

International Finance & Control

2021-2022 Study Guide Semester 4



Main Study Phase:
Handling Management Challenges

Venlo, February 2022

International Finance & Control

Main Study Phase

2021-2022

Handling Management Challenges

Block HIC: Internal Control
Block HBD: New Business
Developments
Quantitative Research HQR2
Study Career Management PPD4

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1. Words of welcome

Dear students,

The semester in front of you is already your 4th semester of your IFC studies at FIBS. Within this semester you will take the next step into the main phase, in which the main focus is on handling management challenges. Again, this will be structured around two blocks. The blocks have the following more detailed topics:

Internal control

New business developments

The first one includes both, a theoretical input course and an applied project. Compared to year 1, you have less scheduled contact hours and more time to work as an individual on cases and group assignments.

The last block is particularly interesting as it offers you freedom and flexibility to make your own choices within the study program. You can choose 2 out of 8 offered electives of 5 ECTS. These electives are centered around themes which are not covered within the study program, but very relevant for a finance and control professional.

More detailed information concerning the content of the blocks can be found in the underlying semester manual.

Another thing that will/has change(d): CANVAS (<http://canvas.fontys.nl>) is introduced as the new learning platform at FIBS. In this new environment, you will find detailed information on your courses, both, content- and organization-wise. Therefore, each course description starts with mentioning the CANVAS link to the respective course page.

Last year we have asked you several times to provide us with feedback concerning the study program, which we have immediately integrated into the program of both the first and the second year. We will continue to stimulate you to provide us with constructive feedback to offer you the best possible learning environment.

I want to wish you a lot of success with the start of your second year, working together with our diverse team of lecturers and coaches.

With kind regards,

Nadja Cardijnaals MSc.

Program manager IFC

2. Brief description & relevance for the professional field

Building on the knowledge and skills you acquired in the first three semesters of your IFC studies at FIBS, you'll now dig even deeper into the concrete challenges that modern business management has to deal with. You'll deepen and expand your specialized knowledge in the areas of controlling. Furthermore, you have the chance to expand your knowledge by two electives of your choice. In addition, you'll further focus on scientific and practical research. You'll gain deep insights into practice through projects that are, again, an integral part of your studies.

In the block HIC "Internal Control" you will learn how to create the necessary transparency for a conscious decision making on management level. Without current and suitable information, reliable decision making within a company is impossible. This, in turn, might lead to competitive disadvantages, wrong strategic and operational decisions as well as left out opportunities.

The topics of Controlling and Cost Accounting as well as Data Analysis and Reporting will provide deep insights in today's challenges related to the creation of transparency within modern businesses. The practical preparation of a management reporting including a dashboard preparing actual company related and management relevant information, transfers the theoretical contents of the block into a real practical application.

The block HBD "New Business Developments" provides you with a great chance to direct one block of your studies (10 ECTS) into a direction that really targets your interest within the field of modern management. This second block of your fourth semester contains two electives, which were chosen back in November 2021. The range of electives offered covers all current and future (foreseeable) developments, modern managers and decision makers within companies might have to deal with. Furthermore, the electives provide specific knowledge and skills in areas, which might provide the competitive edge in future.

Within the entire second study year, a clear structure of two modules per block is applied. Each block itself consists out of 10 ECTS, which are part of the core IFC topics. You'll face two 5 ECTS modules per block.

The modules of block HIC "Internal Control" are always also clearly structured and defined: one module is a "classic" module, with a strong theoretical focus; the other module is the highly practice-related project-based part of the teaching block.

The classic modules are finalized by an individual written exam, whereas the project modules are tested by use of group work (i.e. presentations, group discussions and reports). In order to also consider and evaluate the individual contribution of each single student throughout the projects, peer-feedback-approaches as well as stimulated feedback discussions within the groups are initiated by the lecturers. Furthermore individual testing will be done within the presentations and question rounds.

Within the electives, both contents, theory and practice, are directly combined. The electives will be tested by use of an individual (written) exam.

Here's what the structure looks like:

Block	Module	Name	ECTS	Way of examination
H3 HIC	HIC1	Data Analysis & Reporting	5	Project
	HIC2	Controlling & Cost Accounting	5	Exam (120 min.)
H4 HBD	HBD1	Elective 1 (individual)	5	Exam (120 min.)
	HBD2	Elective 2 (individual)	5	Exam (120 min.)
HQR	HQR2	Quantitative Research	2	Project
HPPD	PPD4	Study Career Management	2	Portfolio

The learning outcomes of the respective blocks H3 HIC and H4 HBD are as follows:

Learning Outcome	Name	Content	H3 Internal Control	H4 New Business Developments
LO 1	Strategic Management	Inform (line) management of developments in the external environment which are important for creating solutions in an organisation	X	Flexible Learning Outcomes depending on the choice of two electives - Learning Outcomes will be defined per elective course
LO 2	Performance Management	Compile and analyse ad hoc and periodic reports for the purpose of management control and accountability	X	
LO 3	Performance Management	Use applicable methods for analysis, aimed at making the correct management decisions for an organisation		
LO 4	Governance, Risk, Compliance	Recognise operational risk that may influence information systems and business processes taking into account law and legislation		
LO 5	Finance, Operations and Reporting	Solve (frequently occurring) financial issues at an operational level.		
LO 6	Finance, Operations and Reporting	Suggest relevant solutions aimed at optimising business processes.	X	
LO 7	Finance, Operations and Reporting	Compile and review external reports taking into account law and legislation.		

3. What is this semester about

3.1 Content Block H3 HIC Internal Control

3.1.1 Why Internal Control?

Controlling / Management Accounting is very important for nearly all companies. The management of a company is not able to fulfill its management function without coherent and concrete operational and strategic analysis, reports and information. The controlling provides the management with extensive information and supports the operational and strategic planning as well as steering and control of the company. The complete management process is based on the information provided by the controlling.

The Block “Internal Control” is divided into two parts:

- **HIC1 : Data Analysis & Reporting:** in this course, students practice with operational data to present managers sufficient input for decent decision making.
- **HIC 2: Controlling & Cost Accounting:** in this course, we provide students the necessary theoretical background that a modern controller needs for this profession.

