

IBA Programme-specific appendix to the EER 2018-2019

for the Bachelor of Science programme

International Business Administration

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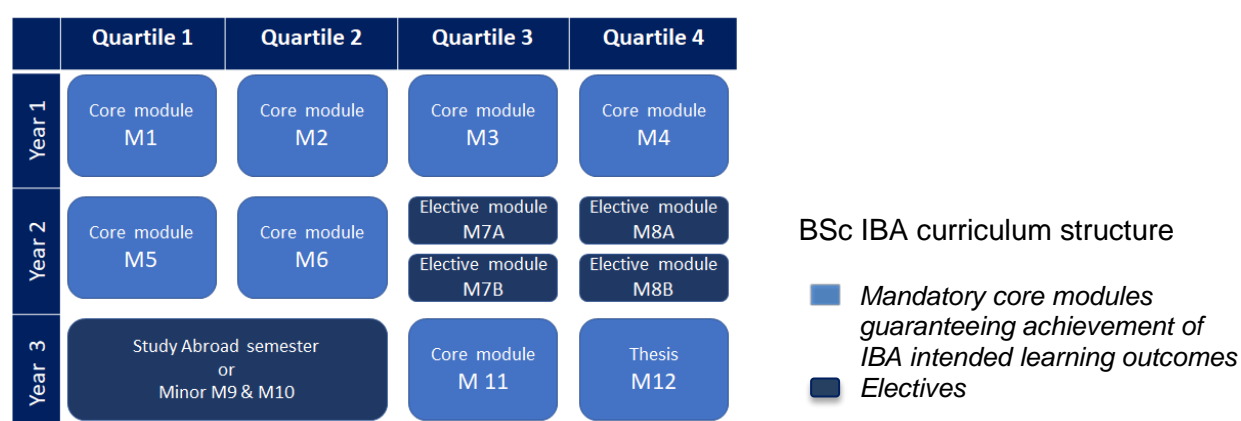
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1. Structure and content of the programme

1a. Composition of the programme

The bachelor's programme in International Business Administration consists of three academic years (B1, B2 and B3) of 60 ECs each. The academic timetable for the bachelor's programme consists of two semesters per academic year, each semester consisting of two quartiles of ten weeks each¹. A quartile consists of one unit of study, a 'module' of 15 EC (420 hours).² The global overview of the IBA programme structure is given in Table 1.

The programme consists of 12 modules of which 10 modules are the core and form the major of the IBA programme. This core covers 8 mandatory modules and 2 elective modules (semester 4) for deepening knowledge and specialization. The final 2 core modules are preceded by a minor (semester 5) aiming at broadening knowledge, skills and attitude by gaining an international experience via study abroad. In module 11 subjects like change management, corporate governance, business ethics, strategic foresight and leadership are taught as well as the preparation and execution of the bachelor's thesis assignment. The modules of the IBA programme contribute cumulatively to the achievement of the programme intended learning outcomes at the targeted level. It is guaranteed that the programme intended learning outcomes are achieved by the mandatory modules of the programme. The electives in semester 4 and the minor in semester 5 contribute to achieving, on an individual basis, the broadening and deepening of some of the intended learning outcomes,



Each module is composed of a set of coherent components which are logically clustered around a particular theme in such a way that scholarly and business practice of different scientific disciplines and approaches are offered, trained and applied. The challenging themed project-led education is known as the Twente Educational Model (TEM). Students work in groups on project-oriented assignments and gain new knowledge rather independently (under the support and supervision of tutors). Such a teaching approach requires a variety of assessment forms – individual and group assignments, individual written tests, group papers and presentations, etc. - which are applied at different phases along each module.

More detailed information on the learning goals, exam formats and the test plans, can be found in the module descriptions in Osiris, the Student Information System, and at the CANVAS electronic learning environment.

Additional study units in the Exam programme: International Experience & Skills

A mandatory international experience as well as a career development portfolio specifying personal development of professional and academic skills are integrated in BSc IBA programme.

The Bachelor's Thesis project

In the Bachelor's thesis project at the end of the third year of the programme (module 12, the last module) students show their acquisition of the competences specified in the intended learning outcomes of the programme (see paragraph 2b. below).

¹ Further information on the academic calendar and timetables can be consulted via: <https://rooster.utwente.nl/>.

² The four quartiles (Q1, Q2, Q3, Q4) are also called "blocks" in Osiris and on CANVAS. These are indicated by a number for the semester (1, 2) and a letter for the quartile (A, B): 1A (=Q1), 1B (=Q2), 2A (=Q3) and 2B (=Q4).

The Bachelor's thesis is a research-oriented assignment, with justified choices towards theoretical, practical, empirical, or design contribution to existing knowledge within the International Business Administration field of inquiry. The thesis can be conducted either at the University of Twente or in collaboration with a(n international) company or a foreign university.

In case of study delay students may postpone carrying out the assignment to the 1st quartile of the next academic year, under the condition that this is specified in an approved study planning (approval to be given by the programme director after positive advise from the study advisor).

The Bachelor's thesis assignment has a coherent structure and time frame, which is published in the Manual and other related documents which are available in CANVAS.

The preparation of the Bachelor's thesis is planned in the 3rd quartile of the third year within the 'CHANGEL' module (module 11). Students present and defend their thesis results at the IBA Student Thesis Conferences organized once a year.

Students are guided through the process by the members of their individual bachelor thesis graduation committee. In each bachelor thesis graduation committee at least two members need to have been appointed as examiners to the IBA bachelor thesis by the Examination Board Management Sciences. An assessment matrix is used in assessing the thesis.

