.
assessment  assignment(s), paper
Assignments related to the seminars, such as presentation(s), participation in an electronic discussion

objective  The purpose of this course is to enhance the ability of students to analyse a variety of change concepts and models and to evaluate their usefulness and applicability for Business Development.

content  Business Development means that in an organization something new or innovative will be developed concerning its markets(s), its product(s) or its core process(es). Evidently, this is accompanied by all kinds of processes of organizational change. The main question in this course is to what extent the concepts and models in the organizational change literature can be used for improving the Business Development processes.


remarks  Contact: j.f.j.vos@rug.nl, 7161 or Secr: j.verhagen@bdk.rug.nl, 3857
72. **Public Finance**

**contact**  
dr J.P. Elhorst

**lecturers**  
dr J.P. Elhorst, prof.dr J. Oosterhaven

**programmes**  
BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3

**language**  
English

**period**  
1.1

**EC**  
6

**format**  
lectures and tutorials

**assessment**  
written exam with essay questions

**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**  
- J.Gorter, R. de Mooij, *Capital Income Taxation in Europe; Trends and Trade-offs*, 2001, CPB, free downloadable  
73. **Purchasing Management**  

**Contact**  
prof.dr D.J.F. Kamann  
prof.dr D.J.F. Kamann

**Programmes**  
BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3

**Language**  
English

**Period**  
1.1

**EC**  
5

**Format**  
lectures, workshop(s)

**Assessment**  
written exam

**Objective**  
To expand the knowledge of the purchasing function. Skills are developed how to diagnose organisations and which analytical tools to use. Students will be able to deal with the various strategic, tactical and operational issues in purchasing and acquire appropriate skills to perform the analyses required.

**Content**  
Purchasing is ‘an activity that should enable the firm to meet customer demand through proper supplier relations’. The general framework used is the “POP-model”: (1) start at the market side and analyse the technology-product-market combination(s) the firm is operating on; (2) organise the purchasing function in terms of policies, organisation and processes (POP) to enable the firm to serve this TPMC best. Concepts and theories are being discussed; tools of analysis being trained. Attention is paid to techniques to differentiate between the various types of strategies to deal with suppliers. Issues like the role of information systems (EDI, ERP) and electronic contacts such as E-Commerce, E-procurement and E-Business will be dealt with. Practical exercises and many examples from the real world of business - multinationals and SMEs- and not-for-profit organisations, will train the student.

**Literature**  
· Additional articles  
· Kamann, D., *Reader Purchasing Management*, € 15,50

**Remarks**  
For more information: 050-363 7351, d.j.f.kamann@rug.nl or secretary 050-363 7020

74. **Quality Management**  

**Contact**  
dr H. Broekhuis

**Lecturers**  
prof.dr ir. C.T.B. Ahaus, dr H. Broekhuis

**Programmes**  
BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**Language**  
English

**Period**  
2.1

**EC**  
5

**Format**  
combined lectures/tutorials, lectures, assignment(s)

**Assessment**  
individual exam, paper
The objectives of this course are:
1. to provide knowledge about the principles, methods and techniques of Quality Management in production and service organizations
2. to provide an understanding of the role of Quality Management in the planning, control and improvement of organisations
3. to know how to develop a quality system and how to implement it in different kinds of organisations.

This course elaborates on the main principles, practices and techniques of Quality Management. The principles of Total Quality, such as the focus on processes and continuous improvement, on customers and stakeholders, and on participation and teamwork have become seamlessly integrated into management practice. In the first part of the course, the quality concept is defined and quality models are introduced. Techniques for policy deployment and process management are discussed. Quality management in different kinds of organizations is clarified. Later on, tools for improvement are introduced and practiced.


For more information: 050-3637288, h.broekhuis@rug.nl or secretary 050 - 3637020

75. **Research Methodology for MSc IB&M**

   **contact**
   dr B.J.W. Pennink

   **lecturers**
   prof.dr L. Karsten, dr B.J.W. Pennink

   **programmes**
   MSc International Business & Management (IB&M) year 4 compulsory, MSc International Business & Management (IFM) year 4 compulsory

   **language**
   English

   **period**
   2.1

   **EC**
   5

   **format**
   combined lectures/tutorials
   Interactive seminars

   **assessment**
   assignment(s), paper, presentation(s)
   Final exam: Homework Exam

   **prerequisite(s)**
   Finished Bsc IB&M

   **objective**
   Build on the methodology given in the bachelor programm this methodology course will provide MSc students with a deeper insight in different methodological questions and ways of answering these questions.

   **content**
   Students will learn how to judge knowledge products by studying the literature resulting in presentations and also reading and judging relevant theses in the field of IB & M. As a second part of this course students will learn how to start their own research
project, how to develop their own research questions and how to construct a research design for those research questions.

**literature**

**remarks**
This course also will be given in period Ia
Contact: b.j.w.pennink@bdk.rug.nl, 3243
Secr: j.verhagen@rug.nl, 3857

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**76. Research Methodology for MSc IE&B**

**contact**
prof.dr H.H. van Ark

**lecturer**
prof.dr H.H. van Ark

**programme**
MSc International Economics & Business year 4 compulsory

**language**
English

**period**
2.1-2

**EC**
5

**format**
workshop(s)

**assessment**
Grading of research methodology paper and final version of the research proposal

**prerequisite(s)**
Unconditional admission to MSc and 20 EC of first semester courses of Msc IE&B. So, if you are provisionally admitted to MSc courses you must first complete your BSc.

**objective**
The purpose of the Research Methodology workshop is to guide students in the development of their final research proposal and the development of the research methodology

**content**
During the first meeting of the workshop each student presents the first draft of his/her research proposal. Next each student writes a short paper on methodological issues. The paper needs to review the methodological literature and the use of the literature for the research project. The student will present and discuss the methodological paper and – if necessary – additional literature during the next sessions of the workshop. The methodology paper can of course be used as an input into the development of the master thesis.

**literature**
- The literature for the methodology paper is selected in consultation with the supervisor and/or one of the experts that are relevant for his/her project.

**remarks**
Unconditional admission to MSc (also students who were conditionally admitted but have now completed all their BSc IE&B courses) and 20 EC of first semester courses in Msc; participation during same semester as writing of the master’s thesis.
The final research proposal needs to be approved by the team of supervisors and expert teachers involved in the workshop before the student can proceed with the research. The master’s thesis IE&B together with Research Methodology for MSc IE&B can also be taken in the first semester.
77. Research Methodology for SID-IB&M  BKB136A05

**contact**  dr ir. M.C. Achterkamp  
**lecturer**  dr ir. M.C. Achterkamp  
**programmes**  Courses open to Exchange Students year 3, SID-programmes (IB&M, preparing to MSc IB&M) year 3 compulsory  
**language**  English  
**period**  2.1  
**EC**  5  
**format**  lectures  
**assessment**  written exam with multiple choice questions  

**objective**  Main goal is to provide students with knowledge on how to organize and conduct a business research.  
**content**  This course aims to introduce the nature and methodology fundamental to conduct research in the business field. This kind of research can be described using the so-called regulative cycle. Emphasis will be on the problem analysis and the conceptual analysis.  
**literature**  · Donald R Cooper and Pamela S Schindler, *Business Research Methods*, 8/e  
**remarks**  Contact: m.c.achterkamp@rug.nl, 7311  
Secr: h.jager@rug.nl, 6543  

78. Research Methods I for IB&M  BKP062A05  

**contact**  dr ir. M.C. Achterkamp  
**lecturer**  dr ir. M.C. Achterkamp  
**programme**  BSc Business Studies - IB&M (core programme) year 1 compulsory  
**language**  English  
**period**  2.1  
**EC**  5  
**format**  lectures  
**assessment**  written exam with multiple choice questions  

**objective**  Main goal is to provide students with knowledge on how to organize and conduct a business research.  
**content**  This course aims to introduce the nature and methodology fundamental to conduct research in the business field. This kind of research can be described using the so-called regulative cycle. Emphasis will be on the problem analysis and the conceptual analysis.  
**literature**  · Donald R Cooper and Pamela S Schindler, *Business Research Methods*, 8/e  
**remarks**  Contact: m.c.achterkamp@rug.nl, 7311  
Secr: h.jager@rug.nl, 6543
79. **SID International Trade**

**contact**
- dr. E.H. van Leeuwen

**lecturer**
- dr. E.H. van Leeuwen

**programme**
- SID-programmes (IE&B, preparing to MSc IE&B) year 3
  - compulsory

**language**
- English

**period**
- 1.2
  - EC 3

**format**
- lectures and tutorials
  - Lectures and tutorials. Students must prepare classes by studying the literature of each week and by preparing exercises.

**assessment**
- written exam

**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**

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80. **SID Macroeconomics**

**contact**
- drs. E. Wester

**lecturer**
- diverse docenten

**programme**
- SID-programmes (IE&B, preparing to MSc IE&B) year 3
  - compulsory

**language**
- English

**period**
- 2.1
  - EC 4

**format**
- lectures and tutorials
  - lectures, tutorials and practicals

**assessment**
- written exam

**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**  

**remarks**  
The lectures are combined with the Macroeconomics 1 course.

### SID Mathematics I

**contact**  
dr H.E. Nusse

**lecturer**  
dr H.E. Nusse

**programme**  
SID-programmes (IE&B, preparing to MSc IE&B) year 3

**language**  
English

**period**  
1.1

**EC**  
2

**format**  
lectures and tutorials

**assessment**  
written exam

**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**  

### SID Mathematics II

**contact**  
dr H.E. Nusse

**lecturer**  
dr H.E. Nusse

**programme**  
SID-programmes (IE&B, preparing to MSc IE&B) year 3

**language**  
English

**period**  
1.2

**EC**  
4

**format**  
lectures and tutorials

**assessment**  
written exam

**content**  
This course is a continuation of the course SID Mathematics 1

**literature**  
SID Microeconomics

contact  dr H.W. Plasmeijer

lecturers  dr H.W. Plasmeijer, dr D. Wiersma

programme  SID-programmes (IE&B, preparing to MSc IE&B) year 3

language  English

period  1.1

EC  5

format  lectures and tutorials

assessment  written exam

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 in an early phase of the studies is absolutely necessary.

