UNIVERSITY OF TWENTE.

Programme-specific part to the Education and Examination Regulations (EER)

2025-2026

For the Bachelor of Science programme

International Business Administration

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1. General provisions

1.1 Admission to the programme

In addition to the stipulations in article 2.1 of the EER and the admission regulations laid down in the 'Colloquium Doctum', this article refers to the following BSc IBA specific admission regulations:

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 mathematical knowledge: either Wiskunde A or Wiskunde B;

HBO: under special conditions (HBO-propedeuse in Bedrijfskunde or similar and can demonstrate the required level of Mathematics and English via UT entrance exam) https://www.utwente.nl/en/education/bachelor/admission/)

Non-Dutch 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

Demonstrate the required level of Mathematics and English through school-leaving certificate (i.e. German Abitur certificate with "Mathematik und English bis zum Abitur") or UT entrance exam

Existing University of Twente students

A student enrolled on another BSc programme is allowed to switch to the IBA programme up until the end of Q1. The admission requirements above are also applicable.[1]

1.2 Language of the programme

The IBA programme is taught in English. This means all teaching and assessment is offered in English, as well as course materials (textbooks, readers, etc.)

1.3 Connecting Master's programme

Successful examination in the BSc IBA programme automatically qualifies students for immediate acceptance into the one-year MSc Business Administration programme at the UT. For further admission requirements see the programme-specific part for Business Administration.

[1] Students from the Twente Pathway College following another track other than directly admissible for IBA, are not admissible to the IBA programme e.g. by switching programmes once in their bachelor phase at the UT.[2] Further information on the academic calendar and timetable can be found at TimeEdit: https://cloud.timeedit.net/nl_utwente/web/

1.4 Rights, duties and composition of the programme committee

In line with article 9.18 WHW, each programme has a programme committee, which has the duty of providing advice to programme management on improving and safeguarding the quality of the programme. It has a right of consent regarding several topics in the Education and Examination Regulations (EER), e.g. the goals and intended learning outcomes 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 study units. In addition, the programme committee evaluates every year the manner in which the EER has been carried out and has the right to advise programme management and the dean – invited or uninvited – on all matters relating to the teaching in the programme.

The composition of the current programme committee can be found on this webpage.

2. Contents and structure of the programme

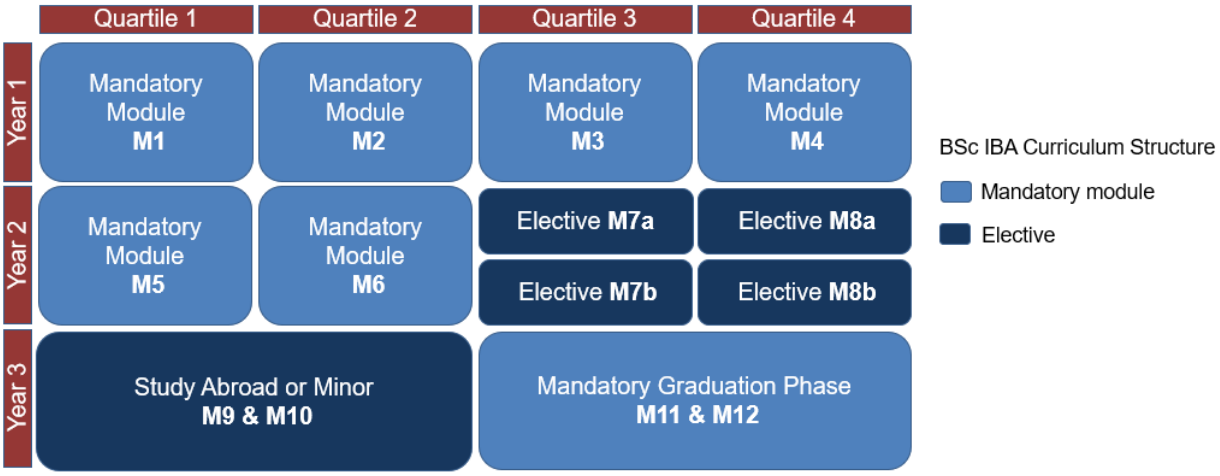
2.1 Contents and structure of the programme

The BSc in International Business Administration is a full-time English taught programme. The IBA programme consists of three academic years (B1, B2 and B3) each comprising 60 EC. The academic timetable for the programme consists of two semesters per academic year, each semester consists of two quartiles of ten weeks each.[2] A quartile consists of a set of study units, a module of 15 EC (420 hours).[3]

An overview of the curriculum structure of the IBA programme is given in Table 1a. A more detailed overview of the programme structure can be found in Table 1b.

The programme consists of 12 modules of which 10 modules form the core of the BSc IBA programme. This core programme covers 6 mandatory modules, 2 elective modules (B2 Q3 & Q4) and the graduation phase. The mandatory graduation phase consists of two modules including the thesis and is preceded by a minor (B3 Q1 & Q2) aimed at broadening knowledge, skills and attitude by gaining international experience via studying abroad. The modules of the IBA programme contribute collectively to the achievement of the programme's intended learning outcomes at the targeted level. It is guaranteed that the programme intended learning outcomes are achieved by successfully completing the mandatory modules of the programme. The electives and the minor contribute to achieving the broadening and deepening of some of the intended learning outcomes.

Table 1a. BSc IBA Curriculum Structure Overview



Teaching may be physical or online or a combination of both. Teaching may include lectures, tutorials, project group meetings and feedback sessions. More detailed information about the learning goals, exam and teaching formats and the assessment plans can be found in the module descriptions in Osiris and CANVAS.