3.1.2 Module HIC1 “Data Analysis & Reporting”

Remark: [CANVAS LINK](#), here you can find the **details** of this course, organized via a learning path.

A brief introduction:

Modern controllers nowadays have similar tasks as data-analyst do in their daily jobs. Let us have a look at what a controller (and a data analyst) could do in this respect:

1. Consult managers (on all levels in an organization, like department managers and CEO's) what kind of information is actually needed to monitor and steer a company (→ monitor + steer = controlling!)
2. Translate these requirements of their managers into a concrete proposal how this information can be transformed into a clear overview: a dashboard.
3. Determine, where in the company the data sources are available to create this dashboard (for example Excel files or files downloaded from an ERP system).
4. Actually collect this data from the sources and shape these data in a way that the data can actually be used. For example check if the data is complete etc.
5. Make all kind of calculations and present them in a dashboard that managers can use. This dashboard can be made in Excel or other tools.
6. (Optional) Present this dashboard to the managers, at least for the first time managers see it. An alternative is to provide the manager with a clear documentation.

See for a nice video about the skills of a data analyst this YouTube video of Chandoo : [Link](#).

Content of the course HIC1:

In this course you are going to apply all these steps as a project with a group of four students at a real company. You have to find this company by yourself, for example you have a student job there or you have relatives / friends who are willing to help you. In exceptional cases where you can't find a company, the lecturer will provide you with fictive data from a fictive company. We recommend a company with a size of about 10 to 20 people.

The previous steps mentioned above are translated to the steps to be taken by the student group, all these steps are to be documented so they can later be presented to the lecturers. Since this is a project with a limited time budget, we defined the following steps students have to make:

1. Prepare and execute an interview with a manager/director of your company. Ask which information is needed for him/her to control the company. What information is currently used and what information would be needed in the future? So what are the information requirements for a new dashboard? Also ask for datasets (downloads in Excel) that you can use to analyze. As an alternative the manager can give you the structure of the data, but with fictive numbers (data security/privacy).
2. Analyze this data in Excel and make calculations and visuals. For example top 10 Customers in a certain period or the gross margin of products in the last month.
3. Organize these calculations and visuals in a dashboard that could meet the requirements of the managers.
4. Also give advice how to update this dashboard with new data.
5. Present this dashboard to the manager of the company (optional but strongly recommended) and the lecturer (obliged).

Lessons:

During the course you also receive lessons how to make this dashboard in Excel. Besides these more or less theoretical lessons you can ask feedback about your running project. The planning for the project is not prescribed, as long as you keep your deadline for the final presentation. For the lessons, the weekly planning is as follows.

Lesson week	Content	Remarks
1	Introduction project and repetition Excel	Every week the lesson structure is the same: 1,5 hour online lesson (theory) 1,5 hour on campus lesson (practice) 1,0 hour on campus/online discuss progress of your project.
2	Introduction Dashboards	
3	Functions in Excel	
4	Pivot Tables + Power Pivot	
5	Advanced graphing	
6	Advanced Dashboards	
7	Introduction Power BI	This is not needed for this project but might need this for you internship, it is an introduction to the course Business Intelligence in year 4
8	Hand in documentation	
9	Presentation of your dashboard	

The lessons are partly online (mostly theory) and on campus (practice Excel and discussing your project progress).

Deliverables:

- A dashboard in Excel + Tables of raw data used + Documentation of the dashboard (Word/PDF)
- A group presentation of the dashboard and question round, every group member should be able to answer any question related to the dashboard.

Literature:

you don't have to buy books! All literature needed will be provided via the internet, youtube and/or online courses of LinkedIn Learning. All information is on Canvas with links.

3.1.3 Module HIC2 “Controlling & Cost Accounting”

Remark: CANVAS link for HIC2 Dutch – <https://canvas.fontys.nl/courses/7423>

CANVAS link for HIC2 German – <https://canvas.fontys.nl/courses/7282>

CANVAS link for HIC2 English – <https://canvas.fontys.nl/courses/7373>

Controlling is an important part of modern business management. The dynamics of change, which companies are facing, have never been higher than today! In order to be prepared for these challenges and to make promising decisions, the creation of transparency in the processes and structures of the company is indispensable. The management of a company is unable to work risk- and return-oriented without a well-found database. This data should be used to generate information that is made available to the management for decision support. The entire management process is accompanied by figures, whereby the control function, in the narrower sense, concerns the last phase of the process.

The aim of our module is to familiarize students with methods and key figures for planning, managing and controlling corporate processes. The main task in modern controlling is to prepare this information in a way that is appropriate for the target group and to make it available for the management of a company. Here, the interface to the topics of data analysis, reporting and business intelligence becomes clear.

Determining and evaluating relevant data for management does not come without problems for the controller. Difficulties arise from the different historical development of the business disciplines of management, accounting and controlling.

While accounting primarily collects and evaluates quantitative company data and controlling is strongly oriented to this data pool, management focuses primarily on behavioral science related approaches.

Taking these different perspectives into account, the main requirement for controlling is to make the data available in accounting and controlling accessible to management as well. The provision and exchange of information (reporting) is one of the core parts, our module focuses on.

In addition, the module "Controlling & Cost Accounting I" focuses on ensuring profitability in management. Starting points for this task can be found in all decisions concerning price policy, product policy, distribution policy and communication policy, which can be justified by operative and strategic instruments of controlling.

With this module, students achieve a broad professionalization of their knowledge and skills in controlling. A problem-oriented work approach is ensured by us of multiple different professional competences, controllers have to possess. Working on case studies and assignments requires scientific and methodical work as well as reflective thinking and acting. In addition, a high degree of creativity is also required. Overall, this module represents a basic qualification for a controller function in the international management process.

In "Controlling and Cost Accounting I", students use practice-oriented and realistic case studies and exercises to get trained in general company-wide thinking and action and in particular the relevance of figures as a data and/or information basis for management. In

addition, knowledge regarding the use of management tools throughout the company is further developed within this module.

Lessons:

The module consists of a total of six topics, which are dealt with over a period of nine teaching weeks. These are lectures as well as seminar courses and tutorials. In all contact hours, regardless of whether they take place online or offline, the transitions between the individual forms of knowledge transfer are fluid. In principle, five contact hours per week are planned for this module. Please refer to your current schedule from Xedule for class times.

