

Programme-specific appendix to the TER 2016-2017

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* on the next page.

Each module is composed of different parts which are logically clustered around a particular topic in such a way that different scientific disciplines and approaches are applied. 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 exam formats can be found in the module descriptions in Osiris and at the Blackboard site of each module.

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 play an important part, 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.

- The Bachelor's Thesis

In the Bachelor's thesis 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 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 advice 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 needs to be done in the 3rd quartile of the third year, as part of the 'CHANGEL' module (module 11). Students first choose a topic among the *Calls for proposals* at offer. Subsequently they write their research proposal, which needs to be approved as part of CHANGEL and before the start of their bachelor thesis research. In the quartile of their research (4th quartile or 1st quartile), students produce intermediate submissions reporting the paper-in-progress and as a final product an individual thesis following the structure guidelines in the manual. At the IBA Student Thesis Conference, which is the final stage of the assignment, students present and defend their thesis results. This means that, in both quartiles, all students defend their thesis on the same day, at the conference, which takes place in the last week (week 10/11) of quartile 4 or quartile 1.

Students are guided through the process by supervisors, members of the Bachelor Thesis committee assembled for each individual Bachelor's thesis project. In the Bachelor Thesis committee at least two members need to have been appointed as examiners to the IBA bachelor thesis module by the Examination Board Management Sciences. The two supervisors who are examiners assess the Bachelor's thesis using the assessment matrix which has been confirmed by the Examination Board. The list of examiners is part of the IBA bachelor thesis manual.

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).

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

Table 1: Curriculum 2016-2017, BSc. in International Business Administration (IBA)*

Module	Quartile	Module Code	Module name	EC
B1: First year				
M1	1	201300006	TOP: Technology, Organizations and People	15
M2	2	201500307	BOM: Business Operations Management	15
M3	3	201300103	FAIS: Finance, Accounting & Information Systems	15
M4	4	201300104	HOLI: HRM, Organizational Behavior, Law & Information Management	15
B2: Second year				
M5	1	201600099	SME: Strategy, Marketing and Economics	15
M6	2	201600172	INN & ENT: Innovation & Entrepreneurship	15
M7	3	201400109 <i>or</i> 201400068	<i>IBA Elective 1 (choose one)**</i> SUM: Supply Management <i>or</i> DMNB: Digital Marketing for Networked Businesses	15
M8	4	201500310 <i>or</i> 201500016	<i>IBA Elective 2 (choose one)**</i> Bit&PM: Business Innovation through IT Project Management <i>or</i> FENSI: Financing Entrepreneurial Start-ups and Innovative Firms	15
B3: Third year				
M9 + M10	1+2		Study abroad <i>or</i> UT minor****	30
M11	3	201500017	CHANGEL: Change Management & Leadership, Corporate Governance & Business Ethics, Strategic and Responsible Foresight + Preparation of BSc Thesis	15
M12	4***	201200015	Bachelor's Thesis	15
Total				180

* Information on prior knowledge prerequisites is given in paragraph 3c below.

** For students who do not study nominally, IBA offers alternatives for the IBA Electives, resp. in Q1 and Q2.
Students who want to use this opportunity need permission by the programme director which will be given after positive advice from the study-advisor before the start of the quartile.

In academic year 2016/2017 these alternatives are:

Q1: 201500326 Innovation and Entrepreneurship Internship

(after consultation with study-advisor, approval may be requested from the programme director to plan this module in another quartile or in summer)

Q2: 201600001 High Tech Talent Management in a Global Context

*** Bachelor's Thesis is also planned for quartile 1 (Q1). The bachelor thesis always needs to be preceded by CHANGEL which includes the writing of the research proposal.

**** IBA Students are allowed to do **maximal one** of the following two deepening modules of IBA as part of their minor:

- 201500326 Innovation and Entrepreneurship Internship
- 201600001 High Tech Talent Management in a Global Context

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. 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.

Students of the BSc IBA are strongly advised to use the Study Abroad option or the minor Crossing Borders in the fifth semester for their international experience. Further alternatives are: doing an international internship or a bachelor thesis abroad. The choice for which international experience has to be described in the Personal Development Plan which is part of the Business Skills line and which will be graded by pass or fail during the INN&ENT module, IBA M6 for all students from cohort 2015 or later.

Content of skills education

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).