[2] Further information on the academic calendar and timetable can be found at TimeEdit: https://cloud.timeedit.net/nl_utwente/web/

[3] 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 or 2), and a letter for the quartile (A or B): 1A = Q1, 1B = Q2, 2A = Q3, 2B = Q4

International Experience and Business Skills Development

Mandatory international experience as well as business skills development are both important elements of career preparation and are integrated into the IBA programme. The IBA programme prepares students for ongoing re-education, while also a foundation of skills for professional adaptability and personal development, such as critical thinking, creativity, communication and resourcefulness (see section 2.6).

The Bachelor's Thesis

In the Bachelor's thesis at the end of the third year of the programme (module 12), students show their acquisition of the competencies specified in the intended learning outcomes of the programme (see section 3). More detailed information on the Bachelor's thesis assignment can be found in CANVAS. The process of the thesis (research proposal) will be started in Q3 of the third year within CHANGEL (module 11). Students present and defend their thesis at the IBA student conference held once a year.

Table 1b: Curriculum BSc International Business Administration (IBA)

Year	Module	Quartile	Module Code	Module Name	EC	Mandatory Prior Knowledge/ Details
B1: Year 1	**M1**	1	202400018	**TOP**: Technology, Organisation & People	15	
	M2	2	202400026	**BOM**: Business Operations Management	15	
	M3	3	202400034	**FAIS**: Finance, Accounting, Information Systems & **Data Analysis I:** Introduction to Inferential Statistics	15	
	M4	4	202500325	**HOLII**: HRM, Organisational Behaviour, Law & **Data Analysis II:** More about Inferential Statistics	15	Data Analysis I*
B2: Year 2	**M5**	1	202400050	**SMEI**: Strategy, Marketing, Economics & Information Management**	15	
	M6	2	202400058	**INN & ENT**: Innovation & Entrepreneurship	15	
	M7a	3	202400066	**DMNB**: Digital Marketing for Networked Businesses	15	IBA Elective 1 - select 1 in Q3
	M7b		202400074	**SUM**: Supply Management		
	M8a	4	202400082	**FENSI**: Financing Entrepreneurial Start-ups & Innovative Firms	15	IBA Elective 2 - select 1 in Q4
	M8b		202300305	**IT&PM**: IT Project Management***		
	M8c	ALL	202000572/202000573	Innovation and Entrepreneurship Business Consulting Internship	15	Alternative Electives****
	M8e*	1	202001437/202001438	Innovations in Sustainable Chain Management: Analysis***		
	M8d	2	202000594/202000595	**HTTM:** High Tech Talent Management in a Global Context		
B3: Year 3	**M9**	1		Study Abroad or UT Minor*****	30	Study Abroad: M1 - M6 completed Minor: 90 EC (60 EC from B1)
	M10	2				
	M11	3	202400090	**CHANGEL**: Change Management & Leadership, Corporate Governance, Business Ethics, Strategic & Responsible Foresight	12	M1 - M6 completed + 1 IBA elective
		B2& B3		**Business & Career Skills**	3	
	M12	3&4	202400100	**Bachelor Thesis IBA****	15	M11 completed
					180	Total EC

* See section 4.6 for recommended prior knowledge for 202000562 Data Analysis II

** Students before cohort 2025 will follow Data Analysis II in M5 SME

*** Rules for testing apply that are laid down by the programme that offers the study unit

**** For students who are not studying nominally, IBA offers alternatives for IBA Electives in Q1 and Q2 (approved study planning required). These alternatives are indicated above as M8c, M8d and M8e

Note for M8c:

- Preparation (arrangement of company) at least a quartile in advance
- Module can be planned in any quartile including summer in consultation with the study advisor
- This module is also offered in Q1 as a deepening minor

***** IBA Students are permitted to choose a maximum of 1 of the following deepening modules of IBA as part of their minor:

- 202000590 Study Tour IBA/ IEM M10 (Q2)
- 202000594 **HTTM:** High Tech Talent Management in a Global Context (Q2)
- Any of the M7 or M8 IBA electives if they have not already taken them as part of their IBA programme (Q3 & Q4 only)

Note: It is possible to study a premaster's course from another programme or a minor at another university, during M9 or M10

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

Table 1c: Curriculum UT track Double degree University of Münster(WWU)*

Year	Module	Quartile	Module Code	Study Unit Name	EC	Mandatory Prior Knowledge
UT modules and study units						
B1: Year 1	**M1**	1	202400018	**TOP**: Technology, Organisation & People	15	
	M2	2	202400026	**BOM**: Business Operations Management	15	
	M3	3	202400034	**FAIS:** Finance, Accounting, Information Systems & Data Analysis I	15	
	M4	4	202500325	**HOLII:** HRM, Organisational Behaviour, Law & Data Analysis II	15	Data Analysis I**
B2: Year 2	**M5**	1	202400050	**SME**: Strategy, Marketing, Economics & Information Management	15	
	M6	2	202400058	**INN & ENT:** Innovation & Entrepreneurship	15	
	M7a	3	202400090	**CHANGEL:** Change Management & Leadership, Corporate Governance, Business Ethics, Strategic & Responsible Foresight	12	M1 – M6 completed
WWU modules and study units						
Year 2	**Summer**	April – September		Select two out of these courses: a. Corporate Finance, or b. Marketing Analytics, or c. Marketing Management, or d. Corporate Strategy & Sustainability	12	
				Electives	12	
				Business Skills (recommended: TOPSIM, Business & Intercultural Communication)	06	
Year 3	**Winter**	October-March		Business Analysis or INTOP	06	
				Electives	18	
				Business Skills	06	
	Summer	April – September		Elective	06	
				Bachelor Thesis (in collaboration with UT M12)	12	
					180	Total EC

* Please note that the curriculum may differ from the table shown. For the most up-to-date information, please consult the study advisor.