### 84. SID Quantitative Research Methods

**contact**
dr G. de Jong

**lecturers**
dr G. de Jong, dr K. Muehlfeld

**programme**
SID-programmes (IE&B, preparing to MSc IE&B) year 3

**compulsory**

**language**
English

**period**
1.1

**EC**
6

**format**
Mandatory tutorials and group work

**assessment**
Written exam (50%) and research report (50%)

**objective**
This course offers students the opportunity to design and to execute a small quantitative research project. All phases of the empirical cycle of research (from drafting a research proposal to writing up the results in a research report) will be executed and reviewed. By doing so, the student will develop a set of academic research skills and prepare and organize for executing (future) academic research.

**content**
The core feature of any academic study is learning how to do academic research. There are many research methods that can be used such as case studies, experiments, simulations, meta-analyses and multi-variate methods. Some of these methods are more complex than others and require a substantive background in doing academic research. We consider the ‘empirical cycle of research’ as the most helpful method for your introduction into academic research. It is a structured, sequential method that provides helpful assistance in doing a research project. It also helps you to understand much of the contemporaneous research in business and economics because many academic studies are aligned according to the empirical cycle of research. When you start this course we presume that you have little or no knowledge and experience in doing academic research. This course offers you comprehensive assistance in conducting your first academic, empirical study. Given the empirical nature of the research we deliberately combine this course with the SID Statistics 1 and SID Statistics 2. This means that you will combine time and efforts from both courses.

**remarks**
Because of the unique combination with the SID statistics this course is only open to SID IE&B students and hence not for any other students enrolled in other programs of our University. Exemptions are only possible by handing over an originally certified bachelor thesis with a substantial amount of quantitative work.
85. **SID Statistics I**  
*contact* dr P. Rao Sahib  
*lecturer* dr P. Rao Sahib  
*programme* SID-programmes (IE&B, preparing to MSc IE&B) year 3  
*compulsory*  
*language* English  
*period*  
EC 2  
*format* lectures and tutorials  
*assessment* assignment(s), written exam  
*objective* The goal of this course is to train students to interpret data effectively and to use concepts of probability in making decisions in an uncertain environment. 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 during the course as an aid to making calculations and graphically representing data.  
*content* This course covers the topics of simple and multiple regression, analysis of variance, goodness-of-fit tests and non-parametric statistics.  
*literature*  

86. **SID Statistics II**  
*programme* SID-programmes (IE&B, preparing to MSc IE&B) year 3  
*compulsory*  
*language* English  
*period*  
EC 2
87. **Spanish I for IE&B/IB&M**

**contact** drs. A.R.O. Comadina Granson


**programme** BSc International Economics & Business (core programme) year 2 compulsory

**language** English

**period** 2.1 EC 3

**format** Small-group teaching with mandatory attendance.

**assessment** Eighty per cent attendance is compulsory. The grade for the second half semester will be based on participation (10%), a graded presentation (20%), a vocabulary test (20%), a Business Plan (20%), and a final examination (30%) in the last class of the second half semester.

**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. Grammar will be presented systematically throughout the course but will mainly be taught as feedback. This block will cover listening, speaking and some reading and writing skills. Some attention will also be paid to specific vocabulary.

**literature**

**remarks** Students who would like to take a second language other than Spanish should contact the Information Desk for approval.

88. **Spanish II for IE&B/IB&M**

**contact** drs. A.R.O. Comadina Granson


**programme** BSc International Economics & Business (core programme) year 2 compulsory

**language** English

**period** 2.2 EC 3

**format** Small-group teaching with mandatory attendance.

**assessment** Eighty per cent attendance is compulsory. The grade for the first half semester will be based on participation (20%), a vocabulary quiz (30%), and a progress test (50%) in the last class of the first half semester.

**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. Grammar will be presented systematically throughout the course but will mainly be taught as feedback. This block will primarily focus on writing a business plan and providing a graded presentation. Some attention will also be paid to specific vocabulary.

**literature**

**remarks**
Students who would like to take a second language other than Spanish should contact the Information Desk for approval.

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**89. Statistics I for IB&M**  
**BKP057A05**

**contact**  
Dr D.J. Kiewiet

**lecturers**  
Dr D.J. Kiewiet, NN

**programme**  
BSc Business Studies - IB&M (core programme) year 1 compulsory

**language**  
English

**period**  
2.2

**EC**  
5

**format**  
Lectures, tutorials

**assessment**  
Written exam with multiple choice questions

**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: descriptive statistics, inference about 1 population, inference about comparing two populations, analysis of variance, chi-squared tests, nonparametric statistics, simple linear regression and correlation.

**literature**

**remarks**
Contact: d.j.kiewiet@rug.nl, 7344 or Secr: h.jager@rug.nl, 6543
90. Statistics I: Skills for IB&M

<table>
<thead>
<tr>
<th>contact</th>
<th>dr N. Borgers</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>dr N. Borgers</td>
</tr>
<tr>
<td>programme</td>
<td>BSc Business Studies - IB&amp;M (core programme) year 1 compulsory</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
</tr>
<tr>
<td>period</td>
<td>2.2</td>
</tr>
<tr>
<td>EC</td>
<td>3</td>
</tr>
<tr>
<td>prerequisite(s)</td>
<td>Students should have followed the Research Methodology course (BKP062A05) in the first part of the second semester.</td>
</tr>
<tr>
<td>objective</td>
<td>The course is focussed on the development of research skills which includes the use of SPSS for statistics</td>
</tr>
<tr>
<td>content</td>
<td>The course will consist of a research assignment. You will be asked to develop a research question, discuss the proper research methodology to be used, to analyze some data and to write a research report on your findings. During the analysis phase, you will learn to operate SPSS, a statistical software package. This research will be conducted in small groups. This course must be followed in combination with Statistics 1 for IB&amp;M (BKP057A08)</td>
</tr>
</tbody>
</table>

91. Statistics Ia for IE&B/Economics

<table>
<thead>
<tr>
<th>contact</th>
<th>dr P. Rao Sahib</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturers</td>
<td>dr P.W. Otter, dr P. Rao Sahib</td>
</tr>
<tr>
<td>programmes</td>
<td>BSc Economics (core programme) year 1 compulsory, BSc International Economics &amp; Business (core programme) year 1 compulsory</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
</tr>
<tr>
<td>period</td>
<td>1.2</td>
</tr>
<tr>
<td>EC</td>
<td>4</td>
</tr>
<tr>
<td>format</td>
<td>lectures and tutorials</td>
</tr>
<tr>
<td>assessment</td>
<td>assignment(s), written exam</td>
</tr>
</tbody>
</table>

| objective    | The goal of this course is to train students to interpret data effectively and to use concepts of probability in making decisions in an uncertain environment. 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 during the course as an aid to making calculations and graphically representing data. |
| content | This course covers the topics of data description, data summarization, probability and discrete probability distributions. |

92. **Statistics Ib for IE&B/Economics**  
**EWP023A04**  
**contact** dr P. Rao Sahib  
**lecturers** dr P.W. Otter, dr F.van Perlo-ten Kleij, dr P. Rao Sahib  
**programmes** BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory  
**language** English  
**period** 2.1  
**EC** 4  
**format** lectures and tutorials  
**assessment** assignment(s), written exam  
**objective** This course is a continuation of Statistics 1a. This course covers the topics of continuous probability distributions, sampling, confidence intervals and hypothesis testing.  
**literature**  

93. **Statistics II for IE&B/Economics**  
**EWB074A03**  
**contact** dr P. Rao Sahib  
**lecturers** dr P.W. Otter, dr P. Rao Sahib  
**programmes** BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3  
**language** English  
**period** 1.1  
**EC** 3  
**format** lectures and tutorials  
**assessment** assignment(s), written exam  
**objective** The goal of this course is to train students to interpret data effectively and to use concepts of probability in making decisions in an uncertain environment. 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 during the course as an aid to making calculations and graphically representing data.

**content**
This course covers the topics of simple and multiple regression, analysis of variance, goodness-of-fit tests and non-parametric statistics.

**literature**

94. **Statistics for SID-IB&M**  
**contact** dr N. Borgers  
**lecturer** dr N. Borgers  
**programme** SID-programmes (IB&M, preparing to MSc IB&M) year 3 compulsory  
**language** English  
**period** 2.2  
**EC** 5  
**format** lectures and tutorials, practicals  
**assessment** written exam with open questions  
**prerequisite(s)** Participants need a basic background in statistics  

**objective** Advanced background in statistics  
**content** This course provides students with a background in multivariate statistics that will enable them to apply statistical techniques in real world problems where several variables and their interrelations are important. Especially two multivariate techniques will be taught: multiple regression analysis and factor analysis. The course has three primary objectives: (1) provide students with a clear understanding of multivariate 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 statistical software (SPSS) for the purpose. (3) enhance critical thinking and analytical skills – ability to understand and interpret data and statistical results.

