

# IBA Programme-specific appendix to the EER 2019-2020

for the Bachelor of Science programme

## International Business Administration

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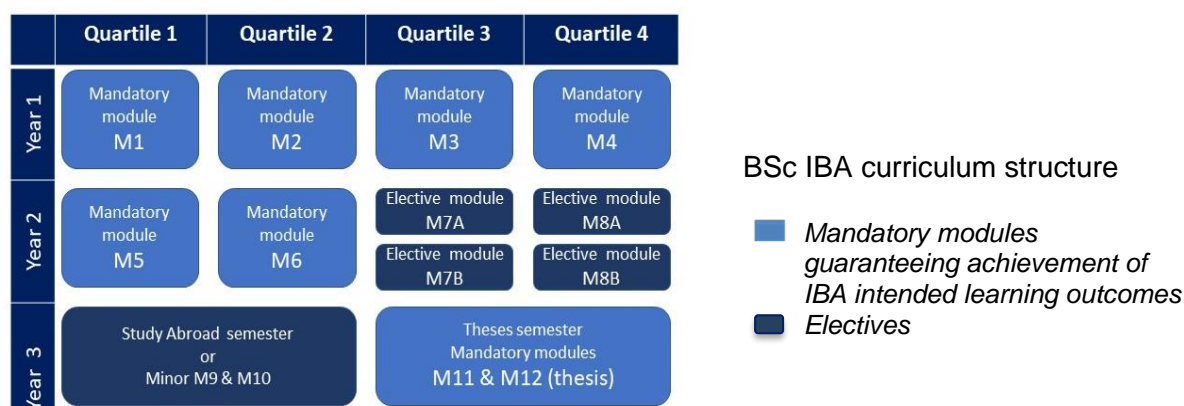
# 1. Structure and content of the programme

## 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 each<sup>1</sup>. A quartile consists of one unit of study, a 'module' of 15 EC (420 hours).<sup>2</sup>

The global overview of the IBA programme structure is given in Table 1.

The programme consists of 12 modules of which 10 modules form the major of the BSc IBA programme. This major of the BSc IBA covers 8 mandatory modules and 2 elective modules (semester 4) for deepening knowledge and specialization. The final 2 mandatory modules (together the graduation semester) 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).

The Bachelor's thesis is a research-oriented assignment, with justified choices towards theoretical,

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

<sup>2</sup> 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).

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 1<sup>st</sup> 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 adviser).

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 3<sup>rd</sup> quartile of the third year within the 'CHANGEL' module (module 11). Students present and defend their thesis results at the IBA Student Thesis Conferences organised once a year. Exceptions in planning of the thesis in case of personal circumstances need to be approved as part of overall study planning supported by the study adviser at least 10 weeks before the start of module 11 in 3<sup>rd</sup> quartile of the third 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 quality of the thesis.

**Table 1: Curriculum 2019-2020, BSc. International Business Administration (IBA)**

Module	Quar-tile	Module Code	Module name	EC	Mandatory Prior knowledge
<b>B1: First year</b>					
M1	1	201300006	<b>TOP:</b> Technology, Organizations and People	15	
M2	2	201700010	<b>BOM:</b> Business Operations Management	15	
M3	3	201700011	<b>FAIS:</b> Finance, Accounting & Information Systems	15	
M4	4	201700012	<b>HOLI:</b> HRM, Organizational Behavior, Law & Information Management	15	
<b>B2: Second year</b>					
M5	1	201700013	<b>SME:</b> Strategy, Marketing and Economics	15	
M6	2	201600172	<b>INN &amp; ENT:</b> Innovation & Entrepreneurship	15	
M7	3	201900126 or 201800132	<i>IBA Elective 2 (choose one)**</i>	15	
			<b>SUM:</b> Supply Management or <b>DMNB:</b> Digital Marketing for Networked Businesses		
M8	4	201500016 or 201900256*	<i>IBA Elective 1 (choose one)**</i>	15	
			<b>FENSI:</b> Financing Entrepreneurial Start-ups and Innovative Firms or <b>BIT&amp;PM:</b> Business Innovation through IT Project Management		
M7 & M8	1 or 2	201500326 201700001* or 201700014	<i>Alternative Electives**</i> (only with permission in advance of programme director via study adviser) Innovation and Entrepreneurship Internship, Facilitating Technological Change (M5 of Communication Studies) or <b>HTTM:</b> 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	
<b>B3: Third year</b>					
M9 +M10	1+2		Study abroad <u>or</u> UT minor****	30	90 EC (including B1)
M11	3	201800104	<b>CHANGEL:</b> 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
<b>Total</b>				<b>180</b>	

\* Rules for validity of grades determined by regulations of programme with organisational 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 2019-2020 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 adviser.