The following overview summarizes the contents of the module "Controlling & Cost Accounting I". Please refer to the respective module sub-pages for the documentation of the individual weekly contents.

NOTE: The module is an attendance module. Regardless of the venue (online/offline), there are **no digital recordings** of the lessons.

Lesson week	Content	Remarks
1	Cost Accounting as the basis for Controlling	2.5 hours of lectures / 2.5 hours of tutorials
2	Introduction to Controlling	2.5 hours of lectures / 2.5 hours of tutorials
3	Budgeting incl. planned cost calculation	2.5 hours of lectures / 2.5 hours of tutorials
4	Key Performance Indicators and KPI systems	2.5 hours of lectures / 2.5 hours of tutorials
5	Controlling Tools I	2.5 hours of lectures / 2.5 hours of tutorials
6	Controlling Tools II	2.5 hours of lectures / 2.5 hours of tutorials
7	Reporting and Information Supply	2.5 hours of lectures / 2.5 hours of tutorials
8	Exam preparation	Scheduled on demand
9	Written exam	2.0 hours

This module is completed with a written exam. The exam lasts 120 minutes and takes place during the regular exam weeks (LW 9).

The students' professional competence with regard to controlling and cost accounting is tested. The examination content of this module is always linked to the learning objectives (i.e. Learning Outcomes) and related metrics (i.e. Performance Indicators) described on the previous module pages.

The examination criteria for this module are in accordance with the requirements described in the FIBS Toetsbeleid (in the FIBS Examination Policy). The examination criteria meet the requirements for adequacy, transparency, validity and reliability.

A possible re-examination takes place according to the same examination criteria as in the initial examination. The possible re-examination will take place at the end of the semester during the designated examination weeks.

The test matrix of the module includes the content weighted in the exam in relation to the intended learning objectives (i.e. Learning Outcomes) and corresponding measures (i.e. Performance Indicators). The test matrix looks as follows.

Domain	FIBS IFC					Test duration	120 minutes	Period
Study unit	HIC2D20KT					Resit		
Test format	Closed book exam with Testvision					Status:		
		Reproduction		Application	Production / Comprehension			
Learning Outcomes	Performance Indicators	Knowledge & Facts	Comprehension & Concepts	Application & Use	Analysis, problem solving	Evaluation, Attitude &	Total	
LO 1 Strategic	The student knows the tasks of operational and strategic controlling and masters instruments from both areas.							
Inform (line) management of developments in the external environment which are important for creating solutions in an organisation	The student knows the process of (operational) budgeting and can assign its necessity to the planning and control tasks of controlling			25%	10%		35%	
LO 2 Performance	The student is able to master internal accounting as the basis for further controlling activities.							
Compile and analyse ad hoc and periodic reports for the purpose of management control and accountability	The student is able to name, calculate and interpret problem-relevant key figures in business practice related situations			17%	18%	5%	40%	
LO 6 Finance, Operations	The student is able to use cost accounting tools and methods appropriately to analyze business processes for improvement actions							
Suggest relevant solutions aimed at optimising business processes.	The student knows the information supply function in controlling and is able to evaluate the reporting system of a company		10%		10%	5%	25%	
Total (in %)		0%	10%	42%	38%	10%	100%	

3.2 Content Block H4 HBD NEW Business Developments

3.2.1 Why New Business Developments?

The change dynamics companies are facing have never been as high as today. Modern management is a tough challenge. Mega-Trends and the need for specialization form frameworks, also the labor market has to deal with. The educational programs at universities are expected to be both, practice oriented and future-proof.

In order to tackle all of the named above challenges, the IFC study course offers its students the chance to choose two elective courses of 5 ECTS each. This offer enables students on the one hand to direct their studies towards a direction (e.g. potential employment) they look for and, on the other hand, offers them a chance to participate in a future-oriented way of education.

3.2.2 General Information

The elective modules will be offered in the English language.¹

The electives build block H4 “New Business Developments” and follow the following weekly structure:

Lesson week	Content	Remarks
1-7	Teaching activities	5.0 contact hours
8	Exam preparation	Scheduled on demand
9	Written exam	2.0 hours.

All electives modules will be tested by use of an individual written exam of 120 minutes.²

The lecturers of the study program International Finance & Control are involved in this teaching block. The exact lecturers per block element can be found in Xedule prior to the beginning of block H4.

Lecture week 1 of Block H4 is scheduled for calendar week 17 in 2022:
April 25th 2022 – April 29th 2022.

¹ Exemption: Digital Accounting will be offered in German only.

² Exemption: Elective 6 “Advanced Business English” might also include an individual oral examination.

3.2.3 Elective 1 – Advanced Statistics

CANVAS Link: <https://canvas.fontys.nl/courses/7372>

General explanation of the module

Companies are facing increasingly complex environments that contain various trends, developments and shocks. These shocks may or may not exert relevant influences on the individual firm. Simultaneously, the introduction of ITC technology and cheaper storage have changed the data density. Customers become more transparent through customer relationship management systems, ERP systems provide rich data sets to internal stakeholders, and stock market and public accounting data is widely available nowadays.

Where increasing complexity creates new challenges, it is important that managers understand how to decipher the information content of data. In many cases this requires advanced statistical knowledge.

In this course, we will provide you with more advanced statistical methods. So before starting the elective, make sure that you master the content of HQR1 - Quantitative Research I. This is the prerequisite to the course. Throughout the course, you will be encouraged to study different statistical methods, apply them in SPSS and work on a case study. Key to passing the course is your active participation in in-class discussions, timely replication of exhibits and critical thinking.

Teaching approach

During the first 5-6 weeks, you will receive content input in a lecture style. Subsequently, the theory will be applied in a short exhibit to stock market data.

Which learning outcomes does this course contain?

The elective Advanced Statistics contributes to the student's development of the following learning outcomes (LO).

LO 1: Strategic Management - Facilitate insight in the external environment of an organisation and advise (line) management with the aim of making the correct management decisions for an organisation

Advanced statistical methods put the student into the position to get a better understanding of the external environment, depict relationships and identify trends and patterns. This understanding provides the basis for informed decision making.