**literature**
- To be announced  

**remarks** Contact: n.borgers@rug.nl, 3967, secr: h.jager-venema@rug.nl, 6543
Part D – University and Faculty information

D1 Registration

D1.1 How to register/deregister for a RUG programme

Central Student Administration (CSA)
CSA can provide you with information on the following:
• registration and allocation of places
• registration/deregistration
• payment or reimbursement of tuition fees
• applying for a colloquium doctum
• declarations required by external institutions
• English, French or German translations of examination results.
See part D14.13 for contact details.

D1.2 Registering for courses
You must register via http://progresswww.nl/rug for all the courses and examinations you plan to do. This applies to students following the Bachelor-Master structure as well as students registered under the ‘old’ (doctoraal) programme.
You can use one of the computers at the “Rekencentrum” (Computer Centre, RC) to register (RC 0013, 0023, 0032, 0033 and 0046), but you can also register from home via the Internet.

Registration for a course is not without obligations. Once you have registered, you are expected to follow the course. Of course, you can still 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 Information Desk. 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 descriptions on the websites for Economics and Management and Organization: http://www.rug.nl/ocasys.

Registration for courses is only possible from seven till two weeks before the first lecture week.

The registration deadlines are therefore as follows:
semester 1, block 1: by 21 August 2005 at the latest
semester 1, block 2: by 30 October 2005 at the latest
semester 2, block 1: by 29 January 2006 at the latest
semester 2, block 2: by 16 April 2006 at the latest.

N.B. Other faculties may have different registration periods!
Registration for students from other faculties
Students from other faculties should follow the same procedure as students of Economics and students of Management and Organization (i.e. via the ProgRESS WWW website). The above registration periods also apply for these students. N.B. For General Studies Courses (AVV), first select ‘Algemeen Vormende Vakken’ in the menu at ProgRESS WWW, then the Faculty.

D1.3 How to register for examinations
Students must register for examinations via http://progresswww.nl/rug. You can use one of the computers at the Rekencentrum, and you can also register from home via the Internet.
You can register between four weeks and seven calendar days before the examination. N.B. registration is compulsory.

If you miss the registration deadline:
Report to the examiner in charge immediately before the start of the examination. He/she will decide whether you may take the examination. There is no room for debate. You may be allowed to take the examination if there is room for you and if there are enough question and answer sheets.

When you register for examinations and courses, 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 proof of registration as a RuG student (student card) as well as proof of registration for the examination (print out ProgRESSWWW).

D1.4 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 your Study Advisor. See part D14 for department secretaries and part D4 for contact details and information about study advice.

D1.5 Lecture and examination timetables
An overview of the lecture and examination periods can be found 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 websites: for IE&B http://www.rug.nl/economics/informationFor/students/timeTables and for IB&M http://www.rug.nl/bdk/informatieVoor/studenten/schedules/index
Groups for tutorials and practicals will be published on Nestor, select communities (http://nestor.rug.nl).
D2 Regulations, rights and obligations

D2.1 Exemptions
Exemption from certain examinations may be granted provided that the requirements have been met (previous qualifications and results). It is not possible to summarize all the requirements here. Exemption request forms can be downloaded from the website. IE&B forms are available on www.rug.nl/economie/formulieren; IB&M forms are available on www.rug.nl/bedrijfskunde/formulieren. You should hand in the form and documentary evidence at the Information Desk, WSN 203-205.

Courses 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” according to IBG).

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 part D14 for contact details).

D2.2 General Studies Courses (AVV, “Algemeen Vormende Vakken”)
All students must take a General Studies Course (‘AVV’) in the third year of their bachelor’s degree programme (see OER Article 2.4). The university offers a wide range of General Studies Courses. They are designed to introduce students to a new subject area. You will find a list of AVV courses in the brochure ‘Keuzegids Algemeen Vormende Vakken 2005-2006’, which is available from mid-June from the Syllabus Shop of the Faculty of Economics and the Faculty of Management and Organization. The Board of Examiners may accept other courses as AVVs at the student’s written request. Students of IE&B, FE and TM are exempted from this AVV requirement.

You can find more information on: www.rug.nl/avv. You can enrol for AVV subjects via http://progresswww.nl/rug. N.B. to register for an AVV, first select “Algemeen Vormende Vakken” in the menu, then the relevant Faculty.

D2.3 Examinations
Examination results must be published no later than 15 working days after the date on which the examination was taken. Only results published by the Student Administration Office are legally valid.

Examination results are published via 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 “Rekencentrum” (Computer Centre). Examination results are confidential, which means that no information can be disclosed by telephone or to third parties.
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. If you have a question about your results, the Information Desk will be able to help. Remember to take your student card and a printout of your results.

**Resits**
Resits will take place in the half-semester directly after the regular examination has taken place. Different rules apply to courses that are offered twice a year. Details can be found under the individual subject entries in this study guide, or in the subject database on the website, [www.rug.nl/ocasys](http://www.rug.nl/ocasys).

**Feedback on study results/advice on the propaedeutic phase**

At the Faculty of Management and Organization (IB&M), all first-year students receive written feedback at the end of the first and second half semester, 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 (IE&B) receive their results by mail after the first half-semester and in May or thereabout. The overview of results sent out in May is accompanied by study recommendations.

The 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 you are in doubt as to which subject(s) 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 students.

You can check your results at any time via ProgRESS WWW.

**D2.4 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. Also see the ‘Student Regulations’ and the ‘Regulations and Guidelines’ on the CD-ROM.
D2.5 Teaching and Examination Regulations (OER)
The OER (“Onderwijs- en ExamenRegeling”) sets out the programme structure. It also sets out the rights and obligations of students. A separate OER CD-ROM has been compiled for the bachelor’s and master’s programmes offered by FBK and FEW.

D2.6 Regulations
The Regulations and Guidelines describe how the OER is implemented in practice. The Regulations and Guidelines can be found on the CD-ROM.
D3 If you have doubts about your study

D3.1 Transferring/deregistering

Transferring to another discipline
If, during the academic year, you wish to transfer to another 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. It is advisable to contact your study advisor before transferring. Make sure you receive all the information you need from a student counsellor at the Student Support Service (STAG) about the possible consequences for your student grant and your IBG performance-related grant. A brochure with the details can be obtained from CSA or from STAG. See part D14.13 and D14.14 for contact details.

Higher Professional Education (HBO)
HBO courses often have two intake dates. If you wish to transfer to a HBO programme, you can 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.
D4  Supervision/study skills

D4.1  Study advisors

Not all students will reach the end of their programme 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 Faculty of Management and Organization has two study advisors: Els Brilman and Karel Labberté. The study advisors of the Faculty of Economics are Annemieke van der Kolk and Jos Karssies. They can help you if you have problems relating to your programme and/or to studying in general, for example:

- Have I chosen the right programme?
- Do I have what it takes to succeed?
- Can I stop studying for a period of time?
- Which master’s degree programme or academic discipline is the best one for me?
- How do I arrange my study abroad?

The study advisors can help to answer questions of this type, and they can advise on progress requirements, effective study planning, top-sport schemes, finances, exemptions, elective courses, 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 goes without saying that all matters remain confidential.

D4.1.1 Office hours

The study advisors in the Faculty of Management and Organization have the following office hours:

- Telephone office hour for straightforward questions: Tuesday – Thursday from 9 to 10 a.m. and 4 to 5 p.m. Tel. Els Brilman: (050) 363 7172. Tel. Karel Labberté: (050) 363 3832.
- Individual appointments: Tuesday – Thursday 1.30 to 4 p.m. These usually last approximately 30 minutes. Please make an appointment at the Information Desk or via the telephone: (050) 363 3759.

If you have a standard question, you may be able to find the answer via the FMO website: http://www.rug.nl/bdk/informatievoor/studenten/studieadviseurs.

The study advisors in the Faculty of Economics, have the following office hours:

- Telephone office hour for straightforward questions: Tuesday - Friday from 9 to 9.30 a.m. Tel. (050) 363 3759.
- Individual appointments (which usually last approximately 30 minutes) can be made at the Information Desk or via the telephone: (050) 363 3759.
- In addition, Jos Karssies holds daily open office hours from 9.30 to 10 a.m. for brief enquiries (max. 10 minutes).
If you have a standard question, you may be able to find the answer via the Economics website: www.rug.nl/economics/studyadvisors.

D4.2 Student Support Service Groningen (STAG)

Students of the University of Groningen (RUG) can contact STAG with all kinds of questions. STAG can assist current students as well as new students from the Netherlands and abroad, final-year students and graduates. Details of how STAG can help are given below. If STAG staff is unable to answer your question, they will of course refer you to the right organization 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 choice, admission, registration, allocation, transferring to another 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. See part D14.14 for contact details.

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 specialize in dealing with financial matters, registration and deregistration, study choice and complaints and appeal procedures. They can also advise students with a performance disability. The student counsellors have information about many facilities and organizations that may be able to help you. In co-operation with the Student Support Service, the counsellors also run a workshop on study choice in Dutch. In the event of a study delay of more than 10 ECTS credits, it is essential to make an appointment with a student counsellor to discuss financial consequences. You should always report a study delay to your programme’s study advisor immediately, even if your delay is less than 10 ECTS credits! More information about study delay can be found on the website: www.rug.nl/studievertraging. You can make an appointment with a student counsellor at the STAG information desk. See part D14.14 for contact details.

If you would like to help organize one of the many events for students and prospective 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.
D4.2.1 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 how to finance them), careers in the Netherlands and abroad (see also the Careers Advice Centre). Career-related information includes job applications, tests, professions, companies and organizations, 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 websites is also available.