** See section 4.6 for recommended prior knowledge for 202000562 Data Analysis II

Table 1d: Curriculum WWU track Double degree University of Münster (WWU)*

WWU modules and study units							
Year	**Module**	**Quartile**	**Module Code**	**Study Unit Code**	**Study Unit Name**	**EC**	**Mandatory Prior Knowledge**
Year 1	Semester 1		BWL1		Welcome to Business Administration	12	
			VWL1		Principles of Economics & Microeconomics	09	
			QM1		Calculus for Business & Economics	06	
			SKA		Economic & Business Ethics	03	
	Semester 2		BWL2		Foundations of Accounting	06	
			BWL3		Marketing Management	06	
			QM2		Data Science 1	06	
			QRS3		Law	06	
			SKA		Business Skills 1	06	
Year 2	Semester 3		BWL3		Management Accounting and Control	06	
			VWL2		Macroeconomics I	09	
			QRS4		Business Language	03	
			QRS4		Operations Management	06	
			BWL5		Foundations of Marketing	06	
	Semester 4		BWL7		Corporate Finance	06	
					Market Research or Grundzüge der Unternehmensbesteuerung	03	
					Business Skills	06	
UT modules and study units							
	M8c	summer	202000572	202000573	Innovation and Entrepreneurship Business Consulting Internship	15	
	M9	1	202000592	202000593	Innovation & Entrepreneurship	15	
B3: Year 3	**M10**	2	Minor		High Tech Talent Management in a Global Context	15	Select one in Q2
					New Technological Business Development		
					Industry 4.0 with Human Touch		
					Circular Economy Transition		
	M11	3	202400090		**CHANGEL**: Change Management & Leadership, Corporate Governance, Business Ethics, Strategic & Responsible Foresight	12	WWU part + M9 + M8c
		B2&B3			**Business & Career Skills**	03	
	M12	3&4	202400100	202400106	**Bachelor Thesis** (in collaboration with WWU)	15	M11 completed
						180	Total EC

* Please note that the curriculum may differ from the table shown. For the most up-to-date information, please consult the study advisor.

Table 2b1: IBA Year 1 mandatory modules and study units[4]

Legend:
= module **= study unit**

Module 1	**202400018 Technology, Organisation and People (TOP)**	**15.0 EC**	Exam format
202400019	Organisation Theory	6.0 EC	Individual test
202500320	Research Methods	3.5 EC	Individual test
202400021	Analysing Organisations in Practice (project)	5.5 EC	Group assignment

Module 2	**202400026 Business Operations Management (BOM)**	**15.0 EC**	Exam format
202400027	Operations Management (OM)	3.0 EC	Individual test
202400028	Quantitative Modelling (QuaMo)	4.5 EC	Individual test
202400029	Purchasing and Supply Management (PSM)	2.5 EC	Individual test
202400030	Probability	2.0 EC	Individual test
202400031	Operations Management simulation game (project)	3.0 EC	Group assignment

Module 3	**202400034 Finance, Accounting, and Information Systems & Data Analysis I (FAIS)**	**15.0 EC**	Exam format
202400035	Finance	3.0 EC	Individual test
202400036	Accounting	3.0 EC	Individual test
202400037	Information systems	3.0 EC	Individual test
202400038	Multi-criteria capital investments (project)	3.0 EC	Group assignment
202400039	Data Analysis I: Descriptive Statistics	3.0 EC	Individual test

Module 4	**202500325 Human Resources, Organisational Behaviour, Law & Data Analysis II (HOLII)**	**15.0 EC**	Exam format
202400043	HRM & Organisational Behaviour	4.0 EC	Individual test
202400044	Business Law	4.0 EC	Individual test
202500285	Data Analysis II: More About Inferential Statistics	3.0 EC	Individual test
202500286	Design an Online Platform Business Model (project)	4.0 EC	Group assignment

Table 2b2: IBA Year 2 mandatory modules and study units

Legend:
= module **= study unit**

Module 5	**202400050 Strategy, Marketing and Economics (SME)**	**15.0 EC**	Exam format
202400051	Strategy	3.0 EC	Individual test
202400052	Marketing	3.0 EC	Individual test
202400053	Economics	3.0 EC	Individual test
202400054	Market Challenge Consultancy Project	3.0 EC	Group assignment
202500285	Data Analysis II: More About Inferential Statistics (for students of cohort 2024 and before)[5]	3.0 EC	Individual test

Module 6	**202400058 Innovation & Entrepreneurship (INN&ENT)**	15.0 EC	Exam format
202400059	Innovation Management	4.0 EC	Ind test
202400060	Entrepreneurship	4.0 EC	Ind test
202400061	Methodology & Techniques: Big Data Analytics	3.0 EC	Ind test
202400062	Innovation Tournament (project)	4.0 EC	Group assignment

[4] A study unit is a component of the programme as described in Article 7.3 of the WHW. Every study unit concludes with an exam.
[5] Students of cohort 2025 and later will follow Information Management from the academic year 2026-2027

Table 2b3: IBA Year 2 elective modules and study units
IBA students have to complete two IBA programme related electives (M7 and M8) and can choose from the following options:

Legend:

= module **= study unit** **= test under study unit**

Module 7A	**202400066 Digital Marketing for Networked Businesses (DMNB)**	**15.0 EC**	Exam format
202400067	Digital Marketing in Theory	4.0 EC	Ind test
202400068	Networked Business Foundations	4.0 EC	Ind test
202400069	Digital Marketing in Practice (project)	7.0 EC	Group assignment
Module 7B	**202400074 Supply Management (SUM)**	**15.0 EC**	Exam format
202400075	Tactical Buying	4.0 EC	Ind test
202400076	Strategic Sourcing	4.0 EC	Ind test
202400077	Research Project	5.0 EC	Group assignment
202400078	Assignments and Experiments	2.0 EC	Ind test