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. Other programme-specific characteristics

Nature and structure of the programme

The Bachelor's in International Business Administration is a fulltime programme. It consists of the following components:

- A 'major' of 150 EC comprising:
 - 105 EC of required (compulsory) modules. Required modules are scheduled in B1 (M1-M4), the first semester of B2 (M5, M6), and in the third quartile of B3 (M11).
 - 30 EC of programme-specific elective modules, scheduled in the second semester of B2 (M7 and M8); both in the third and fourth quartile the student can choose one of the electives offered for that quartile.
 - The Bachelor's proof (M12, 15 EC): students prepare and carry out their Bachelor's thesis project and write their thesis in preparation for graduation.
- A 'minor' of 30 EC, to be filled in with Study Abroad or a combination of HTHT and/or other modules available for this part of the programme (M9 and M10). For more information see paragraphs 4c and 4d. below.

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.

Coherence and didactic concept

The International Business Administration programme is designed in line with the Twente Educational Model. Students take an active participation in learning and planning of their study. This approach stimulates the development of important professional roles such as of researcher, entrepreneur and organizer.

Basic units of study are modules of 15 EC workload. Each module is composed of different parts which are logically clustered around a particular topic in such a way that different scientific disciplines and approaches are applied. 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 formats which are applied at different phases along of each module.

Learning goals per module advance throughout the three years of the programme. During the first year students are mainly expected to master their competences at a knowledge and comprehension level of cognition. They are expected to know, describe, and understand certain knowledge domains. During the second year students are supposed to continue with understanding the fundamentals of IBA, but also of the Twente-specific module (Innovation and Entrepreneurship). In the second year, students make their choice of the programme-specific electives. The general modules' goals are enhanced in the second year towards application, analysis and integration levels of cognition. In the first semester of the third year of the programme students go to study abroad (exchange programme) or take an (High Tech Human Touch) profiling elective offered by the University Twente. In the second semester the programme offers the last module and carrying out the final individual research project and writing a Bachelor's thesis. The general goals of the modules in the third year are enhanced with the focus on the personal development of students, their cross-cultural sensitivity, and their preparation for the labour market and/or further study. The Bachelor's thesis finalizes the IBA programme, with the accent on the integration level of cognition.

Teaching methods develop from intensive coaching and tutoring during the first year towards conducting a (small) independent research project in the third year. An average of contact hours per week in the first year of about 20, decreases to 10 hours per week in the third year.

Assessment methods develop from the focus on testing factual knowledge through multiple choice tests and/or closed questions exams towards open questions, short answers papers, critical essays and reflection papers. The Bachelor's thesis is assessed on the basis of its contribution to the academic knowledge and managerial practice, and project management skills of students. The programme encourages both formative and summative evaluation techniques, with the strong prevalence of the formative evaluations in the 2nd and 3rd years. Specific information on assessment methods used in individual modules is available in Osiris and Blackboard.

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 (M2 up to and including M6), for the "IBA Star programme", the intra-curricular excellence programme. Participation in this programme, including the total number of 'stars' obtained, will be mentioned on the IBA diploma supplement.

Participation in the IBA Star programme for a certain module implies that the selected students will do a special 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 6c. below.

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 final attainment targets

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 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. Final attainment targets of the programme

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

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</p>

management skills, and an entrepreneurial attitude
3.2 is able to reflect on organizational performance and ethical aspects of doing business, taking into consideration the (inter-) cultural environment

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 2016-2017 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 Examination

The programme has one examination, the Bachelor's examination after three years. The Bachelor's examination is successfully completed if the exams of the units of study, including the courses/modules of the minor/Study abroad phase and the Bachelor's thesis, have been taken successfully.

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

Following the principles of the Twente Educational Model (TEM), the exam format of each of the IBA modules and the modules offered at the UT for the minor 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 TEM module a test plan is in place, which is published on Blackboard before the start of the module in question. This test plan includes, amongst others, information on when tests will be scheduled and in what format.

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. 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 module(s) of B1 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 the programme director based on advice of their study-advisor.

Obligatory prior knowledge prerequisites in the BSc in International Business Administration are in place for the last phase in the programme:

- Module 11 (*Change Management & Leadership, Corporate Governance & Business Ethics, Strategic and Responsible Foresight* including also Bachelor's thesis preparation(CHANGEL)) can only be taken if all other obligatory modules of the IBA core- programme (Modules 1, 2, 3, 4, 5 and 6) were passed successfully
- to be allowed to start the Bachelor's project and the writing of the Bachelor's thesis (module12) the student must have passed successfully module 11 (*Change Management & Leadership, Corporate Governance & Business Ethics, Strategic and Responsible Foresight* + Bachelor's thesis preparation (CHANGEL)) plus at least one programme-specific elective modules (module 7 or 8) of the IBA core-programme (major). The Bachelor thesis project is ideally started within 6 months after finishing module 11 but cannot be started later than within a year after finishing module 11.