D4.2.2 Careers Advice Centre (LAC)

If you are about to graduate or have recently graduated, the Careers Advice Centre (LAC) can help you to choose a career. It is an expertise centre for graduates. In addition to extensive documentation (see the Information Library for Study and Careers), the LAC can also arrange an appointment with 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 on the website: www.rug.nl/lac.

See part D14.14.1 for contact details.

D4.3 Study Support

Study Support offers a variety of courses for students: ‘study courses’ on successful studying, dealing with stress and exam nerves, and a ‘Thesis Acceleration Group’, courses on general communication skills, e.g. verbal presentations and academic writing skills, and courses to ease the path to a career, e.g. self-analysis and job applications. Most courses are offered in Dutch. Courses offered in English are “Study Skills” and “Giving a Presentation”.

For the full range of courses, see 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 a.m. to 5 p.m.

See part D14.14.2 for contact details.

D4.4 Student psychologists

Student psychologists can help with problems relating to studying and study choice, 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 your 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 a.m. to 12.30 p.m. and 1.30 to 4.45 p.m., except Wednesday mornings (closed until 10.45 a.m.). Oude Kijk in ‘t Jatstraat 41/41a
9712 EC Groningen, tel. (050) 363 5544.
E-mail: studenten.psychologen@bureau.rug.nl.
D5 Study delay

D5.1 Study delay/personal circumstances
If you fall 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 register your study delay and advise you on how to proceed. Students who are entitled to a study grant from the IB-group can apply for financial assistance from the university’s Graduation Fund if they 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 regulations. For more information, contact or visit the Groningen Student Support Service (STAG), tel. (050) 363 8004, or consult the RUG website (www.rug.nl/studievertraging) or the Student Regulations on the CD-rom.

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. There are also several types of financial assistance if your studies have had to be delayed. If you have questions on this subject, please contact a study advisor or the Student Support Service (STAG).

See part D14 for contact details.
D6   Studying abroad

Studying abroad is an important part of the IB&M and IE&B study programmes. 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 foreign university, courses and any supplementary grant applications.

D6.1 FBK/FEW Exchange Office
The Exchange Office is located in WSN 213. More information can be found on the website.
- The address for FBK students is:  
  www.rug.nl/fmo/internationalstudents/internationaal.
- The address for FEW students is:  
  www.rug.nl/economics/informationfor/students/internationaal

The Exchange Office has documentation available in the form of student reports and prospectuses. See part D14.5 for contact details, opening hours and office hours. Information is also available from the ISB (Information Library for Study & Careers), which is part of STAG.

D6.2 International Relations Office (BIS)
The BIS International Service Desk 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.
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 part D14.
D7 Grading

D7.1 Approval of the study programme

Bachelor’s degree programme
Your bachelor’s degree programme should be approved at least three months before the planned graduation date. It is strongly advised to have it approved a year in advance, as this will allow you time to take any extra examinations if your programme does not meet the requirements. If needed, it is possible to amend the programme in consultation with the programme co-ordinator. An approval form for the degree programme can be downloaded from the website. Economics forms are available on www.rug.nl/economie/formulieren. Management and Organization forms are available on www.rug.nl/bdk/formulieren. You should hand in the form at the Information Desk, WSN 203-205.

Master’s degree programme
Your master’s degree programme should be approved no later than three months before the planned graduation date. This will allow you time to take any extra examinations if your programme does not meet the requirements. If needed, it is possible to amend the programme in consultation with the course co-ordinator. An approval form for the degree programme can be downloaded from the website. Economics forms are available on www.rug.nl/economie/formulieren. Management and Organization forms are available on www.rug.nl/bedrijfskunde/formulieren. You should hand in the form at the Information Desk, WSN 203-205.

N.B. The above also applies to doctoraal programmes.

D7.2 Economics and Management and Organization Science Shop
(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 won’t 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 FBK and FEW Science Shop. The Science Shop offers students the opportunity to gain research experience in a practical social context. Research has been commissioned by organizations such as the Wadden Sea Association, the Centre for the Arts, Chamber of Commerce, centres for International
Co-operation, ministries and environmental organizations. Internship places are provided by companies and the larger non-profit organizations.

**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: [www.rug.nl/wewi/dewetenschaps winkels/economie/index](http://www.rug.nl/wewi/dewetenschapswinkels/economie/index). You can also apply to join the mailing list for completed final-year projects.

See part D14 for contact details.

**D7.3 Degree certificate ceremonies**

**Propaedeutic certificate**
Students need not submit a request for a propaedeutic certificate. If the administrative records are complete, it will be prepared automatically. Students will be notified. Please report to the Information Desk if you have met all requirements for receiving the propaedeutic certificate but have not received notification. Graduation dates will be published in the UK (university newspaper).

**Bachelor's degree certificate**
There are two bachelor’s degree certificate ceremonies per year. Application forms for participation in the ceremony must be handed in at least six weeks in advance at the Information Desk, WSN 203-205. You can download the form from the faculty websites: [www.rug.nl/economie/formulieren](http://www.rug.nl/economie/formulieren) or [www.rug.nl/bdk/formulieren](http://www.rug.nl/bdk/formulieren). You may only apply for participation in a degree certificate ceremony after your study programme has been approved and after all results have been processed by the Education Administration Office.

**Master’s degree certificate and doctoraal degree certificate**
There are a number of master’s and doctoraal degree certificate ceremonies per year. Degree certificate ceremonies usually take place on the last Friday of the month for Economics and on the last Monday of the month for Management and Organization. You should apply for participation in a degree certificate ceremony at least six weeks in advance by means of the application form which can be downloaded from the faculty websites: [www.rug.nl/economie/formulieren](http://www.rug.nl/economie/formulieren) or [www.rug.nl/bdk/formulieren](http://www.rug.nl/bdk/formulieren). You should hand in the form at the Information Desk, WSN 203-205. You may only apply for participation in a degree certificate ceremony after your study programme has been approved and after all results have been processed by the Education Administration Office. The degree certificate will be dated to the last working day of the month during which the last result was achieved. N.B. The CSA will not automatically deregister you as a student on this date!
Deregistration
In order to deregister, you must submit a ‘Request for Deregistration/Reimbursement of tuition fees’ to the CSA. You can pick up a folder about deregistration from the CSA or the STAG. When you deregister, remember to hand in your student travel pass (OV-jaarkaart) and cancel your IBG-student grant. This will not be done automatically. You must arrange this yourself with the Informatie Beheer Groep (IBG).
D8 Research

D8.1 Honours bachelor’s degree programme
The SOM research school (see below) offers an Honours bachelor’s degree programme for students in Business Studies and Economics who are interested in research and who want to lift their studies onto a higher level. This programme can in principle be followed within any bachelor’s degree course. Each admitted student is assigned to a ‘fellow’, a researcher with ample research experience on an international level. They develop a study programme together that leaves room for a number of research projects for which credits can be gained. The research is supervised by the researcher concerned. He/she will involve the student as much as possible in his/her own research, to teach the student what doing research really means and how much fun it can be. The study programme will also leave room for modules that may benefit the research. This programme also needs to be discussed with the co-ordinator of the course concerned. The Board of Examiners is responsible for the final approval of the study programme. In addition, SOM organizes various group activities for participating students, which focus on teaching research skills. The Honours bachelor’s degree programme is an ideal stepping stone for the Research/Top master’s programme, but it is certainly not exclusively meant for students who are considering following this two-year programme after they have finished their bachelor’s degree programme.

Admissions procedure: If you are interested, please contact Dr Bart Los, SOM Honours bachelor’s degree programme co-ordinator. He will hold the intake interviews, in which the student’s motivation is very important.

Information meeting: In October. The meeting will be announced on the faculty websites and in the UK, and students who have performed above average in their first year will receive a personal invitation. Feel free to contact Dr Bart Los, tel. 050-363 7317; e-mail: b.los@rug.nl; WSN 352 for more information.

D8.2 SOM
SOM is the joint research school of the Faculty of Management and Organization and the Faculty of Economics at the University of Groningen. Researchers have to meet the entry criteria, which mainly relate to academic publications in international periodicals, to be admitted into SOM. SOM’s main aim is to stimulate monodisciplinary and interdisciplinary research that meets high international standards. As a part of this, SOM provides training to academic researchers in three phases. In addition to the Honours bachelor’s degree programme, SOM is also responsible for the two-year Research master’s programme and for training PhD students.
D9  After graduating

D9.1  Orientation towards the labour market before graduating

It is a good idea to start considering a career during your studies, and in any case in your final year. A number of organizations hold information events and courses for this purpose. They are organized by the Careers Advice Centre (LAC) and Student Support (SO), among others. An overview of the dates of events and courses is sent to all final-year students’ home addresses, published in the UK (university newspaper) and on the LAC and SO websites, and posted in the WSN building. The Careers Advice Centre also offers advice by a career consultant. Consult the LAC website for information about the open consultation hours and the quarterly news letter. Student societies also organize regular company visits and information days, sometimes calling on LAC expertise.

D9.2  Job-application course

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 on the LAC website: www.rug.nl/lac (in Dutch). See part D14 for contact details.

D9.3  Career perspectives for graduates with a bachelor’s degree

If you want to offer your skills in the labour market, you will need to know what is required of an Economics or Management and Organization graduate and you must assess and develop your own competences. The bachelor’s degree programme offers a module 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-ECTS module is held in the second half of semester 1. More information about this module can be found on the Internet, or contact Geert Hoevers or Louwrens Wouda (tel.: (050) 363 3738, e-mail: a.w.g.hoevers@rug.nl or l.wouda@rug.nl).

