

IBMS
Arnhem Business School

**International and Intercultural learning
Outcomes**

Nuffic Good practices Workshops on Internationalization in Higher Education

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Intended international and intercultural learning outcomes

KNOWLEDGE

K1	Students are familiar with the theories of cultural differences (for example Hofstede, Hall, Trompenaars, Lewis and others)
K2	Students are aware of the international (business) environment (have insight in recent developments, contribute to international strategies and overall vision, perform a country analysis – macro, industry and micro level- and conduct an international market survey, assess processes and decisions involved in developing international operations)
K3	Students are familiar with knowledge of cross-cultural management.

ANALYTIC SKILLS

AS1	Students recognise cultural differences in a learning and/or professional environment.
AS2	Students are able to analyse what influence their culture has on their actions.
AS3	Students are able to analyse what the influence is of culture on the actions of others.
AS4	Students are able to see the benefits of these differences.

STRATEGIC / MANAGERIAL SKILLS

MS1	Students can effectively function in classes and project groups with students from different cultural backgrounds.
MS2	Students are able to function in a learning environment foreign to them.
MS3	Students can operate in a professional environment in a foreign culture and/or in an internationally operating professional environment.
MS4	Students are able to build commitment, and respectfully and effectively deal with other cultures.

COMMUNICATION SKILLS

C1	Students are able to communicate in English.
C2	Next to their native language and English, students are able to communicate in another modern language (German, French, Dutch or Spanish).

toetsing van de international and intercultural learning outcomes

1. Propaedeutic phase

Abbreviations:

ABP	A cluster Business Plan
AMA	A cluster Management and Accounting
AML	A cluster Marketing and Logistics
BBC	B cluster Economics and Business Communication
BOP	B cluster Operational Plan
BIC	B cluster International Communication

ILO		Study unit:					
		ABP	AMA	AML	BBC	BOP	BIC
	Knowledge						
K1	Students are able to distinguish cultural differences and dimensions, models in cross-cultural management and cross cultural communication	x	x				
K2	Students are familiar with the international business environment (p1), contribute to international strategies and overall vision (p3) perform a country analysis on macro, industry and micro level, conduct an international market survey (p6) and assess processes and decisions involved in developing international operations.	x	x	x	x		
K3	Students can recognize above mentioned phenomena in international cases		x				
	Skills						
CS1	Students are able to communicate in English	x	x	x	x	x	x
CS2	Next to their native language and English, students are able to communicate in another modern language (Ger/Fre/Spa/Dut)						x
CS3	Students can adapt their communication style (in register, choice of words, direct or indirect communication)	x					x
AS1	Students are able to identify cultural signals in an international learning and/or professional environment)	x		x		x	
AS2	Students are able to analyze potential benefits and pitfalls of intercultural encounters	x		x			
AS3	Students are able to apply the above mentioned knowledge (K1,2,3) in international cases, in international learning environments and/or professional environments	x			x		
MS1	Students can effectively function in international groups and in a learning environment foreign to them	x			x	x	
MS2	Students can operate in a professional environment in a foreign culture and/or in an internationally operating environment					x	
MS3	Students are able to build commitment and reconcile stakeholder needs in an intercultural team					x	
	Attitude						
A1	Students are willing to look with an open mind to other people's cultures, countries business conditions and are willing to see their own norms, values and behaviour in an intercultural	x					

ILO		Study unit:					
		ABP	AMA	AML	BBC	BOP	BIC
	setting						
A2	Students are willing to adapt their communication style to others (sending and receiving) so that the contact is perceived as respectful	x		x			x
A3	Students accept to endure and manage their own uncertainty and complexity of intercultural encounters and conflicts.	x				x	

2. Main Phase

- CEP C cluster International Enterprise
 CEV C cluster International Environment
 CC. C cluster International Communication and Culture (1)
 DMP D cluster Marketing Planning and Budgeting
 DRE D cluster Research
 DC. D cluster International Communication and Culture (2)
 ESA E cluster Study Abroad
 FPL F cluster Placement Abroad
 GCH G cluster Demand Chain Management
 GCU G cluster Culture
 GST G cluster Strategy
 HGA H cluster Graduation Assignment

ILO		Study unit:											
		CEP	CEV	CC.	DMP	DRE	DC.	ESA	FPL	GCH	GCU	GST	HGA
	Knowledgee												
K1	Students are able to distinguish cultural differences and dimensions, models in cross-cultural management and cross cultural communication	x							x		x		
K2	Students are familiar with the international business environment (p1), contribute to international strategies and overall vision (p3) perform a country analysis on macro, industry and micro level, conduct an international market survey (p6) and assess processes an decisions involved in developing international operations.	x	x		x	x						x	x

ILO		Study unit:											
		CEP	CEV	CC.	DMP	DRE	DC.	ESA	FPL	GCH	GCU	GST	HGA
K3	Students can recognize above mentioned phenomena in international cases	x	x								x	x	x
	Skills												
CS1	Students are able to communicate in English		x	x		x	x		x				x
CS2	Next to their native language and English, students are able to communicate in another modern language (Ger/Fre/Spa/Dut)			x			x		x		x		
CS3	Students can adapt their communication style (in register, choice of words, direct or indirect communication)			x			x		x	x		x	x
AS1	Students are able to identify cultural signals in an international learning and/or professional environment)	x							x		x		
AS2	Students are able to analyze potential benefits and pitfalls of intercultural encounters								x	x	x		
AS3	Students are able to apply the above mentioned knowledge (K1,2,3) in international cases, in international learning environments and/or professional environments		x						x	x	x	x	
MS1	Students can effectively function in international groups and in a learning environment foreign to them					x			x		x	x	
MS2	Students can operate in a professional environment in a foreign culture and/or in an internationally operating environment					x			x		x	x	x
MS3	Students are able to build commitment and reconcile stakeholder needs in an intercultural team					x			x		x	x	
	Attitude												
A1	Students are willing to look with an open mind to other people's cultures, countries business	x		x				x		x		x	x

ILO		Study unit:											
		CEP	CEV	CC.	DMP	DRE	DC.	ESA	FPL	GCH	GCU	GST	HGA
	conditions and are willing to see their own norms, values and behaviour in an intercultural setting												
A2	Students are willing to adapt their communication style to others (sending and receiving) so that the contact is perceived as respectful	x				x			x		x	x	
A3	Students accept to endure and manage their own uncertainty and complexity of intercultural encounters and conflicts.	x				x			x		x	x	

Bijlage: Final qualifications of the IBMS study programme

Profession-Related Competencies
I International Business Competencies
1. International Business Awareness
2. Intercultural Adaptability
II General Management Competencies
3. International Strategic Vision Development
4. Organisational Policy Development
5. Entrepreneurial Management
III Functional Key-Areas Competencies
6. International Marketing Management
7. International Operations Management
8. International Accounting and Financial Management
Generic Competencies
I Interpersonal Competencies
1. Leadership
2. Co-operation
3. Communication
II Task-Oriented Competencies
4. Analysing and information processing
5. Creative problem solving
6. Planning and organizing
III Intra-Personal Competencies
7. Learning and self-development
8. Ethical responsibility