LO 7: Finance, Operations and Reporting - Compile and analyse external reports

Through the application of advanced statistical tools, the student is able to analyze financial markets in a better way. She can forecast e.g. stock markets and use the knowledge to make informed assessments and portfolio decisions.

Planning of the Course

Week / Title	Topics
Lecture 1: Intro, Link to HQR1	<ul style="list-style-type: none"> • Introduction to the course • What is Econometrics • Econometric Modelling • Data: Cross-section, Time-Series and Panel data • Causality and Ceteris Paribus
Lecture 2: Hypothesis testing revisited	<ul style="list-style-type: none"> • Assumptions underlying parametric tests in HQR1 • Sampling and Population data • Tests for non-normality: Kolmogorov-Smirnov & Shapiro-Wilk • Application in SPSS • Consequences for parametric tests
Lecture 3 / 4: Non-parametric hypothesis testing	<ul style="list-style-type: none"> • Introduction of non-parametric tests • Mann-Whitney U-Test • Wilcoxon Sign Rank Test • Kruskal Wallis H-Test • Spearman Correlation • Application in SPSS
Lecture 5 / 6: Deep dive into OLS Regressions	<ul style="list-style-type: none"> • Regression Analysis Revisited • The OLS Estimation • Goodness of fit (R^2 and adj. R^2) • Omitted Variables • Variance of the OLS Estimator • Efficiency of the OLS Estimator / BLUE / Gauss-Markov-Theorem
Lecture 7: Tests about population parameters	<ul style="list-style-type: none"> • Sampling Distributions of the OLS Estimator • Hypothesis tests about a single population parameter (t-test) • Hypothesis tests about multiple linear restrictions / joint tests (f-test) • Application in SPSS
Lecture 8 / 9: Heteroskedasticity and Dummy Variables	<ul style="list-style-type: none"> • Heteroskedasticity • Implications for Gauss-Markov-Assumptions • White's Heteroskedasticity Consistent t-test • Dummy-variables • Dummy variable trap • Application in SPSS
Lecture 10: Digression Time Series	<ul style="list-style-type: none"> • Gauss-Markov-Assumptions for Time Series • Lagged variables
Lecture 11: AR and MA processes	<ul style="list-style-type: none"> • Moving Averages (MA) • Autocorrelation / Autoregression (AR)
Lecture 12: ARMA processes	<ul style="list-style-type: none"> • Stationarity • ARMA-Processes
Lecture 13 / 14: Case Exhibit	<ul style="list-style-type: none"> • Modelling Financial Market Data
Lecture 15: Test preparation	<ul style="list-style-type: none"> • The course content will be tested in an individual exam (120 mins.) at the end of the block.

3.2.4 Elective 2 – Digital Business

CANVAS Link: <https://canvas.fontys.nl/courses/7371>

General explanation of the module

Starting with the knowledge to speak the language of digital native entrepreneurs, Digital Business (Here to Canvas) focuses further on how to scan for digital opportunities and apply modern technology as well as the right set of tools to implement your digital business strategy successfully. As a future expert in digital business, you will be prepared to take buy- and sell-side-related decisions with a cool head and calm hands. You will acquire detailed knowledge about digital marketing and customer relationship management in the digital field. A successful business never stops. To tackle this fact, you will learn techniques to continuously grow and transform your existing digital business in line with emerging challenges and opportunities of a global marketplace.

Didactical concept

The setup of this course is arranged based on weekly learning objectives. Further, this module aims to make use of as much of your resources as possible rather than just demanding your attention. Discussions will take place as frequently as smaller and bigger exercises / applications. Please make sure you bring a laptop.

What we will do:

- Theory supports the development of practical skill,
- Connectivism: Digital develops rapidly, we build the foundation for your future development,
- Social constructivism: we will make use of your individual talents & skills and work together.

What we will not do:

- Focus on theory that has little use,
- Solely frontal instruction. You will have frequent chances to participate.

Lecture approach:

Each lecture week starts with a short recap of the previous lecture week. Afterwards the lecture is led by slides, open discussions and smaller and bigger exercises. There is no clear cut between theory and tutorial lectures as well as smaller exercises to enhance your learning progress. More specifically, next to theoretical knowledge and your general notes, each lecture is aimed to provide written results.

Lesson week	Content*	Remarks
1	Introduction to digital business	5 contact hours
2	Opportunity analysis for digital business and eCommerce	5 contact hours
3	Managing digital business infrastructure	5 contact hours
4	Key issues in the digital environment	5 contact hours
5	Digital business strategy	5 contact hours
6	Digital Marketing	5 contact hours
7	Customer relationship management	5 contact hours
8	Exam preparation	TBD
9	Written exam	2.0 hours.

*small adjustments possible

Testing:

The extent to which you reached the learning objectives will be tested in a written 120-minutes-exam.

3.2.5 Elective 3 – Sales Management

CANVAS Link: <https://canvas.fontys.nl/courses/7370>

General explanation of the module

Marketing and Sales (Here to Canvas) is meant to provide an understanding of how companies commonly pursue brand building as well as the creation, delivery and communication of value to the customer. In more detail, you will learn how companies identify market segments, craft brand positioning, create brand equity, how they address competition and drive growth. In addition, you will learn how companies create and design market offerings and how distribution channels are developed and managed. In response to the latest technological developments, the distribution using eCommerce and mCommerce will be addressed, too. Finally, you will gain a deeper understanding of mass communications, digital communications as well as personal communications.

Didactical concept

The setup of this course is arranged based on weekly learning objectives. Discussions will take place frequently, exercises and use cases whenever they add value to the learning progress.

What we will do:

- Theory supports the development of practical skill,
- Connectivism: Marketing is a huge topic, we build the foundation for your future development,
- Social constructivism: we will make use of your individual talents & skills and work together.

What we will not do:

- Focus on theory that has little use,
- Spend lots of time repeating what is known already (e.g. PESTLE)
- Solely frontal instruction. You will have frequent chances to participate.

Lecture approach:

Each lecture starts with a short recap of the previous lecture. Afterwards the lecture is led by slides, open discussions and smaller and bigger exercises. There is no clear cut between theory and tutorial lectures as well as smaller exercises to enhance your learning progress. More specifically, next to theoretical knowledge and your general notes, each lecture is aimed to provide written results.