You can also contact one of the faculty study advisors for questions and advice on career opportunities.

D9.4  Effective Discourse

The effectiveness of a manager or advisor is largely determined by his or her communication skills.

This optional module teaches you a variety of skills in the areas of oral presentation, dialogue (such as job interviews), debating, negotiating and conflict management, by means of practical assignments as well as theoretical concepts, models and tips.
You will also gain a better insight into the competencies and qualities you already have and the ones you might develop further. This is done on the basis of a Personal Development Plan (PDP) which serves as a guide throughout the course. The feedback by your lecturer and fellow students will clarify your self-image. You will gain more insight into your communication skills and which type of organization or environment would be most suitable for you, and you will learn how to apply for a job effectively. In other words, this optional module will help you increase your chances on the labour market.

Effective Discourse is offered in all four half-semesters. For more information see Internet or Nestor or contact Ms I. van Est
Tel: 050-363 3458, K. 816.

N.b.: Unfortunately, most of the events and courses mentioned in this chapter are offered in Dutch.
D10  Paying for your studies

D10.1  Graduation Fund
If your studies are hindered by difficult circumstances (e.g. illness, disability, family problems, pregnancy, dyslexia), you should notify your study advisor immediately. He or she will file an initial study delay report. The sooner you inform your study advisor of any circumstances that might delay your studies (within four weeks at the latest), the greater the chance that you will be entitled to financial compensation for this delay from the Graduation Fund.

You should also report to the STAG student counsellor if your delay may add up to more than 10 ECTS credits. **Students are responsible for reporting study delay to the correct department within the specified time.** One of the basic conditions for financial compensation from the Graduation Fund is that you report your study delay. You should therefore make sure that you are familiar with the Graduation Fund regulations. Please contact STAG for further information, or consult the RUG website (www.rug.nl/studievertraging) or the Students' Regulations.

For further information, contact your study advisor or the STAG Information Desk (tel. 050 363 8004, e-mail: stag@bureau.rug.nl).

D10.2  Emergency Fund
Are you facing unexpected major expenses which may result in an acute financial emergency? The Emergency Fund offers help in the event of unexpected expenses that you cannot afford and that you cannot be expected too be insured against. Examples are expenses for certain types of psychotherapy, dyslexia treatment in the bachelor phase and specialized treatment for learning problems, costs of a diet, dental treatment, special family circumstances or fire damage. Emergency Fund requests must be sent in writing. Please contact STAG for more information, or consult the RUG website (www.rug.nl/stag).

D10.3  Performance-related grant
Students who registered in higher education for the first time after 1 September 1996 may qualify for a performance-related grant from IBG. Students who enrol in a 4-year course are entitled to a 4-year (provisional) performance-related grant and a 3-year interest-bearing loan. If you graduate within ten years (the performance requirement), your loan will be converted into a grant. Please contact STAG for more information.

D10.4  '1 February rule' for first-year students
First-year students in higher education (HBO and WO) who cancel their IBG-grants before or with effect from 1 February can have their loan for the first five months converted into a grant. You may not apply for a higher education student grant again during the same academic year.
D10.5 Counting credits

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 Student Administration Office (Onderwijsadministratie). An official examination-result certificate showing the relevant credits must be submitted.

Credits are awarded on the basis of pass marks (5.5 or higher). If a Faculty of Economics course has partial exams, the credits are awarded for each interim exam passed (i.e. 5.5 or higher).

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.

D10.6 Cost policy

A total of €624 per year is usually sufficient for compulsory books, lecture notes, manuals etc. The propaedeutic phase should cost no more than €624.

The RUG has a policy on study costs. The policy aims to control costs so that the ‘study cost’ component does not exceed grant/loan budgets. The amount that students are required to spend on study materials will therefore not exceed the government grant. The standard sum for 2005-2006 is €624. 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 submitted as proof. Sometimes another arrangement may be possible.

Students of Management and Organization can apply for reimbursement of study costs at the faculty’s Financial Administration Office (WSN 611). You will need to provide 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 exceeded the ceiling amount set by the government (see above). Applications without receipts etc. will not be considered.
D11 Complaints, suggestions and quality management

D11.1 FBK/FEW Student Complaints Procedure

It is important to the Faculties of Economics and Management and Organization that you enjoy your studies and that you complete them successfully. If you have any comments, suggestions and/or complaints about your programme 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 module is the lecturer or the relevant secretariat. If your complaint concerns the organization of a module, 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 (see part D14 for contact details). 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 on the CD-ROM).

It is also a good idea to ask other students for advice. The student unions (ECU or Quest) 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 explicit 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.

D11.2 Educational Quality Management

The faculties are continually trying to manage and improve the quality of the education they offer. However, we cannot do this without the help of our students. You will therefore receive an e-mail after each exam period asking you to fill out a course evaluation form for all the modules you followed in the block in question.

Please complete the evaluation forms, because...
1. the feedback from the students who came before you has helped us improve the programme you are now following. We need your help to continue to improve.
2. the results of course evaluations of previous years can help you determine which optional modules, master's degree programme or profile you want to follow.
3. your opinion will help improve the quality of your programme, which is important for you as well. Graduating from a high-quality faculty will increase your chances on the labour market.

Please contact us per e-mail on onderwijskwaliteit.bdk.eco@rug.nl if you have any questions about educational quality. The results of each course evaluation are published in the Nestor community, under “onderwijskwaliteit”.
D12 Facilities

D12.1 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 a.m. – 6.30 p.m.
Friday: 9 a.m. – 5 p.m.

The Fiscal Economics collection is housed in the Law Library in the Harmoniegebouw.

Opening hours:
Monday to Thursday: 9 a.m. – 9.30 p.m. (9 a.m. - 5 p.m. during vacations)
Friday: 9 a.m. – 5 p.m.
Saturday: 10 a.m. – 4 p.m. (closed during vacations)

The University Library is open to all students. The University Library houses various collections and also has reading rooms where students can study.

Opening hours:
Monday to Friday: 8.30 a.m. – 10 p.m.
Saturday and Sunday: 10 a.m. – 5 p.m.

See part D14.11 for address details.

D12.2 Rekencentrum (RC, Computer Centre) Teaching Cluster

The Training Cluster of the Rekencentrum 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 RC and the faculties of Economics (FEW), Management and Organization (FBK), and Spatial Sciences (FRW).

For whom?
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 must be following a programme at one of the aforementioned teaching institutions
• a number of PCs are reserved at the cluster for specific courses
• they must 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 main computer room Plaza/“Theaterzaal”). Remember to bring your student card!

Opening hours
Monday to Friday: 9 a.m. – 8 p.m. The Teaching Cluster rooms close at 6 p.m. unless they are required for lectures or practicals. The main computer room Plaza/“Theaterzaal” closes at 8 p.m. The entire Teaching Cluster is closed on Saturdays.
Different opening hours apply for the summer period (July-August): 9 a.m. - 5 p.m.

Location
Rooms 46 and 146 (Plaza/“Theaterzaal”, the large two-storey computer room, 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
- eating, drinking 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 house rules can be found in appendix 6.

RC Service Desk
Staff at the RC Service Desk can answer questions about computer use in the Training Cluster, Landleven 1, 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 opposite the main computer room Plaza/Theaterzaal.
Opening hours: Monday to Friday: 9 a.m. – 10 p.m.; Saturday: 10 a.m. – 6 p.m.
During the vacation period (July-August): Monday to Friday: 9 a.m. – 5 p.m.

Software
Students can buy software at reduced rates via the SURFSPOT website. You can order software on this site, which will be delivered to your home address. See www.surfspot.nl.

Computer courses
In addition to courses in standard applications such as Word and Excel, a few RC courses specifically focus on the university community, such as SPSS and Reference Manager. You can even be awarded credits for following the Programming in C/C++ course. The computer courses are taught in the Zernikeborg (Nettelbosje 1).
Up-to-date course information is listed weekly under ‘RC Informatie & Communicatietechnologie’ in the notices section in the UK. For more information and signing up: www.rug.nl/rc.
The RUG computer network enables students to access one of the world’s most advanced networks with trouble-free connections to the major Dutch, European and transatlantic networks. Students can use this feature in various ways, including via a PC in a computer room in the faculty or in the University Library. You can also access the university network via your own PC at home or in the university. See [www.rug.nl/rc/internet](http://www.rug.nl/rc/internet) for more information.

The address of the Rekencentrum can be found in part D14.

**D12.3 FBK and FEW Syllabus Shop**

Readers and lecture notes are for sale in the “Sociale Ruimte” (Social Area) on the ground floor of the WSN Building (WSN 008).

The shop is open daily between noon and 2 p.m.

Summer vacation opening times for 2005 are as follows:
- Normal opening hours until 15 July
- Between 18 July and 31 August, readers are available from the Financial Administration of the Faculty of Management and Organization, WSN 611, (tel. 050-363 3828).
- Study Guides are available from the Information Desk on the second floor.
- Open on 1 and 2 September from noon – 2 p.m.

Opening hours are extended at the start of every half-semester:
- 5 and 6 September: 10 a.m. – 4 p.m.
- 14 and 15 November: 10 a.m. – 4 p.m.
- 13 and 14 February: 10 a.m. – 4 p.m.
- 1 and 2 May: 10 a.m. – 4 p.m.

The shop is closed during the Christmas period (26 December – 6 January). All changes to opening times will be published well in advance in the UK (University newspaper) and on the Internet.