Table 1: Curriculum 2018-2019, BSc. International Business Administration (IBA)

| Module | Quar-tile | Module Code | Module name | EC | Mandatory Prior knowledge |
|------------------------|--------------|--|---|------------|-----------------------------|
| B1: First year | | | | | |
| M1 | 1 | 201300006 | TOP: Technology, Organizations and People | 15 | |
| M2 | 2 | 201700010 | BOM: Business Operations Management | 15 | |
| M3 | 3 | 201700011 | FAIS: Finance, Accounting & Information Systems | 15 | |
| M4 | 4 | 201700012 | HOLI: HRM, Organizational Behavior, Law & Information Management | 15 | |
| B2: Second year | | | | | |
| M5 | 1 | 201700013 | SME: Strategy, Marketing and Economics | 15 | |
| M6 | 2 | 201600172 | INN & ENT: Innovation & Entrepreneurship | 15 | |
| M7 | 3 | 201400109 or 201800132 | IBA Elective 2 (choose one)** | 15 | |
| | | | SUM: Supply Management or DMNB: Digital Marketing for Networked Businesses | | |
| M8 | 4 | 201500016 or 201500310* | IBA Elective 1 (choose one)** | 15 | |
| | | | FENSI: Financing Entrepreneurial Start-ups and Innovative Firms or BIT&PM: Business Innovation through IT Project Management | | |
| M7 & M8 | 1 or 2 | 201500326 201700001* or 201700014 | Alternative Electives** (only with permission in advance of programme director via study advisor) Innovation and Entrepreneurship Internship, Facilitating Technological Change (M5 of Communication Studies) or HTTM: High Tech Talent Management in a Global Context | 15 | 75 EC for 201500326 |
| | B2+B3 | 201700161 | International Experience | 0 | |
| | B2+B3 | 201700162 | Career Development & Skills portfolio | 0 | |
| B3: Third year | | | | | |
| M9 +M10 | 1+2 | | Study abroad <u>or</u> UT minor**** | 30 | 90 EC (including B1) |
| M11 | 3 | 201800104 | CHANGEL: Change Management & Leadership, Corporate Governance, Business Ethics, Strategic & Responsible Foresight (including: Research Proposal Bachelor Thesis) | 15 | M1 – M6 + 1 IBA elective |
| M12 | 4 | 201200015 | Bachelor's Thesis*** | 15 | M11 + Research Proposal |
| Total | | | | 180 | |

* Rules for validity of grades determined by regulations of programme with organizational responsibility

** For students who do not study nominally, IBA offers alternatives for IBA Electives in Q3 and Q4 (approved study planning needed). In academic year 2018-2019 these alternatives are.:

Q1: 201700001 Facilitating Technological Change (M5 Communication Studies)

Q2: 201700014 High Tech Talent Management in a Global Context

Q1: 201500326 Innovation and Entrepreneurship Internship (Under condition !)

- Preparation (arrangement of company) at least a quarter in advance!

- module can be planned in any quartile including summer in consultation with study advisor.

- Is offered in Q1 as a deepening minor

Conditions for this alternative elective:

For students going on Study Abroad for their minor **with at least 15 EC in IBA related topics**, this 201500326 Innovation and Entrepreneurship Internship course can replace one of the two IBA M7 or M8 electives in case they have at least 75 EC obtained at the start of the elective.

*** Bachelor's Thesis (M12) can also be done in quartile 1 (Q1) in case of permission. The bachelor thesis always needs to be **preceded** by CHANGEL(M11) in Q3. In CHANGEL the research proposal for the thesis need to be written and approved.

**** IBA Students are allowed to choose maximal 1 of the following deepening modules of IBA as part of their minor:

- 201500326 Innovation and Entrepreneurship Internship M9 (Q1)

- 201700007 Study Tour IBA\ IEM M10 (Q2)

- 201700014 **HTTM:** High Tech Talent Management in a Global Context_(Q2)

- Any of the M7 or M8 IBA electives if they have not yet taken them as part of their IBA program (M7 or M8)

Content of practical exercises

A practical exercise is a (part of) a unit of study, whereby the emphasis is placed on the student's activities³. In the TEM practical exercises and relations with the work field play an important role, especially in the form of a large project or several small projects. The structure of the practical exercise(s) is described in general terms in OSIRIS, and in more detail on CANVAS.

Compulsory International experience within BSc IBA programme

It is compulsory for students of the BSc IBA to include an international experience in the BSc IBA (see 4d). International students admitted to the IBA programme with the requirement of visa have to do a reflection assignment on studying in the Netherlands for the International Experience.

Skills education and Career Development & Skills portfolio

IBA graduates are trained in a wide range of Business Skills: Academic, Professional & Reflective skills which often are called 'employability skills' or 'transferable skills'. The IBA set of these skills is chosen based on the research results from EQUAL (2016, 21st Century Skills).

IBA B1 modules and their module components³

| | | | | Exam format |
|---|---|------|--------------|-------------------|
| Technology, Organizations and People (201300006) | | | 15 EC | |
| | Organization Studies | 40% | 6 EC | Test & Assignment |
| | Research Methods | 20% | 3 EC | |
| | Project TOP | 40% | 6 EC | |
| | | | | Exam format |
| Business Operations Management (201700010) | | | 15 EC | |
| | Operations Management (OM) | 20 % | 3 EC | Test & Assignment |
| | Quantitative Modelling (QuaMo) | 25 % | 4.5 EC | |
| | Purchasing and Supply Management (PSM) | 15 % | 2.5 EC | |
| | Probability | 10% | 2 EC | |
| | Project BOM | 30% | 3 EC | |
| | | | | |
| Finance, Accounting, and Information systems (201700011) | | | 15 EC | |
| | Finance | 20% | 3 EC | Test & Assignment |
| | Accounting | 20% | 3 EC | |
| | Information systems | 20% | 3 EC | |
| | Data analysis I: descriptive statistics | 20% | 3 EC | |
| | Project | 20% | 3 EC | |
| | | | | |
| Human resources, organizational behavior, law & information management (201700012) | | | 15 EC | |
| | Human Resource Management & Organizational Behavior | 15 % | 4.5 EC | Test & Assignment |
| | Business Law | 15 % | 2.25 EC | |
| | Information Management | 15 % | 2.25 EC | |
| | Data collection and scale construction | 10 % | 1.5 EC | |
| | Project | 30 % | 4.5 EC | |

Table 1b1: IBA BSc 2018-2019 B1 modules and their module components

³ A module component is a part of a module for which a grade is registered in OSIRIS (called a "test-result" in OSIRIS)

