

IBA Programme-specific appendix to the EER 2017-2018

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 each¹. A quartile consists of one unit of study, a 'module' of 15 EC (420 hours).²

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

The programme consists of 12 modules of which 10 modules are the core, major, of the IBA programme. This core includes, besides 6 mandatory modules, two elective modules (semester 4) for deepening knowledge and specialization. The final two modules of the programme complete the major and are preceded by a minor (semester 5) aiming at broadening knowledge, skills and attitude preferably by an international experience via study abroad. In the final modules mature 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 in which the student shows to master all programme 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 knowledge, skills and attitude 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 Blackboard site of each module.

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, empirical, or practice- and design contribution to existing knowledge within the International Business Administration field of inquiry. The thesis can be conducted either at the University of Twente or in collaboration with a(n international) company or a foreign university.

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

The Bachelor's thesis assignment has a coherent structure and time frame, which is published in the Manual and other related documents which are available on [Blackboard](#).

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

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

¹ Further information on the academic timetable and the exam timetable can be consulted on the Student portal.

² The four quartiles (Q1, Q2, Q3, Q4) are also called "blocks" in Osiris and on Blackboard. 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).

Table 1: Curriculum 2017-2018, BSc. International Business Administration (IBA)

Module	Quar-tile	Module Code	Module name	EC	Mandatory Prior knowledge
B1: First year					
M1	1	201300006	TOP: Technology, Organizations and People	15	
M2	2	201700010	BOM: Business Operations Management	15	
M3	3	201700011	FAIS: Finance, Accounting & Information Systems	15	
M4	4	201700012	HOLI: HRM, Organizational Behavior, Law & Information Management	15	
B2: Second year					
M5	1	201700013	SME: Strategy, Marketing and Economics	15	
M6	2	201600172	INN & ENT: Innovation & Entrepreneurship	15	
M7	3	201400109 or 201400068	<i>IBA Elective 2 (choose one)**</i> SUM: Supply Management or DMNB: Digital Marketing for Networked Businesses	15	
M8	4	201500016 or 201500310*	<i>IBA Elective 1 (choose one)**</i> FENSI: Financing Entrepreneurial Start-ups and Innovative Firms or Bit&PM: Business Innovation through IT Project Management	15	
M7 & M8	1 or 2	201500326 201700001* or 201700014	<i>Alternative Electives**</i> <i>(only with permission in advance of programme director via study advisor)</i> Innovation and Entrepreneurship Internship, Facilitating Technological Change (M5 of Communication Studies) or HTTM: High Tech Talent Management in a Global Context	15	75 EC for 201500326
	B2+B3	201700161	International Experience	0	
	B2+B3	201700162	Career Development & Skills portfolio	0	
B3: Third year					
M9 +M10	1+2		Study abroad <u>or</u> UT minor****	30	90 EC (including B1)
M11	3	201700015 201700184	CHANGEL: Change Management & Leadership, Corporate Governance, Business Ethics, Strategic & Responsible Foresight Research Proposal Bachelor Thesis	12 3	M1 – M6 + 1 IBA elective module
M12	4	201200015	Bachelor's Thesis***	15	201700184 + M11
Total				180	

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

** For students who do not study nominally, IBA offers alternatives for IBA Electives in Q3 and Q4 (*approved study planning needed*). In academic year 2017/2018 these alternatives are:

Q1: 201700001 Facilitating Technological Change (M5 Communication Studies)

Q2: 201700014 High Tech Talent Management in a Global Context

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

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

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

- Is offered in Q1 as a deepening minor

Conditions for this alternative elective:

For students going on Study Abroad for their minor with at least 15 EC in IBA related topics, this 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). The bachelor thesis always needs to be **preceded** by CHANGEL(M11) in Q3. In parallel with CHANGEL the research proposal for the thesis (201700184) 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 unit of study or part of a unit of study, whereby the emphasis is placed on the student's activities³. In the Twente Educational Model (TEM) on which the IBA curriculum is based practical exercises and relations with the work field play an important role, especially in the form of a project (or sometimes several small projects) which is at the heart of each module. The structure of the practical exercise(s) is described in general terms in OSIRIS, and in more detail on Blackboard.