**D12.4 Book sales**

The EFV (Economics Students’ Society) 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. EFV Boekenverkoop sends out an announcement letter to all students well in advance. Books are listed on the website ([www.efv.nl](http://www.efv.nl) and [www.devesting.nl](http://www.devesting.nl)), and can be ordered via the Intranet ([www.efv.nl/intranet](http://www.efv.nl/intranet)).
BIG, the Management and Organization student society, offers books at a discount of 10% or more four times a year. Details are published in the university newspaper (UK). You can order the books via the bigsite/booksale website after logging in (www.bigsite.nl). Many courses have books and/or readers.
D13  Practical information

D13.1  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. You can also register a change of address via ProgRESS WWW or per e-mail (csa@bureau.rug.nl). Always state your name and student number.
Please do not report a change of address to your faculty administration.
See part D14.13 for contact details for the CSA.

D13.2  Nestor
Nestor is the name given to the Electronic Learning Environment (ELO) at the RUG. The computer program used to publish course information on Nestor is called Blackboard. You can use Nestor to download documents that lecturers make available for the courses (assignments, slides, old exam papers). You can find information about the weekly timetable, the literature you have to read, the lecturers giving the courses, etc. Certain courses use Nestor to exchange ideas with the lecturer and other students via e-mail, chat rooms and online discussions.

If your registration with the Central Student Administration is in order, you will have received a user name and password to use e-mail, ProgRESS WWW (needed to register for exams and courses) and Nestor. The password for Nestor is the same as the password for e-mail and ProgRESS WWW. Just log into Nestor with your student number with an s in front: e.g. s1234567.
You will need to open an account at the RC Helpdesk before you can use the computers at the Teaching Cluster.

The main requirement for using Nestor is that you register for your courses in ProgRESSWWW. You should therefore register for all courses via ProgRESS WWW.

The Internet address for Nestor is www.nestor.rug.nl. When you start up an RC computer, the homepage is www.rug.nl/student. From this page you can read your e-mails, view your exam results (in ProgRESS WWW) and access Nestor. Further information about Nestor can be found at the Faculty website: www.rug.nl/economics/informationfor/students/elektronischeLeeromgeving

D13.3  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.
Part D - University and Faculty information

<table>
<thead>
<tr>
<th>Learning goals</th>
<th>Difficult (book in foreign language)</th>
<th>Average (article in specialized journal)</th>
<th>Easy (case description, newspaper article)</th>
</tr>
</thead>
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<tr>
<td>Light</td>
<td>8 pages</td>
<td>13 pages</td>
<td>18 pages</td>
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<tr>
<td>General introduction</td>
<td></td>
<td></td>
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<tr>
<td>Outline of main points</td>
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<tr>
<td>Average</td>
<td>6 pages</td>
<td>10 pages</td>
<td>14 pages</td>
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<tr>
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<tr>
<td>Conducting exercises</td>
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<tr>
<td>Heavy</td>
<td>4 pages</td>
<td>7 pages</td>
<td>9 pages</td>
</tr>
<tr>
<td>Analysis, synthesis, evaluation</td>
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**D13.4 Important information about the programme**

Nestor is the faculty’s medium for important announcements about lectures, exams, information sessions and other ‘last-minute’ information for students. In addition to Nestor, you should also check the Announcements section in the UK (university newspaper) every week. The UK is published every Thursday and is available in the WSN building. UK announcements are also posted on the Internet: www.uk.rug.nl/rug-mededelingen/

Once announcements have been published on Nestor and/or in the UK, students are expected to be aware of them.

**D13.5 Photocopying**

Photocopiers, which work using a magnetized card, are located in various university buildings. Photocopy cards can be obtained from the Copy shop in the Zernike building (€ 3,-/€ 5,-/€ 10,-) and from the Porters’ Lodge at the WSN building (only € 3,- cards).

**D13.6 Fire Drill**

A fire drill is carried out at least once a year in university buildings. Instructions can be found in Appendix 8.

**D13.7 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 coat or other property in the corridor during lectures – always take them into the room with you.
D14 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 Websites:
http://www.rug.nl/economics/faculty/staff (FEW) and
http://www.rug.nl/fmo/staff (FBK).

D14.1 Faculties of Economics and Management and Organization

Visiting address: WSN Building 203-205, Landleven 5, Zernikecomplex, Paddepoel
9747 AD Groningen, The Netherlands
Postal address: P.O. Box 800, 9700 AV Groningen, The Netherlands
Telephone and fax FBK: +31 (0)50 363 3822/+31 (0)50 363 3850
Telephone and fax FEW: +31 (0)50 363 3750/+31 (0)50 363 7020
Websites: www.rug.nl/economics and www.rug.nl/fmo

Location of IDEA: Zernikepark 10

D14.2 Education Offices

Visiting address: WSN Building, rooms 203-205, Landleven 5, Zernikecomplex
Paddepoel
Postal address: P.O. Box 800, 9700 AV Groningen, The Netherlands
Telephone and fax FBK: +31 (0)50 363 7439/+31 (0)50 363 3850
Telephone and fax FEW: +31 (0)50 363 3750/+31 (0)50 363 7020
Opening hours: daily from 9.30 - 16.00 hours
E-mail FBK: onderwijsbalie@bdk.rug.nl
E-mail FEW: onderwijsbalie@eco.rug.nl
Websites: www.rug.nl/bdk/informatievoor/studenten/onderwijsbalie or
www.rug.nl/economics/education/InformationDesk

D14.3 Study Advice

Faculty of Management and Organization
Mr K.R. Labberté (WSN 219)
Ms E.I. Brilman (WSN 223)
Secretariat: WSN 225
Tel. (050) 363 3759
E-mail: studyadvisors-fmo@rug.nl
Website: www.rug.nl/bdk/informatievoor/studenten/studieadviseurs

Faculty of Economics
Mr J. Karssies (WSN 222)
Ms A. van der Kolk (WSN 221)
Secretariat: WSN 225, tel. (050) 363 3759
E-mail: studyadvisors-eco@rug.nl
Website: http://www.rug.nl/economics/studyAdvisors/
D14.4 Board of Examiners
Faculty of Economics and Faculty of Management and Organization
c/o Ms M.C. Christen (Secretary),
P.O. Box 800
9700 AV Groningen, The Netherlands

Msc BA and BSc/MSc Accountancy & Controlling
Dr T.A. Marra
P.O. Box 800
9700 AV Groningen, The Netherlands

D14.5 Exchange office FBK/FEW
Mw. W. Blink, WSN 236
Mw. A.J. Venhuizen, WSN 217
Appointments via the secretariat
Secretariat: WSN 213
Opening hours: Monday-Thursday from 10.00 to 12.30
Tel. +31 (0)50 363 6310
E-mail: int.office@eco.rug.nl
Websites: http://www.rug.nl/economics/informationfor/students/studyingAbroad/ or
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

D14.6 “Lerarenopleiding Economie & Bedrijfswetenschappen” (teacher training)
Drs. G. Hoevers and drs. L. Wouda, WSN 732
Telephone: (050) 363 3738 (Monday, Wednesday and Thursday)
E-mail: a.w.g.hoevers@rug.nl or l.wouda@rug.nl
Website:
www.rug.nl/economie/informatievoor/studenten/opleidingen/post/lerarenopleiding

D14.7 Science Shop (Research Bureau & Internship Desk)
Co-ordinators: Ms Elise Kamphuis, WSN 651
Frans J. Sijtsma, WSN 647
Secretariat: Henk W. Janssen, WSN 649
Telephone: (050) 363 3810/7182/3754
E-mail: wewi@eco.rug.nl
Website: www.rug.nl/wewi/eb
Gamma
Co-ordinator: drs. N. Heimeriks, WSN 650
Telephone: (050) 363 3390
E-mail: gammasteunpunt@eco.rug.nl
Website: www.rug.nl/corporate/informatievoor/scholieren/gammasteunpunt/index

D14.8 SOM, Research school FBK/FEW
Mw. Rina Koning, Research co-ordinator, WSN 358
Telephone: (050) 363 3815 (7068 secretary)
E-mail: a.c.koning@rug.nl
Website: http://som.rug.nl

D14.9 Department secretariats FEW
Accountancy (and Fiscal Economics)
Mw. I.M. Luttmer-Noest, WSN 324
Mw. A.H.E. van de Voort-Toisuta, WSN 324
Mw. I.T.M. Wasser, WSN 324
Telephone: (050) 363 3768
E-mail: accountancy@rug.nl
Website: www.rug.nl/economie/faculteit/vakgroepen/accountancy

Economics
Mw. E.M. Baars-Drent, WSN 545 (Macro Economics & Public Finance)
Mw. H.C.E. van der Vleuten, WSN 545 (Micro Economics & Spatial Economics)
Telephone: (050) 363 7018 or (050) 363 3740
E-mail: e.m.baars@rug.nl or h.c.w.e.van.der.vleuten@rug.nl
Website: www.rug.nl/economie/faculteit/units/dge

Business & ICT
Mw. G. Pol, WSN 449
Telephone: (050) 363 3685
E-mail: g.pol@rug.nl

Econometrics
Mw. E.S. Bennink - Bambang-Oetomo, WSN 260
Telephone: (050) 363 3460
E-mail: e.s.bennink@rug.nl
Website: www.rug.nl/economie/faculteit/vakgroepen/Econometrie

Finance, Investment & Accounting
Mw. G. Pol, WSN 449
Mw. N.R. Kempa, WSN 449
Telephone: (050) 363 3685/(050) 3633814
E-mail: g.pol@rug.nl or n.r.kempa@rug.nl
Website: www.rug.nl/economie/faculteit/vakgroepen/dfa
International Economics & Business  
Mw. E. Kortrijk, WSN 541  
Telephone: (050) 363 3716  
E-mail: e.a.kortrijk@rug.nl  
Website: www.rug.nl/economics/faculty/units/IEB/index/  

