# TABLE OF CONTENTS

**IBSA Programme**

1. INTRODUCTION ................................................................................................. 5
2. COURSE OUTLINE ............................................................................................ 5
3. COURSE AIMS .................................................................................................. 6
4. OBJECTIVES ..................................................................................................... 6
5. RATIONALE FOR THE COURSE ..................................................................... 7
6. ACCREDITATION ............................................................................................... 7
7. THE INTERNATIONAL BUSINESS SCHOOL ALLIANCE (IBSA) PROGRAMME ... 8
8. COURSE TIMING ............................................................................................... 9
9. COURSE DIAGRAM .......................................................................................... 14
10. THESIS REQUIREMENTS ................................................................................ 17
11. STUDENT LEARNING OUTCOMES .................................................................. 17
12. ADMISSIONS .................................................................................................. 17
13. TEACHING AND LEARNING STRATEGY ....................................................... 23
14. ASSESSMENT/GRADING STRATEGY .............................................................. 24
15. STUDENT SUPPORT ........................................................................................ 25
   a. INDUCTION/ORIENTATION PROGRAMME ............................................. 25
   b. Research Skills ............................................................................................. 25
   c. Career Placement and Internships ............................................................. 26
   d. Academic Support ....................................................................................... 27
   e. Library and Learning Resources ............................................................... 27
   f. Online Learning ........................................................................................... 28
   g. Postgraduate Administration ..................................................................... 28
   h. Language Training ...................................................................................... 28
   i. Housing ......................................................................................................... 29
   j. Teaching Faculty .......................................................................................... 29
   k. Information on Living Expenses, Accommodation, and Visas ................. 29
   l. Other Support Services .............................................................................. 35
16. Marking/Grading ............................................................................................ 36
   1.1. Exclusion from a Programme of Study on Academic Grounds ............. 36
   1.2. Penalties for Late Submission of Coursework ....................................... 36
1.3. Action in the Case of Failure .......................................................... 36
1.4. Cheating and Plagiarism ............................................................... 36
   Plagiarism .................................................................................. 37
   Plagiarism Detection Service ...................................................... 37
1.5. Working Together ...................................................................... 37
1.6. Cheating in Exams or In-Class Tests ......................................... 38

17. DUAL DEGREE AWARDS .......................................................... 38
18. COURSE REGULATIONS .............................................................. 38
19. OUTLINES OF COMMON-CORE, FIRST-SEMESTER MODULES ......... 39
   Global Marketing Strategies ....................................................... 44
   Multinational Financial Management ......................................... 49
   Global Strategic Analysis .......................................................... 54
   International Business Law ........................................................ 59
20. OUTLINES OF ELECTIVE, FIRST-SEMESTER MODULES ................... 63
   Global Business Planning—RANEPA, IBS Moscow ....................... 64
   Global Business Planning—University of Valencia ....................... 68
   International Leadership—Hochschule Bremen ............................ 73
   International Leadership—UNIRAZAK ......................................... 76
   Managing Across Cultures—Hertfordshire. Error! Bookmark not defined.
   Global Operations Management ................................................ 79
21. OUTLINE OF COMMON DISSERTATION PROJECT .......................... 83
   Global and Islamic Finance ......................................................... 88
   Advanced Project Paper in Islamic Finance ................................. 88
APPENDICES ............................................................................... 92
  APPENDIX A. LEVEL 7 DESCRIPTORS (MASTER’S DEGREE) ............... 92
  APPENDIX B. HOCHSCHULE BREMEN ACADEMIC REGULATIONS ........ 93
  APPENDIX C. IBS RANEPA MOSCOW ACADEMIC REGULATIONS .......... 95
  APPENDIX D. UNIVERSITY OF NORTH CAROLINA WILMINGTON ACADEMIC REGULATIONS ......................................................... 99
  APPENDIX E. NOVANCIA BUSINESS SCHOOL PARIS ACADEMIC REGULATIONS ........................................................................ 100
  APPENDIX F. IBSA CONTACT INFORMATION .................................... 101
Welcome from the IBSA Course Management Team

Welcome to the International Business School Alliance (IBSA) programme—one of the most dynamic and innovative developments in graduate education.