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) . An exemption for this obligation holds for international students admitted to the IBA programme with the requirement of visa. For them studying in the Netherlands is an international experience already.

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 skills chosen to be trained are the ones marked as the most useful in results of investigations of various organizations (including EQUAL, 21st Century Skills).

IBA B1 modules and their module components⁴

				Exam format
Technology, Organizations and People (201300006)			15 EC	
	Organization Studies	40%	6 EC	Test Assignment
	Methods & Techniques	20%	3 EC	
	Project TOP	40%	6 EC	
				Exam format
Business Operations Management (201700010)			15 EC	
	Operations Management (OM)	20 %	3 EC	Test & Assignment
	Quantitative Modelling (QuaMo)	25 %	4.5 EC	
	Purchasing and Supply Management (PSM)	15 %	2.5 EC	
	Probability	10%	2 EC	
	Project BOM	30%	3 EC	
Finance, Accounting, and Information systems (201700011)			15 EC	
	Finance	20%	3 EC	Test & Assignment
	Accounting	20%	3 EC	
	Information systems	20%	3 EC	
	Statistics 1	20%	3 EC	
	Project	20%	3 EC	
Human resources, organizational behavior, law & information management (201700012)			15 EC	
	Human Resource Management	15 %	2.25 EC	Test Assignment
	Organizational Behavior	15 %	2.25 EC	
	Business Law	15 %	2.25 EC	
	Information Management	15 %	2.25 EC	
	Research Methodology	10 %	1.5 EC	
	Project	30 %	4.5 EC	

Table 1b1: IBA BSc 2017-2018 B1 modules and their module components

Categories of module components: **Theory**, **Research methodology**, **Project**

These categories are of importance for the compensation regulations (see paragraph 5c)

³ For a detailed description of the term "practical exercise" see chapter 1, paragraph 1.2 of the common elements of these Education and Examination Regulations.

⁴ A module component is a part of a module for which a grade is registered in OSIRIS (called a "test-result" in OSIRIS)

IBA B2 mandatory modules and their components

				Exam format
Strategy, Marketing & Economics (201700013 - SME)			15 EC	
	Strategy	20%	3 EC	Test Assignment
	Marketing	20%	3 EC	
	Economics	20%	3 EC	
	Statistics 2	20%	3 EC	
	SME project & Business skills	20%	3 EC	
Innovation & Entrepreneurship (201600172 – INN & ENT)			15 EC	
	Innovation management	25%	4 EC	Test Assignment
	Entrepreneurship	25%	4 EC	
	Methods	10%	1.5 EC	
	Project Innovation & Entrepreneurship	30%	4 EC	
	Business Development Law	10%	1.5 EC	

Table 1b2: IBA BSc 2017-2018 B2 mandatory modules and their module components

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

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

IBA B2 elective modules and their module components

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

IBA Electives (M7 & M8)				Exam format
Digital Marketing for Networked Businesses (201400068 - DMNB)			15 EC	
	Digital Marketing in Theory	50%	8 EC	Test Assignment
	Digital Marketing in Practice	50%	7 EC	
Supply Management (201400109 - SUM)			15 EC	
	Tactical buying	30%	4 EC	Test Assignment
	Strategic sourcing	30%	4 EC	
	Research project	40%	5 EC	
	Assignments & experiments	0%	2 EC	
Financing Entrepreneurial Start-ups and Innovative firms (201500016 - FENSI)			15 EC	
	Corporate finance	30%	4.5 EC	Test Assignment
	Investment analysis	20%	3 EC	
	International finance	20%	3 EC	
	Project	30%	4.5 EC	
Business Innovation through IT Project Management (201500310 – BIT&PM) <i>responsible programme :Business & IT⁵</i>			15 EC	
	E-Business & Project management methods	30%	4.5 EC	Test Assignment
	IT project design	30%	4.5 EC	
	IT project management methods	40%	6 EC	

⁵ Module is indivisible : module component grades only valid in the academic year obtained!