Marketing  
Mw. H.G. Tamling, WSN 450  
Mw. J.M. Wiersema, WSN 450  
Telephone: (050) 363 7065/(050) 363 3686  
E-mail: h.g.tamling@rug.nl or j.m.wiersema@rug.nl  
Website: www.rug.nl/economics/faculty/units/marketing  

D14.10 Departments FBK  
For addresses and contact details please visit: www.rug.nl/fmo/faculty/departments  

D14.11 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  
Website: 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  
Website: www.rug.nl/Bibliotheek  

D14.12 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  
Telephone: (050) 363 3232  
E-mail: rcservicedesk@rc.rug.nl  
Website: www.rug.nl/rc/helpdesk
RC Information and communication technology
Visitors’ address: Nettelbosje 1, De Zernikeborg
Postal address: P.O. Box 11044, 9700 CA Groningen
Telephone: (050) 363 9200
E-mail: secretariaat@rc.rug.nl
Website: www.rug.nl/rc

D14.13 Central Student Administration (CSA)
Visiting address: Academy Building, Building 12 (room 131), Broerstraat 5, Groningen
Postal address: P.O. Box 72, 9700 AB Groningen
Opening hours: 10.00 - 16.00, opening hours vary for the summer vacation (see UK announcements)
Telephone: (050) 363 5274
E-mail: csa@bureau.rug.nl
Website: www.rug.nl/csa

D14.14 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
Website: www.rug.nl/STAG

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

D14.14.1 Careers Advice Centre (LAC)
Visiting address: Uurwerkersgang 10
Postal address: P.O. Box 72, 9700 AB Groningen
Opening hours: Monday to Friday, 10.00 to 16.00
Telephone: (050) 363 8004
E-mail: stag@bureau.rug.nl
Website: www.rug.nl/lac
D14.15 Study Support
Visiting address: Academy Building (Tower), 2nd floor, Broerstraat 5
Postal address: RUG Study Support, P.O. Box 72, 9700 AB Groningen
Telephone: (050) 363 5548; fax (050) 363 5539
E-mail: Y.M.Robert@bureau.rug.nl
Website: www.rug.nl/so

D14.16 RUG Mediator
Visiting address: Visserstraat 49
Postal address: P.O. Box 72, 9700 AB Groningen
Telephone: (050) 363 5435
E-mail: j.m.dam@bureau.rug.nl (Mediator) or a.m.wildeboer-baar@bureau.rug.nl (secretariat).
Website: http://www.rug.nl/bureau/expertisecentra/vertrouwenspersoon

D14.17 Student psychologists
Oude Kijk in ’t Jatstraat 41/41a
9712 EC Groningen
Telephone: (050) 363 5544
E-mail: studenten.psychologen@bureau.rug.nl
Website: www.rug.nl/bureau/expertisecentra/sz/psychologen
D15  Student Organizations

Most student societies are housed in the Interimgebouw (Interim building) between the Computer Centre (RC) and the WSN building.

D15.1  BIG (Management and Organization student society)

BIG was founded 26 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 the International Study Project. Activities to support other study phases include a master’s symposium and sales of books and summary reports. Naturally, BIG also organizes informal social activities. These include get-togethers, a gala and an introduction camp.

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 website at www.bigsite.nl, or call in at the BIG office (WSN 739). Telephone: 050 363 7301, E-mail address: big@bdk.rug.nl

Sales of books and summary reports

BIG is the major supplier of study books at low prices for students of Management and Organization. A big and a small book sale are organized during the academic year. BIG members can buy books at discounts of 10% or more at these sales. The required literature is posted on the website in advance and you can order the books directly online. In addition, summary reports are available from BIG Support (to the right of the reader sales point) from 12.30 to 1.30 p.m. daily. Furthermore, BIG members are entitled to a 25 % discount on summary reports. Regular membership costs € 42 for the entire study period. HBO transfer students can join at the reduced rate of € 21. Students who follow only their master’s degree programme in Groningen pay € 10.50.

BIG Congress

The BIG 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 integration between participating organizations from the public and private sectors, the academic world and participating students’. This integration is realised through BIG’s interactive programme of activities. In past years, people such as W. Kok (former Prime Minister), P. Winsemius (WRR member, former minister of Housing, Spatial Planning and the Environment, former McKinsey partner), Prof. G. Hamel (London Business School, U.K.), J. Timmer (former CEO Philips) acted as day chairmen and last year Bert Koenders chaired the BIG Congress.
International Study Project (BIG and EFV)
Every year, BIG and the EFV organize an international study trip to an emerging market outside Europe, such as Brazil, Mexico or India. 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 carry out research for Dutch companies. The projects offers students the opportunity to apply what they have learned in practice, 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, a literature study and a language course. It is designed to be a thorough preparation for the research.

D15.2 EFV
The EFV (Economics Students’ Society) is the organization 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 Projects (SIS)
- Groningen Economists’ Congress
- Recruitment Days
- EFV Almanac
- Gala
- Introduction Camp
- Training Day
- Emerging Business Day
- Leadership Panel
- Consultancy Game
- Masters’ Day
- Junior Students’ Day
- Book sales

Information: EFV, P.O. Box 800, 9700 AV Groningen. Tel.: (050) 3633702, fax: 050-3637208, e-mail: efv@efv.nl, website: www.efv.nl.

D15.2.1 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
- Business excursion
- Business excursion abroad
- Socials

For further information: B-yond, P.O. Box 800, 9700 AV Groningen, tel. (050) 363 3659, fax (050) 363 7208, e-mail: info@b-yond.org, website: www.b-yond.org. Visiting address: Interimgebouw 0001.

D15.2.2 CreDes
CreDes (Creative Destruction) is an organization for students of General Economics and anyone with an interest in that subject. CreDes is part of the EFV. The aim of the organization is to make economic theory more dynamic and lively.
Information: CreDes, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 4536, faxnr. (050) 363 7208, e-mail: credes@eco.rug.nl, website: www.credes.nl.

D15.2.3 VESTING
VESTING is the organization for students of Econometrics, Operational Research and Actuarial Studies, but is mainly geared towards students on the Econometrics and Decision-making programme. The aim of the organization is to narrow the gulf between theory and practice in the discipline of Economics and Decision-making. It also aims to promote contact between members and offer them the opportunity to develop organizational skills.
Information: VESTING, P.O. Box 800, 9700 AB Groningen, tel. (050) 363 7062, fax. (050) 363 7208, e-mail: info@devesting.nl, website: www.devesting.nl. Visiting address: Interimgebouw 0002.

D15.2.4 RISK
RISK is the Finance student organization for the Faculties of Economics and Management and Organization. It is part of both the EFV and BIG. RISK organizes activities for students who are interested in Finance, Investment, Accountancy & Controlling.
RISK is a professional and enterprising society that organizes high-quality, relevant activities in the fields of finance and economics. Our aim is to bring together students and companies through a variety of channels.
Information: Financiele Studievereniging RISK, Interimgebouw 0004, P.O. Box 800, 9700 AV Groningen. Tel. 050-3637306, Fax. 050-3633787, e-mail: info@verenigingrisk.nl, website: www.verenigingrisk.nl.

D15.3 Groningen Fiscal Students’ Society (GFE)
The Groningen Fiscal Student’s Society is for anyone studying fiscal law and/or fiscal economics at the University of Groningen. The society was founded in 1982. Every year we organize various events, for example a symposium, an office day, a trip abroad, and publish an almanac. Once a month we organize a drinks party
where we get together to drink a few beers. This is not only fun, it also gives you the chance to meet your fellow students and network with various offices. In addition, we are represented on the course committees for fiscal economics and fiscal law. Please go to our website for more information: www.gfe.nl.

GFE contact person: Emiel Terpstra 06 52004130

**D15.4 MARUG**

MARUG is a student society for students interested in marketing that gives you the chance to experience marketing in practice. MARUG:

- organizes Marketing events – for example Congress, Advertising Day, Marketing Game, Brand Experience, Marketing Class, Recruitment Dinners, Recruitment Days and the National Marketing Game
- arranges contact with companies
- publishes the Marketing magazine Markant
- helps you to broaden your study
- provides committee experience

For more information about these vents and the latest MARUG news, please visit the website: www.marug.nl. Would you like to organize one of these activities? Just get in touch with us. If you have any questions you can always mail us at info@marug.nl or drop into our room: Interimgebouw 123, tel. 050-3637014.

**D15.5 Integrand**

Integrand is a national non-profit organization that aims to further students’ business skills. Integrand offers internships, business courses and training modules to help students gain practical experience while still at university. Activities (internships, on-the-job training and work assignments):

- Projects varying from 1 to-12 month placements with an organization
- Final-year options in various fields, including Marketing, Finance, Small Business & Entrepreneurship, Accountancy & Controlling, Econometrics, Human Resource Management
- Market research or research into an organization
- Internships with regular employer contacts.

Information: Integrand Groningen, Sint Walburgstraat 22c, 9712 HX Groningen, tel. (050) 314 5211, e-mail: groningen@integrand.nl, website: www.integrand.nl.

**D15.6 AIESEC**

AIESEC is the largest international, non-profit organization of university students, with branches in 89 countries and 800 universities. Activities:

- Ambassador Programme for first and second-year students
- International internship programme
- Global Experience Programme
- Make a Move Career week

The international internships have either a commercial or a humanitarian character and are open to students with a minimum of 120 ECTS.
D15.7 ECU
The ECU (Economists’ Union) is an organization that represents the interests of all students at the FEW (Faculty of Economics). Its aim is to monitor and promote the quality of the education.