Established in June 2003, IBSA enables students to study at two universities in two different countries, receiving master’s degrees from each of these institutions. Started by universities involved in the Bologna Declaration, the alliance now includes a broader range of partners: Hochschule Bremen City University of Applied Sciences in Germany; Universitat de València in Spain; the Russian Presidential Academy in Russia; the University of North Carolina Wilmington in the United States; the University of Hertfordshire in the United Kingdom; Universiti Tun Abdul Razak in Malaysia; and Novancia Business School Paris in France.

For the next year you will be a part of this dynamic international program as a student. This is a unique program that will move very quickly. You may find it challenging, exciting, and at times stressful. You may have already left your home country, perhaps for the first time in your life. You have one new country to get used to and, in a few months’ time, you will have to get to know a second. You will study with students from all over the world and will learn to recognize that they may have expectations and ways of doing things in their cultures that differ from yours.

At the end of the year we expect that you will have grown as a person—you will be better able to cope with stress and change, be more sensitive toward cultural differences, and more capable of operating in a fast-moving, multinational environment. You will have a unique combination of skills that employers value. The program provides the opportunity to develop a network of contacts across the world—some may become your close friends and some may even be your future business partners.

As with any master’s degree, you will have to spend considerable time studying. However, we hope that you will also take time to get to know the cities and countries in which you are studying and the people who will share this journey with you.

Very best wishes,

The IBSA Management Committee
IBSA Programme

1. INTRODUCTION
The International Business School Alliance (IBSA) attracts students from all over the world to work, learn and live together, and this enriches the experience of all students, faculty, and staff. The alliance partners believe that an understanding of different cultures, beliefs and approaches to analyzing and addressing issues is crucial.

Whilst you undoubtedly will benefit from the experiences you have, you should also be aware of your responsibilities to others. We want everyone within the university communities to feel welcome and benefit fully from their time in the program.

The IBSA alliance members are very proud of the diverse mix of students, faculty and staff at the partner institutions. Understanding and respecting the views of others is one of IBSA’s core values. We hope that you will contribute actively to your university communities during your time of studies.

You will encounter beliefs and concerns which are very different from your own. Please be assured that we are committed to fostering a diverse and inclusive environment for teaching and research. You should always feel that you will be respected. However, please always remember that as a member of the university you belong to a community and you should take care to treat all other students, faculty and staff, visitors, and the physical environment within the community with the care and respect you would expect to receive yourself.

2. COURSE OUTLINE
Courses are offered under the auspices of IBSA, which offers a dual master’s degree award that involves two of the partner universities:

- Hochschule Bremen City University of Applied Sciences (HSB): MBA
- Universitat de València Estudi General (UV): Master in International Business
- Russian Presidential Academy (RANEPA), IBS: MSc in International Management
- University of North Carolina Wilmington (UNCW): MBA
- University of Hertfordshire (UH): MSc in Global Business
- Universiti Tun Abdul Razak (Uniraza): MBA
- Novancia Business School Paris: MSc in International Business Development and Consulting

Students begin the first semester at any of the partner universities and are required to attend the second semester and complete the final research project at any other partner university.
3. COURSE AIMS

The International Business School Alliance (IBSA) programme aims to equip graduates for leadership in businesses where global issues have significant implications for the decision-making process. Graduates will be equipped for positions in which awareness of economic and cultural diversity is seen as an important professional, managerial and entrepreneurial skills set.

IBSA graduates will fit into positions where quickly adapting to new environments are essential, thus meeting the needs of the businesses that are developing globally and which operate within a diverse range of social, cultural, economic and political circumstances. IBSA graduates will also be able to recognize how domestic businesses are affected by global trends and events.

The IBSA programme aims to nurture a learning experience that meets the needs of the global business environment. Specifically, to fill positions at the managerial level with people professionally prepared to face and develop the global business challenges. The IBSA programme offers a cross-cultural learning experience incorporated from the diverse academic, cultural and professional traditions of each partner university within a common programme of structured activities.