Table 1b2-electives: IBA BSc 2017-2018 B2 elective modules and their module components

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

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

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

In quartile 1 possible alternative programme related elective:

			Exam format
201700001 Facilitating Technological Change (Responsible bachelor programme: Communication Science)		15 EC	
P*: Stakeholders and Technological Innovations	33%	5 EC	Test Assignment
T*: Science Communication & Public Relations	33%	5 EC	
R*: Qualitative Methodology 2	14%	2 EC	
S*6: Popularizing Science	20%	3 EC	

In quartile 2 possible alternative programme related elective:

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

IBA B3 modules and their module components

For modules for which another organization or University\programme is responsible the rules and regulation of the other organization programme are applied.

			Exam format	
Change Management & Leadership, Corporate Governance, Business Ethics, and Strategic & Responsible Foresight (201700015 – CHANGEL)		12 EC		
Corporate governance	10%	1.5 EC	Test Assignment	
Change Management & Leadership	10%	1.5 EC		
Business ethics	7%	1 EC		
Strategic & Responsible Foresight	13%	2 EC		
Business-case reflection papers	10%	1 EC		
Business innovation scenario (project)	50 %	5 EC		
201700184	Research proposal Bachelor Thesis	100%	3 EC	Assignment

Table 1b3: IBA BSc 2017-2018 B3 module CHANGEL and its module components

⁶ P stands for project, T stands for Theory, R stands for Research methodology, S stands for Skills

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 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 four of the first six compulsory modules of the Bachelor's examination (M3⁷ up to and including M6), for the "IBA Star programme", the intra-curricular excellence programme. Successful participation in the STAR programme leads to an Excellence notification for the relevant module on the IBA diploma supplement.

Participation in the IBA Star programme for a certain module implies that the selected students will do a special, more challenging, version of the project of the module in question. The difference with the regular version of the project is in the level of understanding of the module's theoretical parts that is needed to finish the project successfully. The specific requirements for the 'star' version of the project vary from one module to another. In one module, for example, the theory offered must be applied to a more complex situation than the one presented for the regular project, in another module the 'star' students must develop insights at a higher level (meta-level) than is requested for the regular project.

Participation in the 'star' version of a module will be based on selection. Details of the selection procedure will be announced before the start of the modules. For each module a separate selection procedure will be followed which will be directed at selecting 10% of the students. More details can be found at [the IBA Star programme website](#).

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

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 graduate of the BSc International Business Administration programme at the BMS faculty of the University of Twente is an entrepreneurial academically trained globally oriented junior level management

⁷ For the module BOM from 2017-2018 onwards no longer a STAR version will be available.

professional, competent in conducting research, designing and organizing business solutions under supervision and ready to start an international business career. He/she is also optimally prepared to further specialize in an advanced (MSc) level business studies programme.

The programme presents the basis of International Business Administration interdisciplinary through the inclusion of its main disciplines, with a focus on UT's 'high tech human touch' (HTHT) Business Administration fields: Human Resource Management, Financial Management, Change Management, Innovation and Technology Management, Innovative Entrepreneurship, Marketing and Strategy, Business Information Management, Purchasing and Supply Management, all in an international/global context. Next to the knowledge domains, four themes are integrated into the programme:

- *research methods,*
- *business skills: academic, professional & reflective skills,*
- *internationalization and*
- *corporate interaction.*

2b. Intended learning outcomes of the programme

The intended learning outcomes (ILO) of the programme are described below as a two-layered set.

Table 2: Intended learning outcomes (ILO) of the BSc programme in International Business Administration

<p>1. Upon completion of the IBA programme, a graduate is competent in systematically answering descriptive and explanatory questions in the context of international business and:</p> <p>1.1 is able to formulate relevant international oriented business questions and problem statements</p> <p>1.2 is able to use and apply standard business concepts, models and theories</p> <p>1.3 is able to collect data, to test expectations critically and to evaluate findings</p>
<p>2. Upon completion of the IBA programme, a graduate is capable in selecting and designing solutions to international business problems and challenges and:</p> <p>2.1 is able to analyse a business problem and to formulate solution-oriented goals</p> <p>2.2 is able to propose and select newly designed solutions to business problems/ interventions</p> <p>2.3 is able to describe and analyse alternative designs and plan the implementation process</p>
<p>3. Upon completion of the IBA programme, a graduate is equipped with managerial and organizational skills in HTHT business contexts and international experience. A graduate:</p> <p>3.1 is able to organize and manage in a business context, using communication skills, project management skills, and an entrepreneurial attitude</p> <p>3.2 is able to reflect on organizational performance and ethical aspects of doing business, taking into consideration the (inter-) cultural environment</p>

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.