IBA B2 mandatory modules and their components

| | | | | Exam format |
|--|--|-----|--------------|-------------------|
| Strategy, Marketing & Economics (201700013 - SME) | | | 15 EC | |
| | Strategy | 20% | 3 EC | Test & Assignment |
| | Marketing | 20% | 3 EC | |
| | Economics | 20% | 3 EC | |
| | Data analysis II: inferential statistics | 20% | 3 EC | |
| | SME project & Business skills | 20% | 3 EC | |
| Innovation & Entrepreneurship (201600172 – INN & ENT) | | | 15 EC | |
| | Innovation management | 25% | 4 EC | Test & Assignment |
| | Entrepreneurship | 25% | 4 EC | |
| | Data analysis III: regression analysis | 10% | 1.5 EC | |
| | Project Innovation & Entrepreneurship | 30% | 4 EC | |
| | Business Development Law | 10% | 1.5 EC | |

Table 1b2: IBA BSc 2018-2019 B2 mandatory modules and their module components

Additionally, the following unit(s) need to be completed in years B2 and B3:

| | | | Exam format |
|-----------|--|------|-------------|
| 201700162 | Career Development and Skills portfolio | 0 EC | Portfolio |
| 201700161 | International Experience | 0 EC | (see 4d) |

IBA B2 elective modules and their module components

IBA students have to complete two IBA programme related electives (M7 & M8). The 4 offered modules (two in each quartile of the 2nd semester of the 2nd year) and their module components are:

| IBA Electives (M7 & M8) | | | | Exam format |
|--|---|-----|--------------|--------------------|
| Digital Marketing for Networked Businesses (201800132 - DMNB) | | | 15 EC | |
| | Digital Marketing in Theory | 30% | 5 EC | Test & Assignments |
| | Search Engine Marketing Foundations | 30% | 5 EC | |
| | Search Engine Advertising Project | 40% | 5 EC | |
| Supply Management (201400109 - SUM) | | | 15 EC | |
| | Tactical buying | 30% | 4 EC | Test & Assignments |
| | Strategic sourcing | 30% | 4 EC | |
| | Research project | 40% | 5 EC | |
| | Assignments & experiments | 0% | 2 EC | |
| Financing Entrepreneurial Start-ups and Innovative firms (201500016 - FENSI) | | | 15 EC | |
| | Corporate finance | 30% | 4.5 EC | Test & Assignment |
| | Investment analysis | 20% | 3 EC | |
| | International finance | 20% | 3 EC | |
| | Project | 30% | 4.5 EC | |
| Business Innovation through IT Project Management (201500310 – BIT&PM) responsible programme :Business & IT⁴ | | | 15 EC | |
| | E-Business & Project management methods | 30% | 4.5 EC | Test & Assignment |
| | IT project design | 30% | 4.5 EC | |
| | IT project management methods | 40% | 6 EC | |

Table 1b2-electives: IBA BSc 2018-2019 B2 elective modules and their module components

For students with study delay the IBA programme offers alternative electives.

Students who want to do an alternative IBA programme related elective need to have permission in advance based on positive advice of the study advisor. The alternative programme related electives offered are:

⁴ Module is indivisible : module component grades only valid in the academic year obtained!

In all quartiles possible alternative programme related elective (also limited summer option):

| | | | | |
|--|--|--------------|--|-----------------------------------|
| | | | | Exam format |
| Innovation and Entrepreneurship Internship (201500326) | | 15 EC | | Assignment with individual report |

In quartile 1 possible alternative programme related elective:

| | | | | |
|---|-----|--------------|--|-------------------|
| | | | | Exam format |
| 201700001 Facilitating Technological Change (Responsible bachelor programme: Communication Science) | | 15 EC | | |
| P*: Stakeholders and Technological Innovations | 33% | 5 EC | | Test & Assignment |
| T*: Science Communication & Public Relations | 33% | 5 EC | | |
| R*: Qualitative Methodology 2 | 14% | 2 EC | | |
| S*: Popularizing Science | 20% | 3 EC | | |

In quartile 2 possible alternative programme related elective:

| | | | | |
|---|------|--------------|--|------------------|
| | | | | Exam format |
| High Tech Talent Man. in a Global Context (201700014 – HTTM) | | 15 EC | | |
| Talent Management in a Global Context | 30% | 4.5 EC | | Ind test |
| Digitalization of Talent Management | 30% | 4.5 EC | | Ind test |
| Design of IT-enabled Talent Management Tool (Project) | 40 % | 6 EC | | Group assignment |

IBA B3 modules and their module components

The 3rd year starts with a semester for minor and Study Abroad. This means that study units being participated in will be organized often by UT programmes or other organizations.

For modules, offered/ organized by another organization and/or UT programme, the Rules and Guidelines of the offering organization / programme are applied.

| | | | | |
|---|-----------|--------------|--|-------------------------------|
| | | | | Exam format |
| Change Management & Leadership, Corporate Governance, Business Ethics, and Strategic & Responsible Foresight (201800104 – CHANGEL) | | 15 EC | | |
| Corporate Governance | 12.5% | 1.5 EC | | Test |
| Change Management & Leadership | 12.5% | 1.5 EC | | Test |
| Business Ethics | 10.0% | 1 EC | | Test |
| Strategic & Responsible Foresight | 15.0% | 2 EC | | Test |
| Business Innovation Project (incl. Business-case reflection papers) | 50.0% | 6 EC | | Individual & group Assignment |
| Research Proposal Bachelor Thesis | Pass/fail | 3 EC | | Assignment |

Table 1b3: IBA BSc 2018-2019 B3 module CHANGEL and its module components

1b. Study load of the programme and of each of the units of study

The Bachelor's in International Business Administration at the University of Twente has a study load of 180 EC (3 years, 5040 hours). The study load of each of the study units making up the programme is listed in table 1 above, in the column "EC" (1 EC = 28 hours).

1c. Programme-specific characteristics

Nature and structure of the programme

The Bachelor's in International Business Administration is a fulltime English taught programme.