- 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 activities<sup>3</sup>. 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 components<sup>3</sup>

				Exam format
<b>Technology, Organizations and People (201300006)</b>			<b>15 EC</b>	
	Organization Studies	40%	6 EC	Test & Assignment
	Research Methods	20%	3 EC	
	Project TOP	40%	6 EC	
				Exam format
<b>Business Operations Management (201700010)</b>			<b>15 EC</b>	
	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	
<b>Finance, Accounting, and Information systems (201700011)</b>			<b>15 EC</b>	
	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	
<b>Human resources, organizational behavior, law &amp; information management (201700012)</b>			<b>15 EC</b>	
	Human Resource Management & Organizational Behavior	30 %	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 2019-2020 B1 modules and their module components

<sup>3</sup> 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
<b>Strategy, Marketing &amp; Economics (201700013 - SME)</b>			<b>15 EC</b>	
	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	
<b>Innovation &amp; Entrepreneurship (201600172 – INN &amp; ENT)</b>			<b>15 EC</b>	
	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 2019-2020 B2 mandatory modules and their module components

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

			Exam format
201700162	<b>Career Development and Skills portfolio</b>	0 EC	Portfolio
201700161	<b>International Experience</b>	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 2<sup>nd</sup> semester of the 2<sup>nd</sup> year) and their module components are:

<b>IBA Electives (M7 &amp; M8)</b>				Exam format
<b>Digital Marketing for Networked Businesses (201800132 - DMNB)</b>			<b>15 EC</b>	
	Digital Marketing in Theory	30%	5 EC	Test & Assignments
	Networked Business Foundations	30%	5 EC	
	Digital Marketing in Practice	40%	5 EC	
<b>Supply Management (201900126 - SUM)</b>			<b>15 EC</b>	
	Tactical buying	30%	4 EC	Test & Assignments
	Strategic sourcing	30%	4 EC	
	Research project	40%	5 EC	
	Assignments & experiments	Pass/ fail	2 EC	
<b>Financing Entrepreneurial Start-ups and Innovative firms (201500016 - FENSI)</b>			<b>15 EC</b>	
	Corporate finance	30%	4.5 EC	Test & Assignment
	Investment analysis	20%	3 EC	
	International finance	20%	3 EC	
	Project	30%	4.5 EC	
<b>Business Innovation through IT Project Management (201900256 – BIT&amp;PM) responsible programme :Business &amp; IT<sup>4</sup></b>			<b>15 EC</b>	
	Project design & initiation	26.7%	4 EC	Test
	Project performance	26.7%	4 EC	Test
	Project Context	20%	3 EC	Paper and presentation
	Project	26.7%	4 EC	Assignment & Presentation

**Table 1b2-electives:** IBA BSc 2019-2020 B2 elective modules and their module components

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

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 adviser. The alternative programme related electives offered are:

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

		Exam format
<b>Innovation and Entrepreneurship Internship (201500326 )</b>	<b>15 EC</b>	Assignment with individual report

In quartile 1 possible alternative programme related elective:

		Exam format
<b>201700001 Facilitating Technological Change</b> (Responsible bachelor programme: Communication Science)	<b>15 EC</b>	
P*: Stakeholders and Technological Innovations	33%	5 EC
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
<b>High Tech Talent Man. in a Global Context (201700014 – HTTM)</b>	<b>15 EC</b>	
Talent Management in a Global Context	30%	4.5 EC
Digitalization of Talent Management	30%	4.5 EC
Design of IT-enabled Talent Management Tool (Project)	40 %	6 EC

### IBA B3 modules and their module components

The 3<sup>rd</sup> year starts with a semester for minor and Study Abroad. This means that study units being participated in will be organised often by UT programmes or other organisations.

For modules, offered/ organised by another organisation and/or UT programme, the Rules and Guidelines of the offering organisation / programme will apply.

		Exam format
<b>Change Management &amp; Leadership, Corporate Governance, Business Ethics, and Strategic &amp; Responsible Foresight (201800104 – CHANGEL)</b>	<b>15 EC</b>	
Corporate Governance	12.5%	1.5 EC
Change Management & Leadership	12.5%	1.5 EC
Business Ethics	10.0%	1 EC
Strategic & Responsible Foresight	15.0%	2 EC
Business Innovation Project	40.0%	5 EC
Business-case reflection papers	10%	1 EC
Research Proposal Bachelor Thesis	Pass/fail	3 EC

**Table 1b3:** IBA BSc 2019-2020 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, M3<sup>5</sup> 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* that 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 6a (or 7b).