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 Blackboard 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 indivisible⁸.
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 OSIRIS⁹). The module components in 2017-2018 are described in Tables 1b of paragraph 1a (Composition of the Programme)
3. All test results of a module which is not completed successfully with registration of 15 EC are only valid in the academic year they were obtained.
4. In exception to 3c.3: If a student did not successfully complete the (entire) module but completed at least 2/3 of its module components by module component grades ≥ 5.5 these module component grades 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 by obtaining grades ≥ 5.5 for the module components for which a grade between 1.0 and 5.5 was obtained in the next academic year. For these module component(s) the (tests and) format in which these module component(s) are offered in the next academic year need to be used.

The student has to enroll for the module according to standard procedures. Next to that the student has to inform the module coordinator about the module component(s) he/she will re-do, ultimately one week prior to the start of the module (according to module specific procedures).

⁸ A module is equivalent to a module part as defined in the common guideline for EER

⁹ Test result' is understood to mean, "a test result that is registered in the Student Information System (SIS)". The module-components/test results in 2017-2018 are described in paragraaf 1a (Tables 1b)

5. If a student did not successfully completed 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 pass it.
6. If a module is changed in set-up and/or content to such an extent that the weight of the module components in the next years is changed, there will be a transitional arrangement for that module. This could also mean that a student has to follow one or even more new module components. In 2017-2018 transition rules for 201500307 Business Operations Management, 201600099 Strategy, Marketing and Economics and 201500017 CHANGEL are defined -see art 6a.
7. Students who have to re-do module components to complete a module that they started with in a previous academic year have to submit a study plan to the study advisor before the start of the next academic year. This study plan should include a time schedule of their planned study activities per quarter (modules and module components).
8. For the elective *201500310 Business Innovation through IT Project Management* (a Business & IT module) the alternative elective *201700001 Facilitating Technological Change* (M5 of Communication Studies) and UT minor modules the regulations for validity of grades of the specific module (of the organizational 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 testplan 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.

In three specific cases special opportunities are offered to complete a module based on a special conditional re-sit outside the module and within the same academic year. In the first two cases this opportunity supports the use of Study abroad opportunities in semester 1 and so the international experience of students. The third special opportunity supports the progress of finalizing the programme without delay. Special re-sits with restricted participation are called repair options (repairs) :

- For the module part *Statistics 2* of the module 201700013 Strategy, Marketing and Economics an extra repair is organized in Q4 and students satisfying the following criteria will be allowed to participate in this opportunity
 - Statistics 2 is the only part of 201700013 Strategy, Marketing and Economics they failed;
 - They participated in the Statistics 2 test as well as the re-sit within the module which resulted in a final test grade of at least 4 and all assignments were delivered.
 - They have passed FAIS (which includes Statistics 1).
- For the written individual tests of module 6 *Innovation & Entrepreneurship* extra re-sits will be organized in quartile 3 for students who:
 - are able to complete the module by passing one of these re-sits only.
 - Participated in the corresponding test and re-sit within the module in the same academic year seriously (minimum grade 4)
- For the individual tests for the knowledge areas of the module CHANGEL "short term repairs" in Q4 will be organized for students who:
 - Failed CHANGEL because of failing only one of the four knowledge domain tests.
 - Participated in the test and re-sit for this knowledge domain within the module in the same academic year.

Students who based on personal circumstances need special individual arrangements are referred to their

study advisor and the rules and regulations of the Examination Board.

3e. Required sequence of exams / Prerequisites

The formal sequence of the modules and their exams is the order as recorded in Table 1. Departures 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 depart 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 occasion!