The structure of the IBA programme implies gradual and consistent deepening of the knowledge and acquired skills, increasing academic depth and rigor. The first two modules have (self-) selecting purposes.

1d. Excellence programmes

For students obtaining excellent results there are two options for doing something extra up and above the standard programme: the IBA Star programme (deepening) and the UT Bachelor's Honours programme (broadening).

The IBA Star programme

Excellent students may be selected in five of the first six compulsory modules of the Bachelor's examination (M1, M3⁵ up to and including M6), for the "IBA STAR programme", the intra-curricular excellence programme. Successful participation in the STAR programme leads to an Excellence notification for the relevant module on the IBA diploma supplement.

Participation in the IBA STAR programme for a certain module implies that the selected students will do a special, more challenging, version of the project of the module in question. The difference with the regular version of the project is in the level of understanding of the module's theoretical parts that is needed to finish the project successfully. The specific requirements for the 'STAR' version of the project vary from one module to another. In one module, for example, the theory offered must be applied to a more complex situation than the one presented for the regular project, in another module the 'STAR' students must develop insights at a higher level (meta-level) than is requested for the regular project. Participation in the 'STAR' version of a module will be based on selection. Details of the selection procedure will be announced before the start of the modules. For each module a separate selection procedure will be followed which will be directed at selecting 10% of the students. More details can be found at [the IBA Star programme website](#).

Please notice: successful participation in the IBA STAR programme for at least three modules may open one of the options for graduating with distinction for the IBA Bachelor of Science programme. For more details see paragraph 5a (or 6c).

The UT Bachelor's Honours programme

This programme starts every year in February and is for the top 5% of first year students of each study only. In nearly one and a half year students follow a programme of 30 EC. Three variants are offered, in science, design and mathematics. Students work in interdisciplinary groups and learn about great scientists or designs, learn to ask questions about everyday scientific situations, will learn how to write their own research proposal and make a joint final work. More information can be found at the [website of the honours programme](#).

2. Aims and intended learning outcomes

2a. Aims of the programme

The vision, mission and core values for the IBA programme are specified by:

Vision

We are committed to educate pioneering and curious graduates with an inclusive mind-set, who can research, design and organize through internationally-oriented interdisciplinary projects with a broad social and economic impact, and are well-prepared to further specialize in an MSc business administration programme or work in a general junior management (advisory) role in an international context.

Core values

- *Pioneering:* we aim to be at the forefront of social and technological innovation
- *Curious:* we are open to varied experiences and embrace ambiguity
- *Inclusive:* we collaborate, we look after each other and demonstrate neighbourship
- *Proud:* we are proud of what we do, and act with integrity and responsibility

⁵ For the module BOM from 2017-2018 onwards no longer a STAR version will be available.

Mission

The University of Twente prides itself for being entrepreneurial since 1986. Social and economic impact are core to the mission of the university and the bachelor program in international business administration fulfils an important role for both the university, the region, and beyond by interacting with businesses and delivering graduates with an entrepreneurial attitude – which is far broader than starting a company.

For this purpose, our programme follows the Twente Educational Model for undergraduate education, which rests on the pillars of ‘research-design-organize’ professional roles, student driven learning to encourage flexibility and an entrepreneurial attitude, and module and project-based work. In line with the university’s motto of High-Tech, Human Touch (HTHT), we acknowledge that technology is an inherent part of modern society and that human aspects are an integral part to any engineering challenge. For this purpose, we educate interdisciplinary T-shaped professionals that combine in-depth knowledge in their domain, with broad knowledge in associated domains.

The projects in our program deal with social and/or technological innovations, while considering their wider social context and associated ethical implications. Our classroom is international and inclusive and group work forms a substantial part of the learning experience. Our graduates are global citizens as we provide explicit attention to intercultural skills, an open mind-set, and international experience – skills, mind-sets and experiences that are shared by our teachers.

2b. Intended learning outcomes of the IBA programme

The intended learning outcomes of the programme are described along the research-design-organize roles.

1. **RESEARCH:** Upon completion of the IBA programme, a graduate is competent in systematically answering descriptive and explanatory questions in the context of international business, given a defined set of sub-disciplines (*see hereafter*).

The graduate is able to:

- 1.1 formulate relevant international business -oriented problem statements and research questions
- 1.2 use and apply business concepts, models, and theories within the sub-discipline(s), to build a clear theoretical framework and an appropriate research design
- 1.3 collect and analyze qualitative and/or quantitative data and interpret findings related to the research question/problem statement
- 1.4 critically evaluate and report findings, and to formulate recommendations for future research

2. **DESIGN:** Upon completion of the IBA programme, a graduate is capable in selecting and designing solutions to international business problems and challenges:

The graduate is able to:

- 2.1 analyze, individually and as a member of a team while deploying intercultural skills, an international business problem and to formulate solution-oriented goals
- 2.2 design solutions for business problems demonstrating entrepreneurial competences in theory-based practice
- 2.3 evaluate designs, select between alternatives and plan the implementation process

3. **ORGANIZE:** Upon completion of the IBA programme, a graduate is equipped with managerial and organizational skills in High Tech Human Touch (HTHT) business contexts and with international experience.

The graduate is able to:

- | | |
|-----|---|
| 3.1 | organize and manage in a HTHT business context, using professional (e.g., communication, project management, teamwork, intercultural) skills, demonstrating an entrepreneurial attitude and entrepreneurial behaviour |
| 3.2 | reflect on organizational performance including responsible, sustainable and ethical aspects of business, while deploying intercultural competence |
| 3.3 | independently identify and develop new competences for life-long professional development |
| 3.4 | apply critical thinking in various situations, e.g. research, design and organize |

Sub-disciplines, learning lines and themes

Studying International Business Administration at the University of Twente will broadly equip students for a career in today's globalized corporate world. In this Bachelor's programme, we cover the following **sub-disciplines**:

- Digital Business
- Entrepreneurship, Innovation and Strategy
- Financial Management
- Human Resource Management
- International Management
- Purchasing and Supply Management
- Strategic Marketing

In addition to the knowledge of these sub-disciplines, in the BSc IBA curriculum also two closely related knowledge domains are integrated:

- Economics
- Law

Furthermore, in the BSc IBA three central themes and two learning lines are integrated in the programme.