Module 8A	**202400082 Financing Entrepreneurial Start-ups & Innovative Firms (FENSI)**	**15.0 EC**	Exam format
202400083	Corporate Finance	4.5 EC	Ind test
202500511	Investment Analysis	4.5 EC	Ind test
202500510	Start-up Business Model Analysis (project)	6.0 EC	Group assignment
Module 8B	**202300305 IT project Management**	**15.0 EC**	Exam format
202300306	IT Project Management Foundations	4.0 EC	See Osiris
202300307	IT Project in Context	4.0 EC	
202300308	IT Project in Practice	4.0 EC	
202300309	Diversity & Social Justice in Information Technology	3.0 EC	

Table 2b4: IBA alternative elective modules and study units
Only for students with study delay, approval needed from study advisor:

Module 8C: 202000572 Innovation and Entrepreneurship Business Consulting Internship		Exam format
202000573 **Innovation and Entrepreneurship Business Consulting Internship**	**15.0 EC**	Individual assignment

In quartile 2 possible alternative programme related elective:

Module 8D: 202000594 HTTMiGC		Exam format
202400680 High Tech Talent Management in a Global Context	**15.0 EC**	
High Tech Talent Management in a Global Context	7.5 EC	Individual test
Managing talent in real-life contexts: Challenges and Opportunities	2.5 EC	Individual test
Creating a conversational agent to address a real-life talent management challenge (project)	5.0 EC	Group assignment

In quartile 1 possible alternative programme related elective:

Module 8E: 202001437 Innovations in Sustainable Chain Management: ..... Analysis			Exam format
202001438 Innovations in Sustainable Chain Management: Analysis		**15.0 EC**	
	Literature and paper proposal	3.5 EC	Individual test
	Thematic paper	5.0 EC	Individual test
	Group Paper 1	4.0 EC	Group assignment
	Group Paper 2: Participation in a team	2.5 EC	Group assignment

Table 2b5: IBA Year 3 modules and study units

Legend:
= module **= study unit** **= test under study unit**

Module 11	**202400090 Change Management & Leadership, Corporate Governance, Business Ethics, and Strategic & Responsible Foresight (CHANGEL)**	**15.0 EC**	Exam format
202400091	Corporate Governance	2 EC	Individual test
202400092	Change Management & Leadership	2.5 EC	Individual test
202400093	Business Ethics & Responsible Innovation	2.5 EC	Individual test
202400094	Strategic Foresight	2.0 EC	Ind assignment
202400095	Sustainable Business Model Innovation	3.0 EC	Ind assignment
202400097	Business & Career Skills[6]	3 EC	Ind assignment
	International & Intercultural Experience	0.5 EC	
	Personal and Professional Skills Development	2.5 EC	

Module 12	**202400100 Bachelor Thesis IBA**	**15.0 EC**	Exam format
202400101	Bachelor Thesis IBA	15.0 EC	Ind assignment
	Research Proposal	Pass/fail	
	Research Project	15.0 EC	

[6] Students from cohort 2016 and later are expected to fulfil all the requirements from 202400097 Business & Career Skills in order to complete the study unit.

2.2 Study workload

The IBA programme has a study workload of 180 EC divided over three academic years (B1, B2 and B3) of 60 EC each. The workload of each of the study units is listed in table 1b above, in the column EC (1 EC = 28 hours).

2.3 Programme-specific characteristics

The BSc in International Business Administration is a full-time English-taught programme

2.4 Honours programme

For outstanding students, there is the opportunity to challenge yourselves above and beyond the standard programme: the UT Honours programme .

This is an extracurricular broadening programme of 30 EC in which ambitious and motivated students are challenged to enrich their knowledge, skills, and collaborations outside of their own discipline. Each student follows one of the multidisciplinary tracks in which they can develop themselves. This annual programme starts in February and is geared towards the top 5% of first and second-year students. There is also an alternative shorter 10 EC version for students wishing to undertake study abroad alongside the honours programme. See webpage.

2.5 Elective options

Elective options

IBA Programme-specific electives:
In M7 and M8 (Q3 and Q4 of the second year) students are given the choice of two different electives. Students have to include two IBA programme-related electives in their exam programme (Table 2b3).

Alternative electives

For students who do not study nominally, IBA offers alternatives for the IBA electives in Q1 and Q2 (Table 2b4). Students require permission from the study advisor to follow these alternative electives.

Minor options

In M9 and M10 students can choose between a **30 EC study abroad or a 30 EC minor (or two 15 EC minors)**

The minor can be taken at the UT, at another university in the Netherlands or abroad. A pre-master in another programme can also be chosen as a minor.[7] A student may not participate in a minor with a large degree of overlap in terms of content and learning objectives of the main programme. The

[7] Please refer to the regulations of the programme offering the Pre-master's course

minors that are open for IBA students can be found on the UT minor website. See section 4.6 for prerequisites.

Deepening modules (in-depth minor):

IBA Students are **allowed** to do a **maximum of one** deepening module as part of their minor please refer to the footnotes of Table 1b2 for further information.

Master's courses:

BSc IBA students are not allowed to follow any courses from the MSc Business Administration programme at UT during their bachelor phase, including the courses from the double degree programmes. The Programme Director may grant exemptions in exceptional cases. See section 4.6 for further clarification on prerequisites.

Study Abroad

More information and full entry requirements can be found on the BMS Study Abroad website and the dedicated Study Abroad CANVAS page. To be eligible to study abroad, students need to be enrolled as regular UT students and pay the UT tuition fees. See section 4.6 for prerequisites.