4. OBJECTIVES

The objectives of the IBSA programme are:

- enable graduates to develop specific international skills, appropriate for them to compete for managerial positions in businesses where an awareness of the global environment is required. To achieve this the IBSA programme makes use of the close links that the partner institutions have forged with the international business community.
- develop graduates who have the cultural sensitivities required to operate as managers in a global context.
- enable graduates to explore a range of cross-cultural management issues from the perspective of a variety of ethical perspectives.
- enable graduates to identify, evaluate and exploit the opportunities that the global environment offers to businesses that trade in an international or a domestic market.

The IBSA programme offers a unique learning experience, based on student needs and graduate opportunities. This is accomplished with advanced core learning in semester 1, specialized learning in semester 2, and a major research project/thesis. In addition, the international experience is enhanced by the blend of cultures and nationalities encountered during peer interaction and student-teacher collaboration in different countries. In particular, the major research project/thesis enhances and develops the candidate’s ability to take responsibility for an entire project, starting from inception, addressing global issues, relating sources from different countries and achieving professionally relevant outcomes.

The program is taught and assessed in English at all the partner institutions and all course materials are provided in English.
The IBSA programme goes beyond the international perspective, seeking explanation and critical analysis of those issues that make a business belong to the global competitive arena rather than just trade with entities from other countries.

5. **RATIONALE FOR THE COURSE**

The course aims to develop graduates who have the distinctive competences required to operate as managers in a global context. These competences include a sound knowledge of finance, marketing, human resource management, strategy, and international law as these topics apply to global business. Students must employ a range of communication, IT and problem-solving skills, and gain an expertise in an appropriate specialist area. It is equally important, however, that our graduates should have the cultural sensitivities that will enable them to operate in different countries and in multicultural and multinational environments. It is intrinsic to the philosophy of the course that such sensitivities can be fully acquired and developed only by living and working in cultural settings other than the student’s country of origin.

The core idea behind the IBSA programme is to provide a learning experience that matches business specialization with a global perspective and cultural awareness and sensitivity. The idea builds on the students’ needs and the diverse partner universities’ resources and experience.

6. **ACCREDITATION**

Each IBSA partner university maintains its own accreditation according to the standards of each country. Following are the specific accreditations:

- The International MBA of Hochschule Bremen City University of Applied Sciences in Germany is approved by the Bremen State Government and accredited by ZEvA, Zentrale Evaluations--und Akkreditierungsagentur Hannover.

- The Master in International Business Administration of the University of Valencia (UV) has been reaccredited this year according to the Spanish regulations for the Ley de Universidades—Universities Law. It is accredited by the National Agency for Quality and Accreditation (ANECA) or the corresponding Valencian Quality and Accreditation Agency.

- The MSc in International Management of IBS-Moscow of the Russian Presidential Academy is accredited by EPAS and the Academy of National Economy under the Government of Russian Federation, the Federal Agency of Education of the Russian federation (Rosobrnadzor).

- The MBA of UNCW is accredited by the Association to Advance Collegiate Schools of Business (AACSB) and by the Southern Association of Colleges and Schools (SACS).
• The University of Hertfordshire has full degree awarding powers under the Further and Higher Education Act (1992) and is subject to scrutiny of the Quality Assurance Agency for Higher Education (QAA). The university operates in accordance with the terms of its Instrument and Articles of Government, as approved by the Privy Council.

• The MBA in Global Islamic Finance from UNIRAZAK is accredited by the Malaysian Qualifications Agency (MQA) and the Ministry of Education.

• The MSc in International Business Development and Consulting from Novancia Business School Paris is accredited by the Conférence des Grandes Ecoles (CGE).

7. THE INTERNATIONAL BUSINESS SCHOOL ALLIANCE (IBSA) PROGRAMME

The IBSA programme offers a set of core modules in semester 1, followed by a semester 2 specialization consisting of 3-6 modules, and a final research project/thesis. Semester 1 provides students with core modules worth 30 European Credit Transfer and Accumulation System (ECTS) credits, 12 semester hour (SH) credits or 60 UK credits, setting the context of the broader field of global business and management. Semester 2 provides the specialization modules, also worth 30 ECTS, 12 SH or 60 UK credits, plus the final research project/thesis worth a further 30 ECTS, 12 SH or 60 UK credits. The final project is related to the chosen specialist business function.