The **learning lines** are:

- Research methods
- Academic and Business skills

The central **themes** are:

- Internationalization
- Entrepreneurship
- Responsible management (Ethics, Responsibility and Sustainability)

2c. Connecting Master's programmes

A successful examination for the Bachelor of Science in the International Business Administration programme automatically qualifies students for immediate acceptance into one of the five specialisation tracks of the one-year Master of Science programme in Business Administration at the University of Twente. For further admission requirements for the Master of Science programme in Business Administration at the University of Twente see the programme-specific appendix for Business Administration in the Teaching and Examination Regulations 2017-2018 of the BMS Master's Programmes. Via the tracks, a student may also be admitted in one of the double diploma programmes with Technical University of Berlin and Lappeenranta University of Technology.

3. Examination and exams

3a. Final degree audit

The IBA programme has one examination, the Bachelor's final degree audit after three years. The IBA Bachelor's final degree audit is successfully completed if the exams of the units of study (modules and courses), including the minor/study abroad, have been taken successfully. The Intended Learning Objectives (ILO's) of the programme are reached by the learning outcomes of the completed units of study.

A student finishing the IBA bachelor thesis as the final study unit of the student's exam programme (10 IBA core modules + *Study Abroad* or *minor* + *international experience* + *Career Development & Skills portfolio*) will receive a diploma at the day of the presentation of the bachelor thesis in case:

- all results of study units are registered in OSIRIS a month before this presentation.
- administrative procedures for graduation are executed.

- the thesis is uploaded to the UT repository before the thesis presentation.

Students who finalize their IBA study by a final study unit different from the thesis have to request their diploma (at BOZ) after all results of study units are registered in OSIRIS.

3b. Exam formats and the number and sequence of exams and practical exercises

The exam formats are consistent with the related learning objectives to be monitored. As a consequence, the exam format of each of the IBA modules as well as the modules offered as UT minor modules consists of a mixture of assessment methods. These may include individual and group assessment, (various forms of) practical exercises, written tests and reports, different forms of presentations (poster, verbal, paper). For each module a test plan is in place, which is published on CANVAS two weeks before the start of the module. This test plan includes, amongst others, information on the composition of the module grade as well as information on the scheduling and formats of tests and assignments (according to article 4.4 of the Guideline for EER) .

The sequence of the exams and practical exercises corresponds with the module numbers as shown in Table 1 (M1 – M12). On the IBA website a [schematic overview is given for the alternative order](#) in case a module needs to be re-done or is missed.

3c. Period of validity of module component grades of IBA modules

1. Each module is a coherent composition of its components and indivisible⁶.
2. Module components are defined to be the components of the module for which a grade is registered in the student information system OSIRIS (the so-called 'test-result' in OSIRIS⁷). The module components in 2018-2019 are described in Tables 1b of paragraph 1a (Composition of the Programme)
3. All test results of a module which is not completed successfully with registration of 15 EC are only valid in the academic year they were obtained.
4. In exception to 3c.3: If a student did not successfully complete the (entire) module but completed at least 2/3 of its module components by module component grades ≥ 5.5 than these module component grades being ≥ 5.5 have an extended validity of one more (the next) academic year. The percentage of completion of the module is based on the size in EC of module components involved.
The student may complete the module in the next academic year, by obtaining grades ≥ 5.5 for the module components for which a grade between 1.0 and 5.5 was obtained. For these module component(s) the (tests and) format in which these module component(s) are offered in this next academic year need to be used.
The student will be enrolled in OSIRIS by programme management for module components to be restored. Students who expect to be allowed to complete a module by passing specific module components need to check the OSIRIS registration for the module components and to request registrations or corrections from BOZ in case necessary, ultimately one week prior to the start of the module.
5. If a student did not successfully complete the (entire) module and obtained less than 2/3 of its modules components, he/she has to re-do the full module in order to obtain 15 ECs.
6. If a module is changed in set-up and/or content to such an extent that the weight of the module components in the next years is changed, there will be a transitional arrangement for that module. This could also mean that a student has to follow one or even more new module components. In 2018-2019 transition rules for 201700015 CHANGEL are defined -see art 6a.
7. Students who have to re-do module components to complete a module that they started with in a previous academic year have to submit a study plan to the study advisor before the start

⁶ A module is equivalent to a module part as defined in the common guideline for EER

⁷ Test result' is understood to mean, "a test result that is registered in the Student Information System (SIS)". The module-components/test results in 2018-2019 are described in paragraph 1a (Tables 1b)

of the next academic year. This study plan should include a time schedule of their planned study activities per quarter (modules and module components).

8. For the elective 201500310 *Business Innovation through IT Project Management* (a Business & IT module) the alternative elective 201700001 *Facilitating Technological Change* (M5 of Communication Studies) and UT minor modules the regulations for validity of grades of the specific module (of the responsible programme) are valid.

3d. Regulations related to special re-sits and alternative planning of bachelor thesis

The bachelor thesis research 201200015 scheduled for quartile 4 in the nominal IBA programme can be done in quartile 1 under the restriction that the research proposal is written and approved and the students' study planning is approved.

In general modules need to be passed within the quartile in which the module is scheduled (Table 1), based on the tests within this quartile. In the previous paragraph 3c is specified in which cases a module can be completed in another academic year. In general, within the IBA modules for each test a re-sit, a second opportunity for the test, is planned within the module (for details see the test plan of the modules). The re-sits within the modules are offered to all students. For students who could not participate in the test itself the re-sit is the only option to pass the related test. The re-sit can be used to improve their grade for the test by those students who participated in the test. It is determined by the Guideline Bachelor EER 4.1.10 that the highest result will count.

In one specific cases special opportunities are offered to complete a module based on a special conditional re-sit outside the module and within the same academic year. This special opportunity supports the progress of finalizing the programme without delay. Special re-sits with restricted participation, repair options (repairs) :

- For the individual tests for the knowledge areas of the module CHANGEL repairs in Q4 will be organized for students who:
 - Failed CHANGEL because of failing only one of the four knowledge domain tests. Passing all other components of the module.
 - Participated in the test and re-sit for this (failed) knowledge domain within the module in the same academic year.