Lesson week	Content*	Remarks
1	Introduction to Marketing	5 contact hours
2	Understanding the market place and customer value I	5 contact hours
3	Understanding the market place and customer value II	5 contact hours
4	Designing a customer value-driven marketing strategy I	5 contact hours
5	Designing a customer value-driven marketing strategy II	5 contact hours
6	Designing a customer value-driven marketing strategy III	5 contact hours
7	Designing a customer value-driven marketing strategy IV	5 contact hours
8	Exam preparation	TBD
9	Written exam	2.0 hours.

*small adjustments possible

Testing:

The extent to which you reached the learning objectives will be tested in a written 120-minutes-exam.

3.2.6 Elective 5 – Digital Accounting

REMARK: The elective “Digital Accounting will only be offered in German. Therefore, the following course description is done in German and refers to German accounting terms.

CANVAS Link: <https://canvas.fontys.nl/courses/7368>

In diesem Elective werden Sie an das computergestützte Buchführen herangeführt. In den Lerninhalten der vergangenen drei Semester haben Sie die das Buchführen nach GoB und HGB gelernt, wissen, wie Sie einen Jahresabschluss aufstellen und diesen analysieren. Um den letzten Schritt zur Anwendung in der beruflichen Praxis mit Ihnen gemeinsam zu gehen, bieten wir in diesem Modul an, die Gründung, buchhalterische Eröffnung, laufende Buchungen bis hin zum Jahresabschluss an einem Musterfall mit einem der gängigsten Buchhaltungsprogrammen der realen Unternehmenswelt zu erlernen.

Lecture Week (LW)	Veranstaltungsort	Thema	Kontaktstunden	Typ
1	Online (MS-Teams)	Modulübersicht und Organisation	2,5	Einführungsveranstaltung
	Online (MS-Teams)	Neuanlage eines Mandanten im Geschäftsfeld Rechnungswesen	2,5	Vorlesung + Tutorium
2	Online (MS-Teams)	Anderung von Buchführungsstammdaten und DATEV-Buchungssatz	2,5	Vorlesung + Tutorium
	Online (MS-Teams)	Erfassung von Eingangsrechnungen	2,5	Vorlesung + Tutorium
3	Online (MS-Teams)	Erfassung von Ausgangsrechnungen	2,5	Vorlesung + Tutorium
	Online (MS-Teams)	Buchen von Gehaltszahlungen	2,5	Vorlesung + Tutorium
4	Online (MS-Teams)	Einspielen digitaler Kontoauszüge	2,5	Vorlesung + Tutorium
	Online (MS-Teams)	Manuelle Erfassung von Kontoauszügen	2,5	Vorlesung + Tutorium
5	Online (MS-Teams)	Erfassung der Kasse	2,5	Vorlesung + Tutorium
	Online (MS-Teams)	Buchen sonstiger Geschäftsfälle	2,5	Vorlesung + Tutorium
6	Online (MS-Teams)	Unterjährige Betrachtung - BWA und SuSa	2,5	Vorlesung + Tutorium
	Online (MS-Teams)	Abschlussbuchungen erfassen	2,5	Vorlesung + Tutorium
7	Online (MS-Teams)	Jahresabschlussauswertung anlegen	2,5	Vorlesung + Tutorium
	Online (MS-Teams)	Bilanz und Unternehmensanalyse	2,5	Vorlesung + Tutorium
8	Online (MS-Teams)	Wiederholung	2,5	Vorlesung + Tutorium
	Online (MS-Teams)	Klausurvorbereitung	2,5	Vorlesung + Tutorium
9	Campus / Testvision	Klausur (120 Min.)	2,0	Klausur

Das Modul schließt mit einer individuellen Klausur im Umfang von 120 Minuten ab.

3.2.7 Elective 6 – Advanced Business English

CANVAS Link: <https://canvas.fontys.nl/courses/7367>

Set up

This course consists of two parts and is taught by two lecturers:

A/ Business English Skills

B/ BEC Exam training.

Aim

The aim of this course is to become more confident and competent when communicating in English. You will have the opportunity to activate and improve the English language skills you have already acquired in the previous years.

Content

During the course you will also further develop specific language skills required in a general business context, e.g.: the ability to express your opinion, to pitch new ideas, and to negotiate in an international workplace. The main focus is on speaking and to expand your communication skills. An interesting part of this module is the so called virtual exchange, during which you put into practice what you have learnt. In collaboration with foreign universities you will have to opportunity to practise your speaking with foreign students, and will at the same time enhance your intercultural skills.

In addition, you will be prepared for the four parts, Reading, Writing, Speaking and Listening, of the official Cambridge Business Exams (*C1 Business Higher* or *B2 Business Vantage*). The **Cambridge English Business Certificates** are officially recognised by thousands of educational institutions, employers, and professional organisations throughout the world as a suitable qualification for business use.

During class you will learn about and practise all the parts of the exams, and receive tips on how to tackle the different tasks involved.

At the end of the course, you can apply to one of the many centres in the Netherlands, Germany (or across the world) where you can take the exam. With a Cambridge Business English Certificate you gain a qualification that will enhance your CV and will you show employers that you are well prepared to work successfully in international business.

Lesson Week	Content Business English Skills	Hours	Content BEC Exam training	Hours
1	Introduction to the course	2 x 1.5	Introduction to exam	2
2	Negotiations Intercultural skills	2 x 1.5	Reading paper + practise speaking exam	2
3	Negotiations Intercultural skills	2 x 1.5	Reading paper + practise speaking exam	2
4	Negotiations Intercultural skills	2 x 1.5	Writing paper + practise speaking exam	2
5	Speaking and skills Virtual Exchange	2 x 1.5	Writing paper + practise speaking exam	2
6	Speaking and skills Virtual Exchange	2 x 1.5	Listening paper + practise speaking exam	2
7	Speaking and skills Virtual Exchange	2 x 1.5	Listening paper + practise speaking exam	2
8	Feedback and Q&A	on demand	Feedback and Q&A	on demand
9	Oral Exam		Written Exam	2

Testing: Individual exam and individual oral examination.

3.2.8 Elective 7 – Business Law

CANVAS Link: <https://canvas.fontys.nl/courses/7382>

General content information

The module HBD7E21 Business Law provides a broad overview of legal essentials regarding the international market system and its institutional framework:

As a business economics expert it is becoming more and more important to have a basic knowledge or at least a certain consciousness of law, present legal issues and their possible impact on the company stakeholders in the fast moving international business environment of today.