Students returning from Study Abroad and missing more than 10 EC are required to enrol in another minor in Quartile 1 of the following academic year. These students are not able to enrol in two 15 EC study units concurrently. It is expected these students will complete CHANGEL upon their return from Study Abroad and then complete the Bachelor's thesis before doing a 15 EC minor. Students require permission from the study advisor to deviate from the above. Students returning from Study Abroad and missing 10 EC or less should contact the study advisor to discuss their study planning.

Students who have (resit) exams in the IBA programme while studying abroad are responsible for returning to UT to participate in the exam. It is not allowed to make individual agreements with the examiner regarding exams while studying abroad. If a student needs an extra exam opportunity due to personal circumstances, a request must be submitted to the Examination Board.

2.6 Joint/double degrees and/or international cooperation and agreement(s)

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 the international experience the following conditions must be fulfilled:

1. Takes place in a country different from the Netherlands and different from the country in which a student grew up (this is checked based on the first nationality registered in Osiris).
2. Includes intercultural experience and a time abroad of at least 10 working days spent on IBA-related content.
3. Students who are studying in the Netherlands with a visa are allowed to undertake their international experience assignment by completing a reflection on their experience of studying in the Netherlands.
4. To finalise the international experience, students have to complete the mandatory intercultural training and assignment(s).

To fulfil the international experience requirement, students can choose from several different options:

- **Study Abroad** is the preferred option. Please see section 2.5 for further information.
- Students can choose one of the following **minors**: **Crossing Borders** or the **IBA/IEM Stress Study Tour.**
- Students can follow the **Innovation & Entrepreneurship Business Consulting Internship elective** abroad. This module can also be undertaken during the summer with permission from the study advisor.
- Non-Dutch students have the option to follow the minor**: Going Dutch: Kickstart into Dutch Work Life** (202200012).
- The **bachelor thesis project can be undertaken at an international company abroad**. Students who want to use this option need to understand that they must be proactive in their organisation.
- In exceptional cases, the programme director can also approve an **alternative International Experience** (for example a Summer School abroad).
- Students who participate in the **Double Degree with the University of Münster (WWU >UT track)** have to reflect on the cultural differences between studying in Germany and the Netherlands.

Double Degree IBA-LAB with WWU in Münster

A Double degree IBA-LAB has been developed in cooperation with the School of Business and Economics (SBE) of the University of Münster (WWU).

Tables 1c and 1d in Section 2.1 provide details on the overview of both tracks in the double degree IBA-LAB between BSc in International Business Administration (UT) and BSc Business Administration (WWU).

2.7 Minors

The minors listed below fall under the purview of the programme director and examination board for the IBA programme. The regulations in the IBA programme-specific part are applicable.

Minor code	Minor name	Block	EC
202000573	Innovation and Entrepreneurship Business Consulting Internship	Year	15
202000593	Innovation & Entrepreneurship	1A	15
202000599	Crossing Borders Extended field study part 1	1A	15
202000603	Crossing Borders Virtual project	1A	15
202200012	Going Dutch: Kickstart into Dutch Work Life	1A	15
202000591	IBA/IEM Study Tour Minor	1B	15
202000595	High Tech Talent Management in a Global Context	1B	15
202000597	New Technology Business Development	1B	15
202000605	Crossing Borders Extended field study part 2	1B	15
202000609	Crossing Borders Short field study	1B	15

3. Programme objectives and intended learning outcomes

3.1 Programme objectives

Mission

We are committed to educating pioneering and curious graduates who can research, design and organise through internationally-oriented interdisciplinary learning and project work that has a broad societal and business impact. Our graduates are well-prepared to be global citizens and further specialise in an MSc Business Administration programme or to begin a career in international business at the level of junior management.

Core values

- **Pioneering**: we aim to be at the forefront of societal and technological innovation
- **Curious**: we are open to varied experiences and embrace ambiguity
- **Inclusive**: we collaborate, respect differences and demonstrate 'neighbourship'[8]
- **Proud**: we are proud of what we do, and act with integrity and responsibility

Vision

The bachelor programme International Business Administration (BSc IBA) fulfils an important role for the university, the region and beyond, by interacting with (international) businesses and delivering graduates with an entrepreneurial, inclusive, curious and open attitude. Our students are interdisciplinary T-shaped professionals, not only do they possess in-depth knowledge in their field of study but are also able to utilise their knowledge in a broader context, in partnership with other disciplines and wider society. Our classroom is international and project work form a substantial part of the learning experience. To deliver T-shaped professionals, we apply theoretical concepts to a (real-life) case in project work to help our students to develop entrepreneurial attitudes and 21st century skills. Our graduates are global citizens with entrepreneurial and open mindsets. They are *pioneering* to use societal and technological innovations, *curious* to develop smart solutions for business problems, *inclusive* to collaborate in an international community and *proud* on what on what they have achieved through personal development. Our programme follows the Twente Educational Model for undergraduate education and rests on the three pillars of 'research-design-organise' professional roles. In line with the university's motto of High Tech, Human Touch (HTHT), we acknowledge that technology is an inherent part of modern businesses and that human aspects are an integral part of any technological innovation. This is why our programme focuses on designing societal and/or technological innovations and bringing them to the market, while considering the wider ethical and societal implications. Our programme prepares students for contributing to those solutions through life-long learning, self-development and professional business skills and personal development.

[8] Neighbourship is derived from the Twente language word 'noaberschap'

3.2 Intended learning outcomes

The intended learning outcomes of the programme are described in accordance with the research-design-organise roles.