Students with registered and validated personal circumstances may receive an approval for special individual arrangements in the study program. Such students must get approval from their study advisor and the Examination Board Management Sciences (see also Rules and Regulations of the BMS Examination Boards).

3e. Required sequence of exams / Prerequisites

The formal sequence of the modules and their exams is the order as recorded in Table 1. Deviations from the sequence of modules as recorded in Table 1 will be allowed in case:

- the student fails (does not successfully pass) one or more modules
- the student enters the programme in the course of the academic year, at a moment when one or more preceding modules cannot be followed any more.

Please notice:

If the student, for one of the reasons just mentioned, is forced to deviate from the formal sequence of the exams, as recorded in Table 1, the student is expected and strongly advised to take any failed or missed mandatory module(s) at the first possible regular occasion!

Students deviating from the order of modules in the IBA curriculum are obliged to have their study planning approved by their study-advisor.

Prior knowledge prerequisites in the BSc in International Business Administration are specified in OSIRIS for each of the modules.

Obligatory prerequisites in terms of Modules and number of EC obtained are in order for continuation of studies at the end of the first year of enrolment for the programme and for entering the minor phase and last two modules. See for the minimum requirements paragraph 5b and paragraph 4c below, respectively.

| Unit of study | Prerequisites |
|---|---|
| Recommended prior knowledge | |
| Module 5, Strategy, Marketing and Economics (SME) | Sufficient prior knowledge of the Statistics topics taught in module 3 (Finance, Accounting & Information Systems – FAIS). <i>Remark:</i> <i>Students who did not pass the Statistics 1 test in Module 3 or obtained a mark lower than '6' are urgently advised to raise their level of mastery in the basics of Statistics as offered in Module 3, before starting Module 5.</i> |

| Unit of study | Prerequisites |
|---|--|
| Obligatory prior (knowledge) prerequisites | |
| Study Abroad\ minor | 90 EC including first year modules (M1 –M4) <i>Remark:</i> <i>In case Study Abroad is arranged with a non-partner university or a non-related programme (see 4c) : 120 EC and an average of module grades of 7.5</i> |
| Bachelor's thesis (module12) | all mandatory IBA modules (Modules 1, 2, 3, 4, 5, 6 and 11) passed successfully + at least one programme related elective + approved research proposal (201700184 or as part of module 11 CHANGEL (15 EC versions) <i>Remark:</i> <i>The Bachelor thesis project need to be started within 6 months after obtaining approval of the research proposal.</i> |

4. General information

4a. Admission to the programme

In addition to the stipulations in article 4 of the Common Elements of this OER and the admission regulations laid down in the web brochure 'Colloquium Doctum' that this article refers to the following admission regulation to the programme is in place:

Dutch students:

- Pre-university education: VWO (profile Economie & Maatschappij, Natuur & Gezondheid or Natuur & Techniek). Students with the profile Cultuur & Maatschappij are only eligible for admission if they have proven mathematic knowledge at the level Wiskunde A or Wiskunde B;
- HBO: under special conditions (special conditions: hbo-propedeuse in Bedrijfskunde or similar + sufficiently proven Mathematics and English (entrance exam)
<https://www.utwente.nl/en/education/bachelor/admission/>)

Foreign students:

- Pre-university school-leaving certificate equivalent to the Dutch VWO-certificate (i.e. German Abitur, Belgian 'Diploma van Secundair Onderwijs', International or European Baccalaureate <https://www.utwente.nl/en/education/bachelor/admission/diplomas/>)
and
- Sufficient level of Mathematics and English subject of school-leaving certificate (i.e. German Abitur certificate with "Mathematik und English bis zum Abitur") or completing the University of Twente entrance exam.

4b. Language of teaching and exams

The BSc in International Business Administration is taught in English. This means not only that teaching of the modules is offered in English, but also that all course materials (textbooks, readers, etc.) will be in English, as well as all tests, exams and practical exercises (specifically the Bachelor Thesis project).

4c. Elective options and their related requirements

Elective options

In the International Business Administration programme after one and a half year of obligatory modules students have one and a half year in which individual choices direct their exam programme to a large extent:

- IBA Programme-specific electives

IBA students have to include two IBA programme related electives in their exam programme. In the second semester of the second-year students regular electives are offered (see Table 1 and Table 1b2 for electives in 2017/2018).

For students who do not study nominally, IBA offers alternatives for the IBA Electives, resp. in Q1 and Q2 (see 1a and Table 1b2-electives). Students who want to use this opportunity need permission by the programme director which will be given after positive advice from the study-advisor.

The programme director decides on alternative electives based on a mandate of the examination board.

- Study Abroad, Minor and Deepening modules

In the third year, first semester, students can choose between a 30 EC **study abroad** or a 30 EC **minor**.

Study Abroad

More information about spending (a part of) a semester abroad can be found on the Faculty [BMS study abroad website](#). For students of the BSc in International Business Administration a special CANVAS Organization "Study Abroad" is available, for the most up-to-date information concerning this topic, including a list of all partner universities and their course offerings

Minor:

Students who opt to stay in Twente to fill their elective space, can choose from a number of High-Tech Human-Touch minor modules, the Crossing Borders minor, and a number of "join-in minors" and "in-depth minors". For the most recent information on the modules offered consult the [UT minor website](#).

Deepening modules (In-depth minor)

The IBA deepening modules available for IBA students in 2018-2019 as in-depth minors are specified in Table 1b2 and in the footnotes of Table 1.

IBA Students are allowed to do **maximal one** deepening module of IBA as part of their minor. The following deepening modules of IBA as part of their minor:

- 201500326 Innovation and Entrepreneurship Internship M9 (Q1)
- 201700007 Study Tour IBA\ IEM M10 (Q2)
- 201700014 HTTM: High Tech Talent Management in a Global Context_(Q2)
- Any of the M7 or M8 IBA electives if they have not yet taken them as part of their IBA program (M7 or M8)

The programme director decides on study abroad and minor based on a mandate of the examination board.