#### 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 organise 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

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



- *Curious*: we are open to varied experiences and embrace ambiguity
- *Inclusive*: we collaborate, we look after each other and demonstrate neighbour ship
- *Proud*: we are proud of what we do, and act with integrity and responsibility

#### 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-organise' 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-organise 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 analyse 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 analyse, 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. **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 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 organisational 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 organise

### **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 mandatory 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<sup>6</sup> 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 indivisible<sup>7</sup>.
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 OSIRIS<sup>8</sup>). The module components in 2019-2020 are described in Tables 1b of paragraph 1a (Composition of the Programme)
3. For practical exercises (including projects) within modules by default only one opportunity to pass them will be organised (no re-sits).  
The assessment scheme of a module can be used to arrange an exemption to this rule and in that case needs to specify all criteria and details of the re-sit or repair option.
4. 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.
5. In exception to 3c.4: If a student did not successfully complete the (entire) module but completed at least 2/3 of its module components by module component grades  $\geq 5.5$  than these module component grades being  $\geq 5.5$  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  $\geq 5.5$  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

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<sup>6</sup> See 6c for a special arrangement

<sup>7</sup> A module is equivalent to a module part as defined in the common guideline for EER

<sup>8</sup> Test result' is understood to mean, "a test result that is registered in the Student Information System (SIS)". The module-components/test results in 2019-2020 are described in paragraph 1a (Tables 1b)

the start of the module.

6. 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.
7. 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.
8. 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 adviser before the start of the next academic year. This study plan should include a time schedule of their planned study activities per quarter (modules and module components).
9. For the elective 201800444 *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 case a special opportunity is 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 organised 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 adviser 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-adviser.**

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 5 and paragraph 4c below, respectively.

Unit of study	Prerequisites
<b>Recommended prior knowledge</b>	
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> 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.

Unit of study	Prerequisites
<b>Obligatory prior (knowledge) prerequisites</b>	
Study Abroad\ minor	90 EC including first year modules (M1 –M4) <i>Remark:</i> In case Study Abroad is arranged with a <b>non-partner</b> university or a <b>non-related</b> programme (see 4c) : 120 EC and an average of module grades of 7.5
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> The Bachelor thesis project need to be started within 6 months after obtaining approval of the research proposal.

## 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-adviser.

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 Organisation “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 2019-2020 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 3<sup>rd</sup> 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 easily to be found by the "Tool of options" as published on the [UT minor website](#). 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 adviser 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 choice of one of the two following minors, which include international experience :
  - 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 study tour minor "201700007 IBA/IEM Study Tour Minor" which is organised by students and offered to a maximum number of (about 30) participants which are selected based on motivation.
- The third option is to do 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).
- Fourth, the **bachelor thesis project at an international company abroad**. Students who want to use this option need to realize that the organisation of such a bachelor thesis project needs to be based on their own initiative and that they have to start early with arrangements.
- The programme director in exceptional cases can also **individually** approve **another form** of International Experience (for example a Summer School abroad). A request for this option need to be send in via the Skills portfolio system.

#### 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 committee](#).

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

- Right of consent on (WHW art. 9.18; September 1<sup>st</sup> 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 it's Educational Units,
- Giving advice (to programme director) on (WHW art. 9.18; September 1<sup>st</sup> 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](mailto:examinationboardbms@utwente.nl).



## 5. **(Binding) recommendation on the continuation of studies (BSA)** **(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 adviser 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 ( $\geq 45$  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  $\geq 5.5$ .  
The sum of the EC sizes corresponding with module components (of non-obtained modules) with registered grades  $\geq 5.5$  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. **Additional subjects**

### 6a. **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 average<sup>1</sup> 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.

### 6b. **Regulations regarding order, calamities and academic offences (fraud)**

The Education and Examination Regulation (EER) includes handling of cases of alleged fraud, which is also covered in the Rules and Guidelines of the Examination Board. At the programme level, students are instructed about fraud and plagiarism in several ways. For written exams, BSc IBA works with invigilators, external observers and examiners. For written assignment work, BSc IBA lecturers and examiners can use a digital fraud scanner. Though formally re-using one's own work is not considered fraud, submitting work from earlier years is not allowed in the BSc IBA programme. For general rules about calamities and

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<sup>1</sup> This is an unweighted average of module grades including the grade of the thesis.

academic offences, like fraud, we refer to the guideline for education and examination regulations (EER) 2019-2020.

### **6c. Thesis publicly available**

As article 3a of this specific appendix stipulates, the BSc IBA thesis is a public document that will be published in the repository of the library of the University. Students or supervisors may deem it necessary to have the thesis publicly published later than the public defence. Students can, in cooperation with (and signed by) their first supervisor, submit a motivated request to temporarily hide the repository version of the thesis (maximum two years after colloquium) to the Programme Management.

## **7. Transitional arrangements**

### **7a. 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.  
For example: The previous module “201500310 Business Innovation through IT Project Management” can be interchanged (without restrictions) with the new “201800444 Business Innovation through IT Project Management”.
- 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.

### **7b. 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<sup>10</sup> 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'

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<sup>10</sup> This is an unweighted average of module grades including the grade of the thesis.