1. **RESEARCH**: Upon completion of the IBA programme, a graduate is competent in systematically answering descriptive and explanatory questions within a defined set of areas in the context of international business. 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 areas, to build a clear theoretical framework and appropriate research design 1.3 collect and analyse qualitative and/or quantitative data and interpret findings related to the research question/problem statement 1.4 critically evaluate and report findings, and formulate recommendations for future research
2. **DESIGN**: Upon completion of the IBA programme, a graduate is capable of selecting and designing solutions to international business problems and challenges. The graduate is able to: 2.1 analyse, individually and as a member of a team while using intercultural skills, an international business problem and to formulate solution-oriented goals 2.2 design solutions for business problems demonstrating entrepreneurial competence in theory-based practice 2.3 evaluate designs, select between alternatives and plan the implementation process
3. **ORGANISE**: Upon completion of the IBA programme, a graduate is equipped with managerial and organisational skills in High Tech Human Touch (HTHT) business contexts and with international experience. The graduate is able to: 3.1 organise and manage in an HTHT business context, using professional skills (e.g., communication, project management, teamwork, intercultural awareness), demonstrating an entrepreneurial attitude and entrepreneurial behaviour 3.2 reflect on organisational performance including responsible, sustainable and ethical aspects of business, while demonstrating intercultural competence 3.3 independently identify and develop new competencies for life-long professional development 3.4 apply critical thinking in various situations, e.g. research, design and organise

3.3 Areas, learning lines and themes

Studying the IBA programme will broadly equip students for a career in today's globalised corporate world. The programme incorporates the following **areas**[9]:

- **Technology** - the development, management and exploitation of technologies at local, national and international levels and their impact on the strategy, behaviour and management of organisations;
- **Organisation** - the internal aspects, functions and processes of organisations together with the individual and corporate behaviours and cultures which exist within and between organisations and their influence upon the external environment;
- **People** - the management and development of people within organisations, theories and practice of leadership and the development of multicultural and diversity understanding;
- **Operations** - the management of resources and operations;
- **Finance** - the sources, uses and management of finance; the use of accounting and other information systems for managerial applications;
- **Law** - the impact of national and international regulation on the strategy, behaviour and management of organisations;
- **Markets** - the development and operations of markets for resources, goods and services including appropriate policies and strategies within a changing environment to meet stakeholder interests;
- **Economics** - the behaviours and interactions of economic agents in particular the allocation of scarce resources and responding to incentives.

The IBA programme has three principal **themes** and two **learning lines** integrated into the programme.

The principal **themes** are:

- **Internationalisation** - we strengthen our students' internationalisation competencies by providing them with knowledge about the international business context, intercultural skills and inclusive attitudes fitting the international classroom, and opportunities for international experience and mobility.
- **Enterprising Skills** - we strengthen our students' enterprising competencies by providing them with knowledge about entrepreneurship, innovation, and business development; enterprising skills and attitudes, and opportunities for interaction and engagement with business.
- **Responsible Management** – we strengthen our students' responsible management competencies by providing them with: knowledge about ethics, responsibility and sustainability; skills and attitudes to responsibly navigate contradictory values; and along with providing opportunities to actively contribute to addressing societal challenges.

The **learning lines** are:

- **Research Methods**
- **Academic and Business skills**

[9] As defined in the Equal Guidelines for Undergraduate Degrees in General Business & Management 2010

4. Assessment/examination

4.1 Final examination

Participants who have successfully met all requirements for the bachelor's final examination are awarded a Bachelor of Science degree. The BSc final degree audit is successfully completed if the exams of the study units (modules), including the minor/study abroad, have been taken successfully. The intended learning outcomes (ILO's) of the programme are achieved by successfully completing the study units.

A student finishing the IBA bachelor thesis as the final study unit of the student's exam programme (8 IBA mandatory modules + 2 elective modules + Study Abroad or minor + Business & Career Skills) will receive a diploma on the day of the presentation of the bachelor thesis when the following conditions have been fulfilled:

- all results of study units are registered in OSIRIS one month before this presentation;
- administrative procedures for graduation are executed;
- the thesis is uploaded to the UT repository before the thesis presentation.

Students who finalise their IBA study with a study unit other than the thesis have to request their diploma (via BOZ) after registration of all study units in OSIRIS.

4.2 Assessment format examinations/tests

The exam format of each of the IBA study units consists of a mixture of assessment methods. These may include individual and group assessments, practical exercises, written tests and reports or different forms of presentation (poster, verbal, paper). Exams and tests may take place online as well as on campus. For exams taken off-campus, digital surveillance may be used in the form of proctoring or online surveillance. For further information on digital surveillance see webpage.

The sequence of the exams and practical exercises correspond with the module numbers as shown in Table 1b. (M1 – M12).

4.3 Period of validity of test results

1. A practical exercise may take the form of a project or project report where the emphasis lies on the personal activity of the student. For practical exercises within study units, by default only one opportunity to pass will be organised.
   The assessment plan of the module can be used to arrange an exception to this rule and will need to specify all criteria and details of the re-sit or repair option.
2. A study unit with a grade of $\geqslant$6.0 has been successfully completed. Results of examinations and tests published in Osiris remain valid indefinitely (EER 3.9.1). Exceptions to this rule apply to tests within a study unit that are inseparable (one test cannot stand alone without the other).

3. Specifically, the Bachelor Thesis IBA 202400102 (M12), consisting of the Research Proposal and Research Project, forms such an inseparable study unit. The results of the Research Proposal expire after the academic year.
4. If the Bachelor Thesis IBA study unit has not been successfully completed within one academic year, the student must repeat the entire study unit in the following academic year, according to the assessment format in which it is then offered (with due consideration for article 4.5).
5. When a student has passed a study unit that is changed in set-up and/or content to such an extent that the weight of the study unit is changed by no more than 1 EC, the student will not have to compensate for the difference.
6. The regulations for the validity of grades of the offering programmes apply for the following modules: the elective 202300305 IT Project Management, the alternative elective 202001438 Innovations in Sustainable Chain Management: Analysis, and UT minors.