- Bachelor's thesis

Finally, for their **Bachelor's project/thesis** at the end of the third-year students can choose a subject from the eight different knowledge domains as mentioned under 2a. Each knowledge domain will issue yearly Calls for thesis proposals assignments at the start of the 3rd quartile.

The programme director decides on the start of the bachelor thesis module based on a mandate of the examination board.

Requirements related to electives and student's individual choices

Minors

The UT offers a broad range of minors. A student may not participate in a minor with a large degree of overlap in terms of content and learning objectives with the study units of the main programme. The HTHT-minors and the join-in minors that are open for IBA students are listed in the "Matrix of options HTHT minors" and the "Matrix of options join-in minors" respectively. These are published on the UT [site](#). To be allowed to start the minor phase, the student must have accumulated a registered minimum of 90 EC at 1 August, including at least the 60 EC of the first year (B1) modules.

For alternative individual minor programmes students need permission. The programme director decides on these plans by mandate of the examination board. A positive advice of the study advisor is requested for a positive decision of the programme director.

Study Abroad

To be able and allowed to study abroad, students need to fulfil the following conditions:

- Be enrolled as a regular UT student and pay UT tuition fee
- Pre-requisite: 90 EC registered at 1 August, including a successfully completed first year (60 EC) of the study programme.

Additional condition to apply for a place at a partner university, in a related programme:

- To be eligible in reserving a place at a partner university, students must have successfully passed modules with a total of at least 60 EC registered six months before the start of their intended study abroad (at 1 March for study abroad in first semester, at 1 September for study abroad in second semester). Once students are selected to apply for a partner university, they are not allowed to switch to another partner university.

Additional conditions to apply for a non-partner university or for a partner university in a non-related study programme:

- Successfully passed all the courses offered up to the moment of application, both on 1 March and 1 August. This means that students need to have 90 EC registered at 1 March and 120 EC registered at 1 August (in case of study abroad in the first semester).
- An average grade of 7.5 or higher.

Information on the selection procedure and deadlines will be communicated to students on information sessions and on CANVAS.

Bachelor's thesis:

- Students are required to have passed all mandatory modules (modules 1-6 and 11) and at least one elective before starting their IBA bachelor thesis.
- The research proposal for the thesis need to be approved (within module 11 CHANGEL 201800104 or previously (2017-2018)in 201700184 bachelor thesis research proposal).

4d. International cooperation and international experience within the IBA programme

The IBA programme and its staff co-operate internationally with a large number of institutes and companies. Students are stimulated to benefit from these co-operations for their compulsory international experience.

For their international experience students have different options:

- The **Study Abroad** option is the preferred option. Students are highly recommended to gain international study experiences by a 30 EC Study Abroad in the first semester of the third year.
- The second option is: The **minor Crossing Borders**. The minor Crossing Borders offers students international experience by going abroad for a field study, a study tour, or by working from the Netherlands with international partners. Students can choose for one or two modules (15 EC or 30 EC) of the minor. The minor focuses on 'International Grand Challenges' related to Technology, Sustainability and Development. Students gain awareness of the importance of differences between their own country and other countries in terms of technology, socio-economic structures and culture. More information on the minor Crossing Borders is available on the minor's [website](#).
- The third option is to do the **bachelor thesis project at an international company abroad**. Students who want to use this option need to realize that the organization of such a bachelor

thesis project needs to be based on their own initiative and that they have to start early with arrangements.

- Fourth, the **Innovation & Entrepreneurship Internship elective may be done abroad** (and with special permission from the programme director can be done as an extra module during the Summer.
- The programme director in exceptional cases can also **individually** approve **another form of International Experience** (for example a Summer School abroad).

4e. Programme Committee IBA/BA (OLC)

The programme committee IBA/BA is set up for the Bachelor's programme in International Business Administration and the Master's programme in Business Administration. The committee has the task to advise on enhancing and guaranteeing the quality of the programme(s).

The members of the educational programme committee (OLC) are appointed by the Dean of the faculty BMS. The members are recruited from students and teaching staff members of both the Bachelor's programme in International Business Administration and the Master's programme in Business Administration, on an equal basis (50% students and 50% staff members). The most up-to-date composition of the committee can be found at the webpage of the [programme committees](#).

The tasks of the programme committee towards the Education and Examination Regulations (EER):

- Right of consent on (WHW art. 9.18; September 1st 2017):
 - aims and final attainment targets of the programme in terms of knowledge, insight and skills that a student should have acquired at the end of the programme;
 - where necessary the layout of practical exercises;
 - the study load of the programme and its Educational Units,
- Giving advice (to programme director) on (WHW art. 9.18; September 1st 2017):
 - stimulating and ensuring the quality of the degree programme.
- Giving advice on the Education and Examination Regulations (EER):
 - Assessing, on a yearly basis, the manner in which the Education and Examination Regulations (EER) are carried out;
 - Giving advice - invited or not invited - to the programme management and the Dean on all matters relating to the teaching in the programmes IBA and BA.

4f. Examination Board Management Sciences

The Examination Board Management Sciences is the body that determines in an objective and expert manner whether a student meets the conditions set under the Education and Examination Regulations (EER) concerning the knowledge, comprehension and skills required to obtain a degree. Members of the Examination Board Management Sciences are appointed by the Dean of the faculty.

The Board's main tasks are described in paragraph 5.1 of the common elements of this EER. More information, including the most up-to-date composition of the Board can be found at the [webpage of the Examination Boards BMS](#).

Correspondence with the Examination Board Management Sciences is possible via their website and by examinationboardbms@utwente.nl.

5. Additional subjects

5a. Graduation with distinction

If upon sitting the Bachelor's examination, the student has given evidence of exceptional capability, 'cum laude' ('with distinction') will be recorded on the degree certificate. A student is considered to have exceptional capability if the following three conditions are met:

1. fulfils all requirements for the study within four years;
2. an average¹ grade of at least 8.0 over all numerical graded modules (excluding minor) and no modules with a grade of '6'

OR

has at least three Excellence stars and no modules with a grade of '6';

3. has a Bachelor thesis grade of at least '8'.