Students may be admitted to the IBSA programme with a bachelor’s degree relevant or cognate to business management (e.g., a bachelor’s degree in business, economics, accounting, finance, marketing or management) or its equivalent business coursework as determined by the admitting university.
8. **COURSE TIMING**

The course duration is approximately 13-15 months. The timetable of the IBSA programme is summarized in the following table.

**Academic Calendar of the IBSA Programme - Core Modules (Semester 1)**

<table>
<thead>
<tr>
<th>Timetable of Programme</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing date for applications</td>
<td>2 calls from May 31 to July 31 (later for EU-applicants)</td>
<td>2 calls from March to September</td>
<td>July 20 for visa; mid-August for those who do not need a visa</td>
<td>June 1 (May 1 preferred for international applicants)</td>
<td>Non-UK residents; August 16; UK residents; August 30</td>
<td>July 1 (for visa application); 3 months for processing</td>
<td>June 15 for non-EU applicants; September 5 for EU applicants</td>
</tr>
<tr>
<td>Orientation/Induction</td>
<td>First Week of October (October 1-7)</td>
<td>September 28 and September 29</td>
<td>Second week of September</td>
<td>September 10-11</td>
<td>September 21</td>
<td>First Week of October</td>
<td>First week of October</td>
</tr>
<tr>
<td>Deadline for Choice of Specialization*</td>
<td>October 15</td>
<td>October 2</td>
<td>October 15</td>
<td>October 1</td>
<td>October 13</td>
<td>October 15</td>
<td>October 15</td>
</tr>
<tr>
<td>First semester Start</td>
<td>October 8</td>
<td>September 30</td>
<td>September 15</td>
<td>September 14</td>
<td>September 28</td>
<td>October 4</td>
<td>First week of October</td>
</tr>
<tr>
<td>First semester end</td>
<td>January 23</td>
<td>December 21</td>
<td>December 23</td>
<td>December 10</td>
<td>January 16</td>
<td>January 23</td>
<td>January 23</td>
</tr>
<tr>
<td>Second Semester Orientation Week</td>
<td>First week of February</td>
<td>February</td>
<td>Last week of January</td>
<td>February 4-5</td>
<td>January 17</td>
<td>First Monday of February</td>
<td>First week of February</td>
</tr>
<tr>
<td><strong>Second</strong> semester start</td>
<td>February 8</td>
<td>February 4</td>
<td>February 1</td>
<td>February 8</td>
<td>January 18</td>
<td>First Week of February</td>
<td>February 6</td>
</tr>
<tr>
<td>Second Semester End</td>
<td>Mid-June</td>
<td>June 13</td>
<td>Mid-June</td>
<td>May 20</td>
<td>May 20</td>
<td>Mid-June</td>
<td>Mid-June</td>
</tr>
</tbody>
</table>

* Late choices are possible only if there are still vacancies.
**As the calendar is not yet closed dates related to second semester 2015/2016 are approximate.
### Grading or marking system*

<table>
<thead>
<tr>
<th></th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEP A</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadlines for sending marks to partner institutions summer semester:</td>
<td>end of July</td>
<td>end of July</td>
<td>end of July</td>
<td>end of each semester</td>
<td>End of October</td>
<td>end of July</td>
<td>end of July</td>
</tr>
<tr>
<td>Winter semester:</td>
<td>end of February</td>
<td>end of February</td>
<td>end of February</td>
<td>early January</td>
<td>End of February</td>
<td>end of February</td>
<td>end of February</td>
</tr>
<tr>
<td>Master’s Thesis:</td>
<td>1st option: end of September</td>
<td>2nd option: February 28 of following year</td>
<td>1st option: end of October; 2nd option: end of November</td>
<td>early October required by November 1 or too late to graduate in December</td>
<td>End of October</td>
<td>early October</td>
<td>End of October</td>
</tr>
<tr>
<td>Transcripts</td>
<td>E-mailed and/or regular mail</td>
<td>E-mailed and/or regular mail</td>
<td>E-mailed and/or regular mail</td>
<td>E-mail or regular mail</td>
<td>E-mail or regular mail</td>
<td>E-mail or regular mail</td>
<td>E-mail or regular mail</td>
</tr>
</tbody>
</table>