Obligatory prerequisites in terms of 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. See for the minimum requirements paragraph 5b and paragraph 4d below, respectively.

Finally, a so-called recommended prior knowledge requirement is in place for the Statistics part of Module 5, Strategy, Marketing and Economics (SME). Without sufficient prior knowledge of the Statistics topics taught in module 3 (Finance, Accounting & Information Systems – FAIS), the probability of failing this part is very high. Students who did not pass the Statistics 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.

3d. Regulations related to special repairs and validity of results

All test results (including grades of test components) are only valid in the year of study in which they are obtained. The final grade of a module is based on the valid test results for the module. In case the test plan of a module specifies the validity of test results the test plan specification of validity overrules the standard validity rule for test results.

Modules need to be passed within the quartile in which the module is scheduled, based on the tests within this quartile.

Some exceptions:

- The bachelor thesis research 201200015 can be done in Q1 under the restriction that the research proposal is written and approved within CHANGEL beforehand and the students' study planning is approved by the programme director.
- For the module part *Statistics 2* of the module 201600099 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 201600099 Strategy, Marketing and Economics they failed;
 - They participated in the Statistics test as well as the resit within the module seriously (at least assignments are delivered and test grade is minimal 4)
 - They have passed FAIS (which includes Statistics 1).

In 2016-2017 the module CHANGEL can be repaired in Q1 by means of a pilot with a "short term repair version" of the module CHANGEL. Students need to have participated in CHANGEL and all its tests in 2015-2016 in order to participate in this special version.

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. 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 they can choose for this option. More information on study abroad, the options and procedures, is given on the UT [study abroad website](#) and on the blackboard of the BMS. Students are offered a large number of options for study abroad at partner universities. Arrangements for study abroad at non-partner universities are subject to special procedures and requirements as specified on the UT study abroad website.
- 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 (15EC 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).

4d. Elective options and their related requirements

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.

The table below shows the positioning of the elective options in the structure of the IBA programme.

Table 3: Elective options (yellow) in the structure of the IBA BSc programme (2016-2017)

Block	Year 1	Year 2	Year 3
1A	TOP: Technology, Organizations and People	SME: Strategy, Marketing and Economics	Study abroad or UT minor
1B	BOM: Business Operations Management	INN & ENT: Innovation & Entrepreneurship	
2A	FAIS: Finance, Accounting & Information Systems	Elective 1	CHANGEL: Change Management & Leadership, Corporate Governance & Business Ethics, Strategic and Responsible Foresight + preparation of Thesis project
2B	HOLI: HRM, Organisational Behavior, Law and Information Management	Elective 2	Bachelor's thesis

IBA Programme-specific electives

In the second year two **programme-specific electives** of 15 EC are offered in quartiles 3 and 4 (Elective 1 and 2; see Table 1 in paragraph 1a).

For students who do not study nominally, IBA offers alternatives for the IBA Electives, resp. in Q1 and Q2. Students who want to use this opportunity need permission by the programme director which will be given after positive advice from the study-advisor. (see Table 1 for the alternatives in 2016/2017) .

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** or equivalent at the UT.

More information about spending (a part of) a semester abroad can be found on the UT [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.

Students who opt to stay in Twente to fill their minor 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 that are being offered and open for participation by IBA students please consult the UT [minor-site](#) and the minor-matrix on it.

The IBA deepening modules available for IBA students in 2016-2017 as in-depth minors are specified in the footnotes of Table 1:

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

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 assignments at the start of the CHANGEL module.

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.

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:

- Have 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 free to choose a subject (circle) for their Bachelor's project according to their personal interest in one of the domains for which topics are at offer in the list of "Calls for proposals". In combination with their choices for the other elective options (the programme-specific electives and the minor phase) they may set a certain profiling accent for their BSc-programme.

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 are:

- Giving advice on the Teaching and Examination Regulations (TER):
- Assessing, on a yearly basis, the manner in which the Teaching and Examination Regulations (TER) 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 educational programme.