In the European Union the way of doing business has changed over the years. This is a result of the internationalization of trade and the hardening of international dealing as adopted from the Anglo-Saxon countries. The possible impact on companies and their stakeholders is an ongoing issue of concern for company management, including the business economics department. Thus, the business economics expert sometimes also is concerned to prevent legal risks and/or to reduce financial liabilities for him, his employer and or his client. That makes a basic knowledge about legal issues inevitable.

During the course fundamental elements of (a) the law affecting organizations and individuals as well as (b) the influence and duties of those involved in the activities of companies will be addressed.

Law is a substantial part of the economic and social systems in which individuals and companies perform their daily businesses. In order to understand this system, students need to understand the basic principles of law and the regulations influencing every day's business. This course therefore will provide students with the basic knowledge of legal principles and procedures that have an effect on their decisions.

Overview of competences addressed in this Elective

- Determining and issuing financial-economic and fiscal information for decision-making.
- Providing services and issuing advice on financial-economic and fiscal matters, to interested stakeholders.

Didactic methods

The course consists of 8 lesson weeks and one week for testing.

In the first 7 lesson weeks there will be two scheduled classes for 2½ hours.

The first session of the week will be used for lectures to introduce the students into the topic.

Students will receive a topic-related case study to prepare for the second session of the week.

In the second session of the week the outcomes of the case studies will be discussed in class.

Course planning

LW	CW	Content	Remarks
1	17	Sources of Law – Classification - Jurisdiction	2.5 hours of lectures / 2.5 hours of tutorials
2	19	Negotiations - L.O.I. – NDA – Basics Contract Law	2.5 hours of lectures / 2.5 hours of tutorials
3	20	CISG	2.5 hours of lectures / 2.5 hours of tutorials
4	21	Carriage, Incoterms, Payment, Entry Modes	2.5 hours of lectures / 2.5 hours of tutorials
5	22	Rome I Rome II Tort Law	2.5 hours of lectures / 2.5 hours of tutorials
6	23	Intellectual property + Liability	2.5 hours of lectures / 2.5 hours of tutorials
7	24	Organisational Crime + Liability	2.5 hours of lectures / 2.5 hours of tutorials
8	25	Exam preparation	Scheduled on demand
9	26	Written exam	2.0 hours

Examination

The module is completed with a written exam of 120 minutes in week 9.

The exam will consist of mostly open questions concerning the discussed topics in the first 7 weeks of the course. There will be general knowledge questions and application questions which are introduced by a short case.

3.2.9 Elective 8 – Sustainability Management

CANVAS Link: <https://canvas.fontys.nl/courses/7383>

The corporate mindset has shifted. Sustainability has often been only part of the corporate social responsibility (CSR) and not necessarily anchored across the different business functions and the value proposition of the firm. This has changed tremendously in recent years. According to the World Economic Forum, climate action failure is one of the top global risks. Therefore, sustainable economic growth is not only a political statement or a brand reputation anymore; it has become crucial for companies and for our future generations. The managers of today need to get involved in sustainable management as many stakeholders such as the government or society expect corporations to engage in sustainable business practices.

Therefore sustainability is increasingly becoming a necessity for corporations due to changing perspectives around the world. It is becoming even more critical for companies to address the gap between knowing and doing by embracing sustainable business practices. Sustainability can be defined as providing for the present needs without compromising the needs of the future generations to meet theirs, but often used in the wrong context. Corporate sustainability is about more than just protecting the environment. It is a business strategy for the long-term growth that generates profits and works in harmony with people and the planet. Generally-speaking, it consists of three pillars: the economic pillar, the environmental pillar and the social pillar. Economic sustainability makes the company profitable in the long-run and ensures that the business thrives, e.g. by using less plastic in product packaging or creating green jobs. Environmental sustainability includes strategies to eliminate CO₂ emissions and reduce the carbon footprint throughout the value chain including the protection of natural resources and reusing material within a circular economy. Social sustainability puts the people at the core. It promotes the health, safety and wellbeing of employees, customers, and communities. This includes a work-life balance for employees or ensuring good working conditions at the suppliers, when sourcing from Asia or Africa.

So the priorities changed mainly because of the scarcity of resources leading companies to find new innovative resources like renewables; secondly, governmental initiatives like CO₂ taxing, and thirdly, pressure from the society, which we see with the initiative like “Fridays for Future”.

Since realizing the growing importance of sustainability for the future consumers, companies are focusing to meet their demands, to increase efficiency, but also to attract them as talents by creating innovations and developing an integrated corporate strategy for sustainability.

So corporate brands can increase their values tremendously by focusing on sustainability, and many of the world's leading brands are doing just that. Having a sustainability strategy allows a company to make long-term investments. When it comes to sustainability, a do-nothing approach can mean a bigger loss in the future. Many corporate leaders are becoming aware of the need to reuse and recycle and are moving toward the circular economy (also: Cradle to Cradle), which is a huge area for growth as well with the renewable energy market.

All this calls for a deep understanding of sustainability as a strategic issue for business. Managers need to carry out a strategic analysis from a sustainability point-of-view, design a sustainability strategy that fits their company, and ensure the effective implementation of that strategy. Such a strategic and integrated approach will bring the best sustainability results and the best business results. Transforming a firm towards a sustainable entity is a long-term journey by also giving the company and its employees a new purpose.

Options to enhance sustainable developments are everywhere. It can start from simple but effective changes in the office, or more complex changes like replacing core materials with biogenic products in the production process. The starting point can be a comprehensive life

cycle assessment of the production processes and materials to identify the environmental impact of processes and products.

Consumer studies indicate the need for more sustainable products. This starts with sourcing. Consumers preferably are buying more and more local instead of global products. It also includes production processes and material usage, for example replacing fossil material with biogenic products or refurbishment of used products. Companies need to react to the market changes, especially because the COVID-19 situation has demonstrated that crises further accelerate developments. Therefore, understanding how to face social and economic changes and learning the skills to execute sustainable strategies that meet the requirements of future economy is now more important for students than ever before. After the Millennials („Generation Y“) the current FIBS students are from the „Generation Z“. The younger people are, the more consciousness changing habits to reduce environmental impact grows. Generation Z is soon to become the next dominant generation and is in many cases more concerned, about sustainability than Millennials. Therefore they need to know, which areas are affecting it.