4.4 Maximum number of attempts for tests/examinations

1. In line with Article 3.1 of the EER Bachelor Programmes, students are entitled to two test opportunities unconditionally in the same academic year in each module apart from the practical exercises. For information on registration for modules and tests, please refer to article 3.5 of EER Bachelor Programme.
2. Once a study unit is successfully passed within the two test opportunities students are entitled to in the current academic year, no further opportunities will be allowed to re-sit the study unit or repair the parts of a study unit to improve the grade either in the same or subsequent academic years.

4.5 Specific pass-fail regulations

Bachelor Thesis

The IBA Bachelor Thesis 202400102 (M12) scheduled for Q4 in the nominal IBA programme can be done in Q1 under the restriction that the research proposal is written and approved by the thesis examiner, and the students' study planning is approved by the study advisor.

Students who failed to complete the bachelor thesis until the end of Q1 in the subsequent year have to restart the research project in the subsequent academic year Q3 including the research proposal.

M11 CHANGEL[15]

To complete the module, a special conditional re-sit is offered outside the quartile and within the same academic year. This special opportunity supports the progress of finalising the programme without study delay.

Individual tests will be organised for students for the knowledge areas of the study unit CHANGEL in Q4 who:

[15]Study unit 202400097 Business & Career Skills is considered in this section

- Failed CHANGEL because of failing only one of the four knowledge domain tests while passing all other study units of the module.
- Participated in the test and re-sit for this (failed) knowledge domain within the module in the same academic year.
- Is expected to graduate within six months based on study progress.

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

4.6 Prerequisites/required sequence of examinations

Required Sequence

The formal sequence of the order of the study units, parts of study units and their respective examinations are determined by the order of the module to which they belong. Deviations from the sequence of study units as recorded in Table 1b will be allowed when:

- the student fails (does not successfully pass) one or more study units;
- the student enters the programme during the course of the academic year.

Students deviating from the order of modules in the IBA curriculum are obliged to have their study planning approved by their study advisor, taking into account the following principles:

- Students are obliged to give priority to modules based on their order in the curriculum and to retake them at the first possible regular opportunity;
- Students are not allowed to follow more than 20 EC per quartile;
- Students are not allowed do more than one project in the same quartile.

Prerequisites

Prior knowledge and prerequisites in the IBA programme are specified in OSIRIS for each of the modules.

Mandatory prerequisites in terms of modules and number of ECs obtained need to be 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. Please also refer to section 6.1 on the BSA.

Recommended prior knowledge	
Module 5 Data Analysis II 202400055	Sufficient prior knowledge of the Data Analysis topics taught in M3 (Finance, Accounting & Information Systems – FAIS) Note: Students who obtained a mark lower than 6.0 in Data Analysis I in M3 are urgently advised to raise their level of mastery in the basics of Data Analysis, before starting M5.

Mandatory prerequisites	
Study Abroad	M1 – M6 completed Note: Refer to the Study Abroad CANVAS page for full details
Minor	90 EC (60 EC from B1)
Innovation & Entrepreneurship Business Consulting Internship	M1 – M6 completed before IBA bachelor thesis, plus application & selection procedure
Bachelor's Thesis (M12)	All mandatory IBA modules (modules 1, 2, 3, 4, 5, 6 and 11, expect for 202400097 Business & Career Skills) passed successfully, + at least one programme related elective + approved research proposal (see also section 4.5 Bachelor Thesis)
Elective courses from UT master's programmes	M1 – M8 completed, plus the prerequisites form the offering programme

4.7 Examination board

The examination board 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, insight and skills required to obtain a degree. Members of the examination board are appointed by the dean of the faculty.

More information, including the most up-to-date composition of the examination board, can be found via this website: examination boards BMS. All information for students, examiners and educational support staff about the examination boards of BMS is published there, including their Rules and Guidelines, and the procedures and conditions for submitting a request.

4.8 Exemptions

A student may be granted an exemption with approval from the Examination Board in accordance with article 2.3 of the EER.

General exemption principles of the BSc IBA programme:

- Students can be exempted up to 10% (18 EC) of the overall EC of the BSc IBA programme;
- Exemptions will not be granted for using the EC obtained from a minor module in mandatory and elective IBA modules and vice versa;
- Exemptions will not be granted for projects in modules, Bachelor Thesis (202400100) or Business & Career Skills (202400097).

An application to the exam board is NOT required for the exemptions listed below. For these exemptions only please contact the Study Advisor to be granted approval by the Programme Director. The exemption will only be applied if the test as specified in the final column has been successfully passed.

Study Unit Code	IBA study unit or part thereof (to be exempted)	EC	Study Unit Code	Study unit or part thereof and applicable programmes
202400020	Research Methods in M1	3	202000503	MS & T Social Science Research
		3	202000322	PSY Introduction to Research Methodology
202400039	Data Analysis I in M3	3	202200064	MS & T Data Analysis I
		3	202000327	PSY Data Analysis I
202400027	Operations Management in M2	3	202000397	IEM Operations Strategy

5. Transitional arrangements

5.1 General transitional arrangements – for BSc IBA cohorts 2015 and before

Students of cohorts 2015 and before are exempted from the study unit 202400097 Business & Career Skills and its predecessors (201700161 International Experience, 201700162 Career Development & Skills portfolio).