In exceptional cases the Examination Board Management Sciences may grant the designation of 'cum laude' if the conditions mentioned above have not been fully met. The rules applied by the Examination Board Management Sciences can be found in their Rules & Regulations.

5b. (Binding) recommendation on the continuation of studies (Binding Study Advise)

As formulated in the Common EER, Article 6.3, students get preliminary recommendations regarding their study progress during the first year and a (binding) recommendation on the continuation of studies at the end of the first year.

The recommendations are based on the number of successfully finished modules and ECs together with the advice of the study advisor to the Programme Director. **A negative recommendation at the end of the first year is binding.** A student who gets a negative binding recommendation cannot enrol in this BSc programme for the next three years.

A positive recommendation on the continuation of studies for the BSc programme IBA can be attained in two ways. The student:

1. Successfully completed at least three modules of the first year (≥ 45 EC registered in OSIRIS).
2. Meeting all of the following criteria:
 - A. Two modules of the first year have been completed successfully (30 EC registered in OSIRIS)
 - B. Completed at least 75% of the first-year study load by taking into account successfully completed modules and the module components of non-obtained modules with registered grades in OSIRIS ≥ 5.5 .

The sum of the EC sizes corresponding with module components (of non-obtained modules) with registered grades ≥ 5.5 needs to be more than 15 EC. Module components and their sizes as described in paragraph 1a ;

Obtaining a positive BSA through item 2 (specifying Article 6.3, sub 7 of Common EER) does not imply that EC's are registered for module components of the not finished modules. EC's are only registered for modules successfully completed. The Programme Director has to approve the positive recommendations on the continuation of studies.

6. Transitional arrangements

6a. General transition arrangements - for BSc IBA cohorts 2016 and before.

- Students of cohorts 2014 and before are exempted for the study units :

| | |
|-----------|---------------------------------------|
| 201700161 | International Experience |
| 201700162 | Career Development & Skills portfolio |
- The module 201800104 CHANGEL can be replaced by successfully having passed one of its predecessors: the module 201500017 CHANGEL OR the combination 201700015 CHANGEL + 201700184 Research proposal bachelor thesis.
- In case the module code of a module changes the student is allowed to replace a module with another IBA version of the specific module. In case this replacement is restricted transition rules will be available specifying the restrictions and need to be followed.
- Alternative electives for programme related electives that were offered and passed as such in previous years remain valid as alternative elective in the exam programme of individual students.

6b. Transition rule related to validity of grades regulations for modules with changes (changed course codes)

- **Transition rule related to renaming of Research methods components in first 6 modules of BSc IBA.** The validity of grades regulations for the first six IBA modules are the standard validity of grade regulation by considering that the research methods module components are renamed as specified in the following table:

| Module | “Research methods” module component | New name of “Research methods” module component in 2018-2019 |
|-------------------|-------------------------------------|--|
| 201300006 TOP | Methods and Techniques | Research methods |
| 201700010 BOM | Probability | Probability |
| 201700011 FAIS | Statistics 1 | Data analysis I: descriptive statistics |
| 201700012 HOLI | Research Methodology | Data collection and scale construction |
| 201700013 SME | Statistics 2 | Data analysis II: inferential statistics |
| 201600172 INN&ENT | Methods | Data analysis III: regression analysis |

The 2017-2018 versions of the module can be completed according to the standard validity of grade rules specified in 3c by passing in 2018-2019 for research methods module components the (equivalent) module component with the new name as specified in the table above.

- **Digital Marketing for Networked Businesses (201400068 - DMNB)**

Because of the sizes of the module component of Digital Marketing for Networked Businesses (201400068) there is, according to the regulations for validity of grades (see 3c), no opportunity to complete this previous version of the module in 2018-2019 in case the module isn't finished in 2017-2018.

- **Transition rule for CHANGEL 201700015**

In 2017-2018 the module 201700015 CHANGEL was 12 EC because of 201700184 Research Proposal Bachelor Thesis being a separate study unit of 3 EC. In 2018-2019 the “Bachelor thesis research proposal “ is integrated in CHANGEL as a module component.

Transition rules for completing **CHANGEL 201700015** in 2018-2019 based on module component grades obtained in 2017-2018:

1. In case the Business innovation scenario (project) has been completed successfully **and** at least three of the module components *Corporate Governance, Change Management & Leadership, Business Ethics, Strategic & Responsible Foresight* and *Business-case reflection* were graded ≥ 5.5

and the other module components were graded ≤ 5.5 and ≥ 1.0 in 2017-2018,
then

the module **CHANGEL 201700015** can be completed in 2018-2019 by achieving grades ≥ 5.5 for the equivalent module components of CHANGEL 201800104 for those module components graded ≤ 5.5 in the previous year.

- **Transition rule for 201700184 Research Proposal Bachelor Thesis**

1. Students that didn't successfully finish *201700184 Research Proposal Bachelor Thesis* and successfully finished CHANGEL 201700015 have to do the research proposal part of module 11 CHANGEL which will be registered as *201700184 Research Proposal Bachelor Thesis*.
2. *Students that didn't* successfully finish *201700184 Research Proposal Bachelor Thesis* and complete CHANGEL 201700015 in 2018-2019 have to do the research proposal part of module 11 CHANGEL which will be registered as *201700184 Research Proposal Bachelor Thesis*.

6c. **Graduating with distinction for students of cohorts 2015 and cohort 2016**

If upon sitting the Bachelor's examination, the student has given evidence of exceptional capability, 'cum laude' ('with distinction') will be recorded on the degree certificate. A student is considered to have exceptional capability if the if the conditions specified in 5a are met or all of the following three conditions are met:

1. fulfils all requirements for the study within four years;
2. has a Bachelor thesis grade of '9' or '10';
3. an average grade of at least 7.5 over all graded modules (excluding minor) and no modules with a grade of '6'

OR

has at least three Excellence stars and no modules with a grade of '6'