(Sources used: Prof. Hübner, TUM/ Aalto EE, Lena Lankoski / Forbes.com)

Based on practice-related case-studies and assignments, the students exercise company-wide thinking and acting in managing sustainability for companies. In addition to this, the knowledge and the usage of relevant management instruments to measure and develop sustainability is extended. As a result the students should be courageous and motivated to apply for a Major Work Placement (MWP) related to sustainability management.

This elective is completed with a written exam. The exam has a duration of 120 minutes and will take place within the scheduled examination weeks.

The professional competence to consider individual commitment for sustainability and to develop corporate sustainability management will be subject of the exam.

Lesson week	Content	Remarks
1	Introduction, overview & definitions	2.5 hours of lectures / 2.5 hours of tutorials
2	Ecological footprint (=EFP) -> individual - food – habitation – mobility - consumption	2.5 hours of lectures / 2.5 hours of tutorials
3	Cradle to cradle (C2C) Managing the sustainable supply chain	2.5 hours of lectures / 2.5 hours of tutorials
4	Life-cycle assessment (method -> CO ₂) Goal: De-Carbonization	2.5 hours of lectures / 2.5 hours of tutorials
5	Life-cycle assessment (companies)	2.5 hours of lectures / 2.5 hours of tutorials
6	Criteria for sustainable companies	2.5 hours of lectures / 2.5 hours of tutorials
7	Examples for sustainable companies	2.5 hours of lectures / 2.5 hours of tutorials
8	Exam preparation	Scheduled on demand
9	Written exam	2.0 hours

3.3 Content HQR2 Quantitative Research

CANVAS Link: <https://canvas.fontys.nl/courses/7278>

General explanation of the module

Management is decision making. The challenge is to make these decisions in a way that ensures quality of decision making, is efficient in terms of speed and effort and guarantees the consistency of hundreds of decisions with mutual influence and impact upon each other. Good management decisions require collecting and processing suitable data, extracting information through thorough analysis and communicating findings and recommendations in a clear and convincing manner. Building upon the first year courses PQR I+II Qualitative Research, this course will extend your research skillset with the methods and tools of quantitative analysis and statistics.

Didactical concept

The aim of the course is to enable students to use and apply statistical methods on real world data sets to answer real questions. The focus is on the application. In HQR2, students will apply the statistical methods they learned in HQR1. In groups of 2-3, students will reproduce a scientific research paper employing statistical analysis on comparable, preferably newer data.

What we will do:

- Coach and support you in a quantitative research project
- Serve as discussion partner and advising expert

What we will not do:

- provide extensive new content
- focus on theory

Teaching approach

In weekly coaching sessions, students can ask questions, present the progress they make and discuss issues, challenges and problems. Coaches will support students in finding a solution.

Testing

The course content will be tested in group work (presentation & report).

3.4 PPD4 Study Career Management

CANVAS Link - The links to the PPD canvas environment are:

Dutch stream: <https://canvas.fontys.nl/courses/7424>

English stream: <https://canvas.fontys.nl/courses/7384>

German stream: <https://canvas.fontys.nl/courses/7283>

On these pages you can find all the information and materials relevant to the PPD course.

The second year of PPD will be mainly about preparing students for the work placement and minor. The focus will be on getting familiar with ,and practicing all the aspects essential to the job application process. Throughout the year students will receive feedback from coaches on their professional skills (such as CV, job interview, LinkedIN) but also regularly get in touch with people from the work field who share their knowledge and experience. Moreover, there will be several planned info sessions throughout the year to provide information about the work placement and minors (abroad).

Similar to year one, PPD activities will be a combination of plenary meetings and individual talks. Edumundo will be used to practice several PPD relevant skills and to monitor and document the students' progress. There will be time during the PPD lessons to work on the Edumundo assignments. No mandatory self-study is required.

The assessment of PPD consists of the Edumundo portfolio and your attendance during PPD activities. Moreover, students need to spend 28 hours on workshop/training activities during the year. This will be graded at the end of semester 4.

4. Planning of the semester

A semester consists of 2 blocks of 10 weeks each. Below you will find the general structure of both blocks. The exact times and location of the activities can be found in [Xedule](#)

4.1 Planning of the Blocks

LW = Lesson Week

CW = Calendar Week

Hours = Lectures and tutorials (excl.: self-study, examination preparation and examination)

4.1.1 Annual calendar

For an overview of all teaching weeks, examination and holiday weeks of the study program International Finance & Control please check the annual calendar.

4.1.2 Overview Block H3 HIC.

LW	CW	Project HIC1 “Data Analysis & Reporting”	Module HIC2 “Controlling & Cost Accounting”
1		Introduction project and repetition Excel	Cost Accounting Principles
2		Introduction Dashboards	Introduction to Controlling
3		Functions in Excel	Cost Planning and Budgeting
4		Pivot Tables + Power Pivot	Key Performance Indicators
5		Advanced graphing	KPI Systems
6		Advanced Dashboards	Target Costing and further tools
7		Introduction Power BI	Information Supply and Reporting
8		Hand-in Project	Exam Preparation
9		Presentation	Exam
10		Retakes	Retakes

4.1.3 Overview Block H4 HBD.

Individual approach according to the chosen elective. The respective week-by-week planning is listed within the description of the elective in section 3.

4.1.4 Overview HQR2 Quantitative Research.

LW	CW	Module HQR1 “Quantitative Research”	Deliverable
1	1	Intro, group forming, paper screening, selection	Groups & paper preference list
2	2	Questions	
3	3	Presentations original papers	Presentation
4	4	Planning own research	Drafts theory & methodology chapters
5	5	Data collection	
6	6	Data collection	
7	7	Data quality check	Draft data chapter
8	8	Open	
9	9	Data analysis	
10	10	Data analysis	
11	11	Data analysis	
12	12	Presentation results (50% of grade)	Final Presentation
13	13	Composing report	
14	14	Composing report	
15	15	Hand in Report (50% of grade)	Group Report
16			

4.2 Examination

The planning / schedule of the exams and retakes can be found here.