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 Teaching and Examination Regulations (TER) 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 TER. 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 Board for IBA-students goes through examencommissiebms@utwente.nl. For more information contact the clerks' office on (053 489) 1049 / 2402.

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 7.5 over all numerical graded modules (excluding minor) and no modules with a grade of '6'

OR

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

3. has a Bachelor thesis grade of '9' or '10'.

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

For the BSc programme in International Business Administration no requirements other than those formulated in Article 6.3 of the Common Elements of this TER are in place. This is to say that the definite recommendation on the continuation of studies, issued at the end of the first year of enrollment in the programme, may include a rejection if the student has obtained fewer than 45 ECs in that same year (Article 6.3, sub 7).

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 four module component categories:

1. the theory component in which IBA models, concepts and theory of the specific knowledge domains are taught

2. the project
3. the Research Methodology for IBA component (including Statistics)
4. the training of Academic, Professional & Reflective Skills for IBA (*often integrated in the project*)

Compensation can be achieved, at the end of the academic year of study, within the first three (1-3) of the four 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 test components are graded < 4.5 or Fail.
- The student has participated in the test(s) as well as the resit(s) of the module component(s) to be compensated.
- For the module(s) not passed the student has a (weighted⁴) final grade of at least 5,5.
- For all module component categories the student has at the end of the year at least a weighted⁵ 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 of cohorts of 2013 to 2015.**

- Students who use an alternative for programme related electives need an approved study-plan including this alternative elective before participating in the alternative elective.
- In case the module code of a module changes the student is allowed to replace a module with another version of the module,

6b. **General transition arrangements for BSc International Business Administration students of cohorts of 2012 and before.**

Since 2013-2014 the BSc (International) Business Administration is taught according to the Twente Educational Model (TEM). From 2016-2017 onwards all exams need to be passed within the TEM version of the BSc IBA.

The transitional arrangements for courses in the IBA curricula of 2012-2013 and before are based on the following principles from the TER 2012-2013 :

- if a unit of study that doesn't involve a practical exercise is deleted from a programme, then students are to be given at least two opportunities in the following academic year to take the relevant exam, either orally or in writing, or to undergo another form of assessment.
- If a unit of study that involves a practical exercise is deleted from a programme, and during that

⁴ The weighted final grade is defined in the test plan of the module

⁵ 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

academic year no opportunities are offered to carry out these practical exercises, at least one unit of study is designated to replace the lapsed unit of study.

<i>BSc IBA</i>	<i>2012-2013 curriculum given last time</i>	<i>last re-exam</i>	<i>re-examination in TEM (full 15 EC)</i>	<i>New TEM structure</i>
1 st year courses	2012-2013	2013-2014	2014-2015	From 2013-2014
2 nd year courses	2013-2014	2014-2015	2015-2016	From 2014-2015
3 rd year courses	2014-2015	2015-2016	2016-2017	From 2015-2016

N.B. 1: If nothing is mentioned, all tests should be graded with at least 5.5

N.B. 2: In TEM all exams will be given in the English language.

Transitional arrangements are published on the website of the IBA programme:

<https://www.utwente.nl/ba/bachelor/tom/>

6c. IBA exam programmes 2012-2013 Dutch and English taught tracks

The following transitional arrangements are based on the concepts in paragraph 6b. The IBA curricula of 2012-2013 Dutch and English taught tracks are given. Courses no longer existing are replaced by modules from the BSc IBA TEM curriculum. From 2016-2017 onwards the transitional arrangements will include alternative replacements of courses which results in an individual exam programme.

Table 5a: Exam programme 2012-2013, BSc IBA cohort 2012(English taught programme)

	Quar-tile	Course code	Course name	EC	Exam format (1)	Prior knowledge requirements	
						obligatory	required
B1: first year Last given in 2012-2013							
	1	201000073	Marketing for IBA	5	W		
	1	201000044	International Business & Strategy	3	W		
	1 *	201200139	Academic Communication 1	2*	-		
	1	201100098**	Introduction to Research Methodology	5	W, A		
	2	201000047	Technology Development & Production Management	5	W, A		
	2	201000048	Purchasing	3	W, A		
	2 *	201200140	Academic Communication 2	2*	-		
	2	201000049	Accounting & Controlling	5	W, T		
	3	201000050	Management, Organisation and Information	5	W, P, T		
	3	201000051	Innovation & Entrepreneurship	3	W		
	3 *	201200141	Business Communication 1	2*	-		
	3	201000052	Economics I	5	W		
	4	201000053	Economics II	5	W, P		
	4	201100208	Business Law	3	R		