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

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

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

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

Unit of study	Prerequisites
Obligatory prior (knowledge) prerequisites	
Study Abroad\ minor	90 EC including first year modules (M1 –M4) <i>Remark:</i> <i>In case Study Abroad is arranged with a non-partner university or a non-related programme (see 4c) : 120 EC and an average of module grades of 7.5</i>
Bachelor's thesis (module12)	all mandatory IBA modules (Modules 1, 2, 3, 4, 5, 6 and 11) passed successfully + at least one programme related elective + approved research proposal (201700184 or as part of module 11 CHANGEL 201500017) <i>Remark:</i> <i>The Bachelor thesis project need to be started within 6 months after obtaining approval of the research proposal .</i>

4. General information

4a. Admission to the programme

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

Dutch students:

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

Foreign students:

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

4b. Language of teaching and exams

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

4c. Elective options and their related requirements

Elective options

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

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

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

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

- Study Abroad, Minor and Deepening modules
In the third year, first semester, students can choose between a 30 EC **study abroad** or a 30 EC **minor**.

Study Abroad

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

Minor:

Students who opt to stay in Twente to fill their elective space, can choose from a number of High-Tech Human-Touch minor modules, the Crossing Borders minor, and a number of “join-in minors” and “in-depth minors”. For the most recent information on the modules offered consult the UT minor website: www.utwente.nl/minor

Deepening modules (In-depth minor)

The IBA deepening modules available for IBA students in 2017-2018 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)

- **Bachelor's thesis**

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

Requirements related to electives and student's individual choices

Minors

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

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

Study Abroad

To be able and allowed to study abroad, students need to fulfill 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 Blackboard.

Bachelor's thesis (circles):

- 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 (either within module 11 CHANGEL 201500017 or in 201700184 bachelor thesis research proposal).

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

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

For their international experience students have different options:

- The **Study Abroad** option is the preferred option. Students are highly recommended to gain international study experiences by a 30 EC Study Abroad in the first semester of the third year.
- The second option is: The **minor Crossing Borders**. The minor Crossing Borders offers students international experience by going abroad for a field study, a study tour, or by working from the Netherlands with international partners. Students can choose for one or two modules (15 EC or 30 EC) of the minor. The minor focuses on 'International Grand Challenges' related to Technology, Sustainability and Development. Students gain awareness of the importance of differences between their own country and other countries in terms of technology, socio-economic structures and culture. More information on the minor Crossing Borders is available on the minor's [website](#).
- The third option is to do the **bachelor thesis project at an international company**. Students who want to use this option need to realize that the organization of such a bachelor thesis project needs to be based on their own initiative and that they have to start early with arrangements.
- Fourth, the **Innovation & Entrepreneurship Internship elective may be done abroad** (and with special permission from the programme director can be done as an extra module during the Summer).
- The programme director in exceptional cases can also **individually** approve **another form of International Experience** (for example a Summer School).

4e. Programme Committee (OLC)

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

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

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

4f. Examination Board Management Sciences

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

The Board's main tasks are described in paragraph 5.1 of the common elements of this EER. More

information, including the most up-to-date composition of the Board can be found at the [webpage of the Examination Boards BMS](#).

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

5. Additional subjects

5a. Graduation with distinction

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

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

OR

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

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

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

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

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

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

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

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

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

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

5c. Regulations for compensational pass of first year IBA modules

The compensation regulations defines the constraint to be fulfilled by students for obtaining a compensational pass for a maximum of two first year IBA modules at the end of the first academic year of study in case these specific constraints are met.

The aim is to give capable students with an overall study progress close to nominal study progress in the first year the opportunity to continue without study delay to the second year. The constraints define which students are regarded as capable and what the overall study progress needs to be in order to get compensational passes for a first year module.

The constraints refer to module components and their category. Each module is a combination of module components belonging to one of the three module component categories:

1. the theory component in which IBA models, concepts and theory of the specific knowledge domains are taught
2. the project (including Business skills)
3. the Research Methodology for IBA component (including Statistics)

Compensation can be achieved, at the end of the academic year of study, within the three module component categories in case the following constraints are met:

- For the whole year (4 modules together) the student has passed all module components with exception of a maximum of two module components in different categories. For the module components not passed the result is between 4.5 and 5.5 and all other module components of the IBA first year are graded with at least 5.5 and no module components or test components are graded "Fail".
- The student has participated in the test(s) as well as the re-sit(s) of the module component(s) to be compensated.
- For the module(s) not passed the student has a (weighted¹⁰) final grade of at least 5.5.
- For all module component categories the student has at the end of the year at least a weighted¹¹ grade of 5.5.