Tel. (050) 363 3703
E-mail: info@economenunie.nl
website: www.economenunie.nl.
Visiting address: Interimgebouw room 0020.

D15.8 Quest
Stop consuming, get concerned!
With this slogan Quest was founded in the beginning of 2005. Quest is short for ‘Quality of Education for Students’ and represents the interest of all students who are studying at the Faculty of Management and Organization. The representation covers all matters related to education. Quest works proactive, this means the goal is to prevent complaints and to contribute to the quality of education by thinking about it. Quest also facilitates the students in the official faculty bodies. These bodies are important in giving feedback on the course programmes and in discussions about changes. If you want to contribute to the quality of education you can take place in one of the official faculty bodies. For further information:
Quest, P.O. Box 800, 9700 AV Groningen. Telephone: (050) 3637301, e-mail: info@stichtingquest.nl, website: bigsite.nl/quest. Visiting address: WSN 739.

D15.9 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 website: www.veraf.nl.

D15.10 BRUG
BRUG is the Management and Organization alumni society of the University of Groningen. Since it was founded in 1983, it has grown into one of the largest and most active alumni societies in the Netherlands. The aim of the organization is to promote contact between members, and between members and the Faculty. It is also possible to join the society as a prospective member while you are still a student. BRUG also works to develop knowledge of and insight into the discipline, for
example by organizing master classes, publishing, and through its specialist groups, of which there are more than 10. A specialist group is a group of members who organize activities in a certain field or working area, for example Consultation, Knowledge Management and Northern Netherlands.

For further information: BRUG secretariat, Christa Haasewinkel, P.O. Box 486, 7550 AL Hengelo. Tel. (074) 250 4800, fax (074) 250 3340, e-mail: brugsecretariaat@planet.nl, website: www.brug.net.

D15.11 Omega

Omega is the alumni society 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 part of the VERA Plus membership. The membership fee is €27.50 per year. Omega members are entitled to discount on (or free admission to) all VERA activities. Members also receive the *Economisch Magazine* and the VERA Members’ Almanac.

Information: Omega, c/o VESTING, P.O. Box 800, 9700 AV Groningen. E-mail: mail@alumniverenigingomega.nl, website: www.alumniverenigingomega.nl.
Appendix 1

Objectives and final competences of the bachelor’s degree programme Business Studies - IB&M

Purpose of the bachelor degree programme Management & Organization/overall intended learning outcomes
The purpose of the RuG bachelor degree programme Management & Organization is to provide a broad, analytical and integrated study of business and management. Graduates will be able to demonstrate relevant knowledge and understanding of organisations, the external environment in which they operate and how they are managed. There is an emphasis upon understanding and responding to change and the consideration of the future of organisations and the external environment in which they operate.
The inter-relationships among, and the integration of, these areas are important within the overall student learning experience, and should be demonstrated in the capabilities of successful graduates.

Relevant knowledge and understanding
Graduates will be able to demonstrate relevant knowledge and understanding of:

1. ‘Organisations’ - this encompasses the social relations, functions and processes of organisations (including their diverse nature, purposes, structures, governance, operations and management), together with the individual and corporate behaviours and cultures which exist within and between organisations and their influence upon the external environment.
2. ‘External environment’- this encompasses a wide range of factors, including economic, environmental, ethical, legal, political, sociological and technological, together with their effects at local, national and international levels upon the strategy, behaviour and management of organisations.
3. ‘Management’ - this encompasses the various processes, procedures and practices for effective management of organisations. It includes theories, models, frameworks, tasks and roles of management together with rational analysis and other processes of decision-making within organisations and in relation to the external environment. It also includes analysing features of an organisation and its management and relate these to performance indicators as productivity, satisfaction and ability to change.
4. ‘Change’ –Anticipating changes induced by product or market dynamics and leveraging this knowledge for innovations in product, markets and/or organisation.

Within the framework of these four main areas, graduates will also be able to demonstrate knowledge and understanding in the following:
5. MARKETS - the development and operation of markets for e.g. resources, goods and services. This includes Marketing Management (how to assess and influence behaviour of parties in the market) and Marketing Research (how to assess market positions and determine marketing strategy).
6. CUSTOMERS - customer expectations, service and orientation.
7. FINANCE AND ACCOUNTING - the sources, uses and management of finance; the use of accounting and other information systems for managerial applications.
8. PEOPLE - the management and development of people within organisations, including hiring, appraisal and management development.
9. OPERATIONS - the management of resources and operations. This includes the design, control and organisational implementation of value-adding processes.
10. INFORMATION SYSTEMS - the specification, development, management and exploitation of decisions support and transactional information systems and their impact upon organisations.
11. COMMUNICATION AND INFORMATION TECHNOLOGY - the comprehension and use of relevant communication and information technologies for application in business and management, including knowledge management.
12. BUSINESS POLICY AND STRATEGY - the development of appropriate policies and strategies within a changing environment, to meet stakeholder interests.
13. CONTEMPORARY & PERVERSIVE ISSUES - a range of contemporary and pervasive issues are addressed. These may change with course of time but the following are illustrative examples: business innovation, e-commerce, knowledge management, globalisation, business ethics, values and norms.
14. INTEGRATION OF THE ABOVE FLIEDS - Graduates are able to demonstrate their capability to derive their decisions from a strategy and to integrate their decisions in different areas of management and organisation into coherent policy.
15. DEEPTENING – Graduates acquire in the bachelor phase in-depth knowledge of part of Management and Organisation, eventually to be prepared for a subsequent masters' degree programme.

Skills
Graduates are able to demonstrate the below mentioned personal and interpersonal skills as well as cognitive and intellectual skills together with techniques specific to business and management.

16. Cognitive skills of critical thinking, analysis and synthesis. This includes the capability to identify assumptions, evaluate statements in terms of evidence, to detect false logic or reasoning, to identify implicit values, to define terms adequately and generalise appropriately.
17. Effective problem solving and decision making using appropriate quantitative and qualitative skills including identifying, formulating and solving business problems. Deployment of general scientific knowledge in practice and vice versa. The ability to create, evaluate and assess a range of options together with the capacity to apply ideas and knowledge to a range of situations.
18. Numeracy and quantitative skills including data analysis, interpretation and extrapolation. The use of models of business problems and phenomena. Discern false use of statistics. Render account of used theories, models, methods and techniques.
19. Effective use of Communication and Information Technology (CIT) for business applications.
20. Effective communication, oral and in writing, using a range of media which are widely used in business, for example, the preparation and presentation of
20. Business reports. Choosing the appropriate means of communication for e.g. a scientific, professional or business audience.
21. Interpersonal skills of effective listening, negotiating, persuasion and presentation.
22. Effective self-management in terms of time, planning and behaviour, motivation, self-starting, individual initiative and enterprise.
23. Learning to learn and developing an appetite for learning in Management and Organisation; reflective, adaptive and collaborative learning.
24. Self-awareness, openness and sensitivity to diversity in terms of people, cultures, business and management issues. Graduates show the capacity to reflect on their actions and the context in which these took place, using relevant theories, leading to continuous improvement of professional capabilities. Render account of own position regarding development in business and society.
25. Effective performance, within a team environment including: leadership, team building, influencing and project management skills.
26. Abilities to conduct research into business and management issues, both individually and as part of a team for projects/dissertations/presentations. Familiarity with a range of business data, research sources and appropriate methodologies.
27. Distinguish and execute all stages in organisational (re)design, while employing methods and techniques both from empirical research and from design-oriented research methodologies.
28. The programme covers issues at the European and international levels. Appropriate foreign language capability is normal for RuG students entering the bachelor programme. Business and cultural understanding is developed and demonstrated by graduates who use the opportunity to study abroad (or choose equivalent electives) in the fifth term.
Appendices

Appendix 2

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 3

### Objectives and final competences of the FEW master’s degree programmes

**Knowledge:**

<table>
<thead>
<tr>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>2. will be able to formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in international scientific publications.</td>
</tr>
<tr>
<td>3. are able independently to employ specific research and analysis methods within the economics discipline/specialization.</td>
</tr>
<tr>
<td>4. are able to contribute independently to the body of knowledge of at least one economics discipline/specialization.</td>
</tr>
</tbody>
</table>

**Skills:**

<table>
<thead>
<tr>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. are able to apply the knowledge gained to complex questions, can independently formulate a problem definition and conduct research in a multidisciplinary context.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>3. can draw links between the results concerning the knowledge area found in international scientific and subject-specific publications and relevant social developments.</td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

**Attitude:**

<table>
<thead>
<tr>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. have an investigative and critical attitude towards the content and development of the knowledge area and are able to take a standpoint.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>3. have the right attitude towards continuous learning.</td>
</tr>
<tr>
<td>4. have an open and critical attitude towards new ideas and developments within the knowledge area.</td>
</tr>
<tr>
<td>5. demonstrate a professional attitude whereby the relevant skills (such as working methodically, accurately, independently, taking the initiative, negotiating) can adequately be applied.</td>
</tr>
</tbody>
</table>
Appendices

Appendix 4

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.
   The minimum number of participants for any trip is 15. The maximum number will be determined by the organisation, as well as the procedure in the event of over subscription; the maximum grant per economics student per trip will be €200.

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 5

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 or 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 Rules and Regulations available on CD-rom.
Appendix 6

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 7

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 Ms A. (Aafke) Wieke (WSN 314) tel. (050) 363 7179.
- 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 8

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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