	4 *	201200142	Business Communication 2	2*	-		
	4	201000055	Finance	5	W, T		
Total				60			

	Quar- tile	Course code	Course name	EC	Exam format	Prior knowledge requirements	
						obligatory	required
B2:		<i>2nd year</i>		Last offered in 2013-2014		45 EC*	
	1	194119160	Data Analysis	5	W		194119120, or 201100098
	1		Course 1 of Specialization 1 (see <i>Specializations</i>)	5			
	1		Course 1 of Specialization 2 (see <i>Specializations</i>)	5			
	2	201100028	Information and Decision Making	5	A,W		194119160
	2		Course 2 of Specialization 1 (see <i>Specializations</i>)	5			
	2		Course 2 of Specialization 2 (see <i>Specializations</i>)	5			
	3	201100034	Business Research Methods	5	W,P		194119160 + 194119120, or 201100098
	3	201100033	Managing People in a Global Context	5	W		
	3 + 4 wk 1-4		Seminar Specialization 1 (see <i>Specializations</i>)	6			Course 1 and 2 of Specialization 1
			Seminar Specialization 2 (see <i>Specializations</i>)	6			Course 1 and 2 of Specialization 2
	4 wk 5- 10	201100041	IBA project (optional: extension in summer)	8	R	15 EC of 2 nd year	
B3:		<i>3d year</i>		Last offered in 2014-2015			
	1+2		Study abroad or Minor	30		80 EC	
	3	201200011	Business Ethics & Corporate Governance	5	W,A		
	3	201200013	Innovation & Change Management	5	W,A		
	3	201200012	International Business Development	5	P,A,R		
	4	201200015	Bachelor's Thesis	15		B1 + 75 EC (135 EC total)	201100034
Total				180			

Specializations 2013-2014 (2 out of 5)

(IBA regular: choose two* out of five; BK track optional one out of five)

Table 5b: Specializations 2013-2014, BSc IBA cohort 2012 (English taught programme)

	quar- tile	course code	course name	EC	exam format	prior knowledge	
						oblig.	required
Human Resource & Organization Studies							
Course 1	1	201000157	Organizational Theory and Design	5	W,P		201000050
Course 2	2	191841580	Human Resource Management	5	W,A		201000050
Seminar	3 + 4wk 1-4	201300191	Seminar Human Resource & Organization Studies	6	W,P,O		201000157 191841580

Business to Business Marketing							
Course 1	1	201100025	Fundamentals of Business-to-Business Marketing	5	W,P,O		201000073
Course 2	2	201100030	Marketing Analysis and Strategy	5	W,P		201000073 194119160 201100025 194119120 or 201100098
Seminar	3 + 4wk 1-4	201300192	Seminar Business-to-Business Marketing	6	W,P,O		201100025 201100030
Supply Management							
Course 1	1	201100027	Supplier Relationship Management	5	W		201000048
Course 2	2	201100032	Purchasing Organisation and Governance	5	W		201000048 201100027
Seminar	3 + 4wk 1-4	201300193	Seminar Supply Management	6	W,P,O		201000048 201100027
Business Information management							
Course 1	1	201100071	e-Business	5	W,P		201000050
Course 2	2	201100029	Enterprise Systems and Business Intelligence	5	W,P,T		201000050
Seminar	3 + 4wk 1-4	201300194	Seminar Business Information management	6	W,P,O		201100071 201100029
Corporate Finance							
Course 1	1	201100026	Corporate Financial Management and Analysis	5	W,T		201000049 201000055
Course 2	2	201100031	International Financial Management	5	W,O		201000055
Seminar	3 + 4wk 1-4	201300195	Seminar Corporate Finance	6	W,P,O		201100026

Table 5c: Exam programme 2012-2013, BSc IBA cohort 2012 (Dutch taught programme – track BK)