Students for whom these constraints are met obtain a compensational Pass for the module(s) not passed and have finished the first year of the IBA programme, 60 EC and can go on without study delay to the 2nd year of IBA BSc.

Remark: on the diploma supplement, in the grade list, module grades as well as grades of module components are given. In case of a compensational pass the grades of the module components between 4.5 and 5.5 will be shown on the grade list.

6. Transitional arrangements

6a. General transition arrangements - for BSc International Business Administration cohorts 2016 and before.

- Students of cohorts 2014 and before are exempted for the study units :
201700161 International Experience
201700162 Career Development & Skills portfolio
- For students who successfully passed the module 201500017 CHANGEL this module replaces 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.

¹⁰ The weighted final grade is defined in the test plan of the module

¹¹ The weight is 1-1 based on the weights of the module components (tests) as specified in the modules test plans for these module components (tests) in the specific category

- 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.
- **Transition rule for BOM 201500307** because module components changed.

For **BOM** the change in size of module components is specified by:

Business Operations Management (201500307)		Business Operations Management (201700010)	
Business Operations Management	10 EC	Operations Management (OM)	3 EC
Probability	2 EC	Quantitative Modelling (QuaMo)	4.5 EC
Project BOM	3 EC	Purchasing and Supply Management (PSM)	2.5 EC
		Probability	2 EC
		Project BOM	3 EC

Transition rules for completing **201500307 Business Operations Management** in 2017-2018 based on module component grades obtained in 2016-2017:

1. In case

the module component Business Operations Management (10 EC) is graded in 2016-2017 ≥ 5.5

AND

for both module components Probability (2 EC) and Project BOM (3 EC) the grade in 2016-2017 was either ≥ 5.5 OR between 5.5 and 1.0

the module **201500307 Business Operations Management (BOM)** can be completed in 2017-2018 by achieving grades ≥ 5.5 for the module components in **201700010 Business Operations Management (BOM)** similar to the maximal two components with grades ≤ 5.5 in 2016-2017.

2. In case

the module components Probability (2 EC), Project BOM (3 EC), in 2016-2017 are graded ≥ 5.5

AND

For at most one of the 4 test components (OM, PSM, SCM, MOO) of the 10 EC module component Business Operations Management the final result was ≤ 5.5 and ≥ 1.0 + the other three test components (OM, PSM, SCM, MOO) of the 10 EC module component Business Operations Management are graded in 2016-2017 ≥ 5.5

the module **201500307 Business Operations Management (BOM)** can be completed in 2017-2018 by achieving a grades ≥ 5.5 for the new module component related to the one test component which grade was in 2016-2017 ≤ 5.5 .

The related module components are specified as:

Test component of 10 EC module component Business Operations Management of 201500307	Related Module component of 201700010 Business Operations Management
OM	Operations Management (OM)
SCM an MOO	Quantitative Modelling (QuaMo)
PSM	Purchasing and Supply Management (PSM)

- **Transition rule for SME** the first quartile module for which module components changed.

For **SME** the change in size of module components is shown in the table hereafter:

<u>SME 2016-2017 (201600099)</u>	<u>SME 2017-2018 (201700013)</u>
<u>Individual:</u>	<u>Individual:</u>
Strategy: 1.5 EC	Strategy: 3 EC
Marketing: 1.5 EC	Marketing: 3 EC
Economics: 1.5 EC	Economics: 3 EC
Statistics II: 3 EC	Statistics II: 3 EC
<u>Group:</u>	<u>Group:</u>
Project (including S,M,E components) & business skills: 7.5 EC	Project & business skills: 3 EC

Transition rule for completing 201600099 Strategy, Marketing and Economics (SME) in 2017-2018:

In case

at most two of the module components Statistics II (3 EC), Strategy (1.5 EC), Marketing (1.5 EC) and Economics (1.5 EC) of 201600099 Strategy, Marketing and Economics (SME) in 2016-2017 are graded ≤ 5.5 and ≥ 1.0

AND

all other module components are graded ≥ 5.5

the module 201600099 Strategy, Marketing and Economics can be completed in 2017-2018 by achieving grades ≥ 5.5 for the new versions of all module components related (same name) to the maximal two components with grades ≤ 5.5 in 2016-2017.