5.2 M1 TOP 202400018

Students of cohort 2023 and before who didn't complete the whole module M1 TOP should retake part(s) of the module with the assessment and format offered in academic year 2025-2026.

5.3 M11 CHANGEL 202400090

M11 CHANGEL is redesigned in the academic year 2024-2025. Students of cohort 2022 and before who did not complete the entire module M11 CHANGEL should retake part(s) of the module with the assessment and format offered in academic year 2025-2026. The results will be registered under the old course codes.

5.4 Information Management and Data Analysis II

In academic year 2025-2026, the order of study units Information Management (IM) in M4 HOLI and Data Analysis II (DA II) in M5 SME is swapped. To correct for the workload in relation to ECs, the study unit IM in M5 SME has increased by 0,5 EC. Students of cohort 2024 and before have already taken IM in M4, therefore, the change of M5 will be implemented in the academic year 2026-2027 for students of cohort 2025 and later. Students of cohort 2024 and before still have to complete these study units, and results will be registered under the old course codes.

6. Other topics

6.1 (Binding) recommendation on continuation of studies (BSA)

Students receive 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 study units, remaining results, as well as the advice of the study advisor. **A negative recommendation is binding**. A student who receives a negative binding recommendation cannot enrol in the IBA programme for the next three academic years. Please see Annex 1 Explanatory Memorandum for a visual overview of the process. A positive recommendation on the continuation of studies for the IBA programme can be obtained in two ways:

1. The student successfully acquired at least 45 EC (≥ 45 EC registered in Osiris) in the B1 phase (first year) of the programme by passing three complete modules OR
2. The student completed at least 75% of the overall B1 phase by successfully acquiring at least 30 EC (≥ 30 EC registered in Osiris) in the B1 phase (first year) of the programme by passing two complete modules AND additionally taking into consideration the EC value of study units.

Not qualifying for a positive BSA in one of these two ways will result in a negative recommendation.

The Programme Director has to approve the positive recommendations on the continuation of studies. Students who may be affected by personal circumstances should contact the study advisor to discuss their options. Further information can be found on this webpage.

6.2 Graduation with distinction

If upon completing the Bachelor's examination, the student has given evidence of exceptional capability, 'cum laude' ('with distinction'), will be recorded on the degree certificate. For 'cum laude', a student needs to fulfil the following conditions[16]:

1. Fulfils all requirements for completing the study within four academic years;
2. a weighted and rounded average grade[17] of at least 8.0 across all numerically graded study units (excluding minor);
3. has a Bachelor thesis grade of at least 8.0;
4. has not been registered in the BMS fraud register during the entire duration of the programme and has not had sanctions applied.[18]

[16] In exceptional cases, the Examination Board may grant the designation of 'cum laude' if the conditions mentioned above have not been fully met.

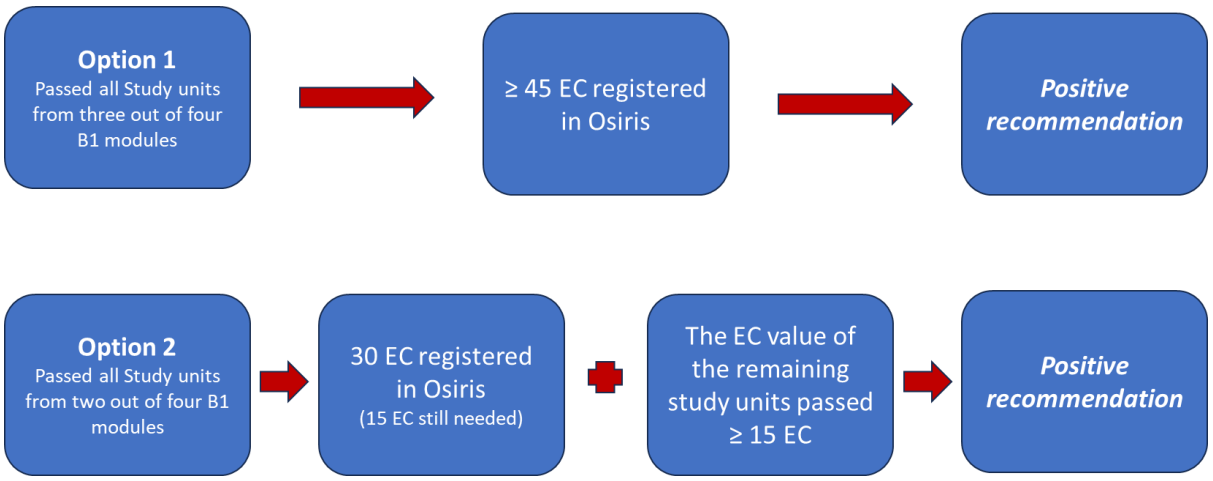
[17] The weight is proportional to the amount of ECs of the study units. The average grade is calculated by the BOZ officer based on the final results of the study units with a numerical grade listed on Osiris.

[18] Students registered in the BMS fraud register with a warning only, are still eligible for cum laude.

6.3 Overview of changes

The main changes of the PSP compared with the academic year 2024-2025 are:

- Changes in study units in M4 HOLI and M5 SME, the study unit Data Analysis II moved to M4 HOLI, and the study unit Information Management to M5 SME, see table 2b1 and 2b2.
- IBA STAR Programmes will not be offered anymore, see section 2.4.
- An additional option has been added for international experiences, see section 2.6.
- 3 minors will not be offered in 2025-2026, see section 2.7.
- Removed duplication with main BMS EER, see section 4.3.
- Update on transitional agreement, see section 5.
- Update on “graduation with distinction” conditions due to the discontinuation of the IBA STAR programme, see section 6.2.

Annex

1 Explanatory memorandum: Recommendation on continuation of studies (BSA)