A complete overview of all examinations rules can be found here.

Progress code	Name unit of study	Test Code	ECTS	Main course / Sub-assessment	Assessment methods	Type of test	Weighting %	Minimal grade
HIC	Internal Control		10	Block H3				
HIC1	Data Analytics and Reporting		5	Main Course			100	5,5
	HIC1 Data Analytics and Reporting	HIC1-PA1	0	Sub Assessment	Project Assignment	Presentation	40	5,5
		HIC1-PA2	0	Sub Assessment	Project Assignment	Excel-Dashboard	60	5,5
HIC2	Controlling & Cost Accounting		5	Main Course			100	5,5
	HIC2 Controlling & Cost Accounting	HIC2-KT	0	Sub Assessment	Knowledge Test	Written Exam	100	5,5
HBD	New Business Developments		10	Block H4				
HBD1	Elective 1 - Choice		5	Main Course			100	5,5
	HBD1 Elective 1 - Choice	HBD1-KT	0	Sub Assessment	Knowledge Test	Written Exam	100	5,5
HBD2	Elective 2 - Choice		5	Main Course			100	5,5
	HBD2 Elective 2 - Choice	HBD2-KT	0	Sub Assessment	Knowledge Test	Written Exam	100	5,5
HQR	Quantitative Research		5	Research Line				
HQR2	Quantitative Research		2	Main Course			100	5,5
	HQR2 Research Project	HQR2-PA	0	Sub Assessment	Project Assignment	Report	100	5,5
HPPD	PPD/SCM		5	PPD Line				
PPD4	PPD/SCM		2	Main Course			100	BEH
	PPD4 Semester 4 PPD	PPD4-PA1	0	Sub Assessment	Project Assignment	Portfolio		BEH
		PPD4-PA2	0	Sub Assessment	Project Assignment	Attendance		BEH

Regarding the exact deadlines of the report and the time and location of the presentation, you will be informed in time by your tutor.

RE-EXAMINATION:

If students fail one or more examination sub-element (grade below 5.5), it is possible to retake the items of assessment according to the guidelines.

5. Outlook to semester 5 and 6

After having finished semester 4, a huge change in the way of studying is up in front of you. Within semester 5 and 6 you are going to do your first compulsory internship within a company and you are going to conduct your minor studies – some of you might consider going abroad for one semester.

5.1 Work Placement

Fontys International Business School (FIBS) has opted for a multidimensional didactic concept: theory, practice, training and integrating didactic learning lines, which encourage a psychological interchange in learning and as such offer access for each of the learning styles of the Students and teaching styles of the lecturers. Psychological learning insights suggest that a mix of learning forms and teaching styles will bring about an optimum learning result. As a consequence, FIBS has not opted for a single project based or single problem-based didactic concept.

The interaction and harmonization between the five learning lines is therefore crucial. Coherence and harmonization are guaranteed by employing course-dependent, characteristic professional situations and of course, also the internal professional coherence, within the competency matrix.

FIBS learning environment is therefore structured on the basis of the following didactic model, which includes five synergetic learning lines:

The practical learning line

The theoretical learning line

The skills learning line

The integration learning line

The study career management learning line

The practical learning line is harmonized fully with the other learning lines included in the didactic FIBS model. As FIBS emphasizes the importance of sustainability, social aspects and internationalization within her courses, we encourage students to carry out their Work Placement in these fields. It is also possible to incorporate elements of sustainability, social environment and internationalization within the project e.g. by identifying related opportunities for the company.

5.2 Minor

Information on CANVAS.

6. Organisation

6.1 Phase and Block-Coordination

Every semester has a block-coordinator who manages the semester. He/she arranges all sorts of things and has a global overview of the semester.

Main Study Phase Coordinator	Stefan Breuer
Block Coordinator H3 HIC	Bart Titulaer
Block Coordinator H4 HBD	Stefan Breuer
	Course Coordinator per Elective E1 – Matthias Eschweiler E2 – Jan Eric Peters E3 – Jan Eric Peters E5 – Björn Roosen E6 – Margriet Engels / Monika Sobiech E7 – Etienne Engelhart E8 – Frank Gerhäuser

6.2 Overview 4th semester

Block	Module	Name	ECTS	Way of examination
H3 HIC	HIC1	Data Analysis & Reporting	5	Project
	HIC2	Controlling & Cost Accounting	5	Exam (120 min.)
H4 HBD	HBD1	Individual Elective Choice 1	5	Exam (120 min.)
	HBD2	Individual Elective Choice 2	5	Exam (120 min.)
HQR	HQR2	Quantitative Research	2	Project
HPPD	PPD4	Study Career Management	2	Portfolio

6.3 Lecturers

The lecturers of the study program International Finance & Control are involved in this semester. The exact lecturers per block element can be found in [Xedule](#).

6.4 Coaches

When you are working in projects, you will be assigned a so-called coach. Although you could call a coach a generalist, they are also experts in their specific field such as marketing or management and have expertise in other fields related to the project you are doing (business research, finance, economics).

This person is the one who will guide you towards integrating the knowledge and skills in your project. Did you use the right strategy, did you use the right financial calculations, and is the structure of the company in line with its strategy? You and your group will have regular meetings with the coach, who gives feedback on your work and the process.

HIC 1 Data Analysis & Reporting		HIC 2 Controlling & Cost Accounting	
German Stream	Matthias Eschweiler	German Stream	Stefan Breuer
Dutch Stream	Bart Titulaer	Dutch Stream	Ron Bussemakers
English Stream	Bart Titulaer	English Stream	Saskia Gerhards
HQR 2 Quantitative Research		PPD4 Study Career Management	
German Stream	Jan Lucas	German Stream	Tbd.
Dutch Stream	Belinda Salcedo	Dutch Stream	Tbd.
English Stream	Matthias Eschweiler	English Stream	Tbd.
HBD "Electives"			
Advanced Statistics	Matthias Eschweiler	Digital Accounting	Björn Roosen
Digital Business	Jan Eric Peters	Sustainability Mgt.	Frank Gerhäuser
Sales Management	Jan Eric Peters	Business Law	Etienne Engelhart
		Advanced Business English	Margriet Engels / Monika Sobiech