- **Transition rule for CHANGEL 201700015 + 201700184 Research Proposal Bachelor Thesis**

For students who successfully passed CHANGEL 201500017 before 1 September 2017 this module replaces both *CHANGEL 201700015* & *201700184 Research Proposal Bachelor Thesis*.

- **Transition rule for CHANGEL 201500017**

The module 201700015 CHANGEL is 12 EC because of removing the 3 EC module component "Bachelor thesis research proposal " from this module into a new study unit 201700184 Research Proposal Bachelor Thesis.

Transition rules for completing **CHANGEL 201500017** in 2017-2018 based on module component grades obtained in 2016-2017:

1. In case

In 2016-2017 all module component of **CHANGEL 201500017** except

"Bachelor thesis research proposal " were graded ≥ 5.5

the module **CHANGEL 201500017** can be completed in 2017-2018 by achieving a pass for the new study unit *201700184 Research Proposal Bachelor Thesis (3 EC; pass/fail)*. The result of 201700184 Research Proposal Bachelor Thesis will be administrated for CHANGEL 201500017. **The student has to request this administrative change from BOZ.**

2. In case¹²

In 2016-2017 at least 2/3 (measured based on the EC sizes) of the numerically graded module components of **CHANGEL 201500017** were graded ≥ 5.5

the module **CHANGEL 201500017** can be completed in 2017-2018 by achieving grades ≥ 5.5 for those numerically graded module components of **CHANGEL 201500017** that were graded ≤ 5.5 and ≥ 1.0 in 2016-2017.

6b. Graduating with distinction for students of cohorts 2013

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 started with IBA in 2013-2014 is considered to have exceptional capability if the conditions specified in 5a are met or the 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 average¹ grade of at least 7.5 over all graded modules (excluding minor) and no modules with a grade of '6'

OR

has at least **two** (only for cohort 2013) Excellence stars and no modules with a grade of '6'

OR

each of the following conditions is met:

- a) for the 5 second and third year IBA modules, the combination of the 3 compulsory modules and the 2 second year programme related electives the average mark awarded is at least 8.0.
- b) the student passed all first year modules within one year of study
- c) at least three modules of the first year are graded with at least 8 each.
- d) in the determination of this average, the units that were not evaluated with a numerical mark or for which an exemption was granted are not considered.
- e) no more than one of these 5 second and third year IBA modules was evaluated with a mark of 6.
- f) the student was not granted exemptions for more than two of the 9 IBA modules, the combination of the 7 compulsory modules and the 2 second year programme related electives.

¹In the determination of this average, the units that were not evaluated with a numerical mark or for which an exemption was granted are not considered.

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.

6c. Graduating with distinction for students of cohorts 2014

¹² As a consequence of the criterion that 2/3 of the numerically graded module components need to be ≥ 5.5 the module component Business Innovation Scenario (project) need to be ≥ 5.5 in 2016-2017 to complete CHANGEL 201500017 in 2017-2018.

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 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 average¹ 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'

OR

For the 9 modules, the combination of the 7 compulsory modules and the 2 second year programme related electives, of the IBA Bachelor's examination each of the following conditions is met:

- a) the average mark awarded for these 9 modules of the Bachelor's examination is at least 8.0.
- b) in the determination of this average, the units that were not evaluated with a numerical mark or for which an exemption was granted are not considered.
- c) no more than one of these 9 modules was evaluated with a mark of 6.
- d) the student was not granted exemptions for more than two of the 9 modules.
- f) the student was not granted exemptions for more than two of the 9 IBA modules, the combination of the 7 compulsory modules and the 2 second year programme related electives.

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.

6d. 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 average¹ 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'