,	Kwar- tel	Vak- code	Vaknaam	EC	Toets Vorm	Voorkenniseisen	
						Verplicht	Noodzakelijk
B1: 1^e jaar							
Last offered 2012-2013							
	1	201100098	Introduction to Research Methodology	5	PSS		
	1	194110020	Finance & Accounting	5	S		
	1	194108010	Inleiding Marketing	5	S		
	2	191530041	Statistiek 1	5	S		
	2	194122010	Productiemanagement	5	PSS		
	2	194117010	Bedrijfsrecht	5	S		
	3	201200016	Decision Making	5	PSS		
	3	194102030	Algemene Economie	5	PSS		
	3	194115040	Management & Organisatie	5	PSS		
	4	194108140	Innovatie & Ondernemerschap	5	S		
	4	194105080	Informatiemanagement	5	PSS		
	4	194115050	Project BK1: Organisatie- en Omgevingsbeschrijving	5	PGI		201100098 + 194115040
B2: 2^e jaar							
Last offered 2013-2014							
	1	194107020	Maatschappelijke Organisatie of Specialization course 1 (see Specializations IBA)*	5	S		
	1	194120010	Interne Organisatie	5	PSS		194115040
						40 EC	

	1	191880801	International Business	5	S		
	2	194101170	Recht, Markt en Innovatie of Specialization course 2 (see Specializations IBA)*	5	PSS		
	2	194121150	Logistiek Management voor BK	5	PSS		191530041 + 191516200
	2	191841580	HRM	5	PSS		
	3	201100053	Management en Organisatie van Professionele Organisaties of Specialization seminar (see Specializations IBA)*	5	PSS		
	3	201100034	Business Research Methods	5	PSS	194119020/ 201100098	191530041
	3	194108130	Strategisch Management	5	PSS		
	4	194107060	Project BK 2: Organisatie- en omgevingsanalyse	5	PSS		194115050+ 194119010+ 194120010
	4	194110040	Management Accounting & Control	5	S		--
	4	194119030	Methodologie & Onderzoeksonwerp	5	PSS	194119020/ 201100098 + 191530041	201100034
B3: 3e jaar Last offered 2014-2015							
	1+2		Minor/study abroad	30		80 EC	
	3	201200011	Business Ethics & Corporate Governance	5	W, A		
	3	201200012	International Business Development	5	W, A		
	3	201200013	Innovation & Change Management	5	P, A, R		
	4	201200015	Bachelor Thesis	15	PSM	B1 + 75 EC (135 EC totaal) 194119030	
Totaal				180			

N.B. 1: Other combinations are not allowed, due to prior knowledge requirements. Starting from the academic year 2011-2012, Bachelor students Business Administration may choose to exchange from one up to three courses of the second year of the regular curriculum for an equal number of courses from the IBA curriculum.

This possibility is open only to students of the 2009 and later cohorts who meet the following conditions:

- The student has obtained at least 40 EC of the first year's (propedeutic) programme
- The student is sufficiently proficient in the English language
- The student has obtained the consent of the student advisor Sietie Zuidema.

Students who meet these conditions can choose one of the following options:

1. Take 1 IBA course from the first block (5 EC)
2. Take 1 IBA course from the first block and 1 IBA course from the second block (10 EC total). Both courses have to be chosen from the same specialization (see the specializations below)
3. Take all courses of a specific specialisation. Take 1 IBA course from the first block, 1 IBA course from the second block and the IBA seminar in the third block (15 EC total) all from the same specialization.

N.B. 2: The courses and seminar of the 'Human Resources & Organisation Studies' specialization are excluded from the exchange options described above, because of too much overlap with the regular BSc BK **curriculum**.

6d. Graduating with distinction for students of cohorts 2012 or before

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 each of the following conditions is met:

- a) the average mark awarded for the study units of the Bachelor's examination (B2 and B3 programme) is at least 8
- 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 study unit in the B2/B3 programme was evaluated as not passing, and no more than one unit was evaluated with a mark of 6
- d) the student was not granted exemptions for more than one-third of the total post-propaedeutic degree programme
- e) the mark for the final unit (Bachelor's project) is at least a 9
- f) the Bachelor's programme is completed within four years, barring exceptional circumstances at the discretion of the Examination Board that would justify a longer period. Special cases explicitly include (but are not limited to) the circumstances recognized for the allocation of graduation support.

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

6e. 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 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 (two 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.

OR

each of the following conditions is met:

- a) at least two out of three of the offered star modules in the second and third year are successfully passed
- b) for the combination of the star modules successfully passed and the 2 second year programme related electives the average mark awarded is at least 8.0
- c) the student passed all first year modules within one year of study
- d) at least three modules of the first year are graded with at least 8 each.
- e) 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 the 5 second and third year IBA modules, the combination of the 3 compulsory modules and the 2 second year programme related electives, 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.

6f. Graduating with distinction for students of cohorts 2014

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. 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 (two for cohort 2013) 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.