### Examination dates and re-sits

<table>
<thead>
<tr>
<th></th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEP A</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retakes</td>
<td>Only for complete modules if failed</td>
<td>January and June - July</td>
<td>June or September</td>
<td>No retakes without re-enrolling in course</td>
<td>20 June - 1 July</td>
<td>individual exam for special case</td>
<td>June or September</td>
</tr>
<tr>
<td>Nos. of retakes</td>
<td>1 (2nd repetition in exceptional cases)</td>
<td>2</td>
<td>2</td>
<td>None</td>
<td>1*</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Dates of examination boards</td>
<td>individual</td>
<td>individual</td>
<td>N/A</td>
<td>N/A</td>
<td>Earliest November 14</td>
<td>September</td>
<td>End of October</td>
</tr>
</tbody>
</table>

* UH students who achieve an overall score of less than 20% in any given module will not be eligible for a referral, and will need to repeat the module in full.
<table>
<thead>
<tr>
<th>Master Thesis</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signing up for master’s topic</td>
<td>1st option: May 15 / 2nd option: latest by October 1</td>
<td>Third week of March</td>
<td>May 1</td>
<td>May 1</td>
<td>April 19</td>
<td>First week of May</td>
<td>April 15</td>
</tr>
<tr>
<td>Submission of master’s thesis</td>
<td>1st option: end of August / 2nd option: February 28 of following year</td>
<td>October 31st</td>
<td>September 1</td>
<td>Third week of September</td>
<td>First week of September</td>
<td>Second week of September</td>
<td></td>
</tr>
<tr>
<td>Timeframe for master’s thesis</td>
<td>15 weeks</td>
<td>16 weeks</td>
<td>20 weeks</td>
<td>15-20 weeks</td>
<td>17 weeks</td>
<td>14 weeks</td>
<td>16 weeks</td>
</tr>
<tr>
<td>Oral defense</td>
<td>To be decided by supervisors</td>
<td>1st option third week of October; 2nd option last week of November</td>
<td>End of September</td>
<td>End of September</td>
<td>To be decided by supervisor</td>
<td>Not required</td>
<td>End of September Early October</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>Master of Business Administration</td>
<td>Master in International Business</td>
<td>MS in International Management</td>
<td>Master of Business Administration</td>
<td>MSc in Global Business</td>
<td>MBA (Global Islamic Finance)</td>
<td>MSc in International Business Development &amp; Consulting</td>
</tr>
<tr>
<td>Extension master’s thesis</td>
<td>According to individual consulting in written form</td>
<td>Students not completing by last week September can extend until third week October at no charge; after that students will incur fees to retake module</td>
<td>According to individual consulting</td>
<td>Students not completing by September 30 can continue to work until December 1 at no charge; After that students will incur fees to re-take module</td>
<td>Individual negotiation</td>
<td>Individual negotiation</td>
<td>Individual negotiation</td>
</tr>
<tr>
<td>Size of dissertation</td>
<td>Approx. 50 pages</td>
<td>Approx. 20,000 words</td>
<td>Approx. 60 pages</td>
<td>Depends on topic</td>
<td>Approx. 15,000 words</td>
<td>Approx. 15,000 words or 75 pages</td>
<td>Approx. 15,000 words</td>
</tr>
<tr>
<td>Copies of master thesis</td>
<td>3 bound copies and 2 CDs/DVDs</td>
<td>3 bound copies and a CD/DVD</td>
<td>2 bound copies and a CD/DVD</td>
<td>Electronic only</td>
<td>Electronic and 2 paper copies</td>
<td>3 bound copies and a CD/DVD</td>
<td>3 copies</td>
</tr>
<tr>
<td>Plagiarism finder</td>
<td>Turn-it-in-report–whole report must be saved on 2 CDs with master thesis</td>
<td>Turn-it-in-report – whole report must be saved on CD with master thesis</td>
<td>The electronic copy is run through plagiarism finder software by IBS staff</td>
<td>Yes, plagiarism check performed</td>
<td>Yes, plagiarism check performed</td>
<td>Turnitin Similarity Report</td>
<td>Yes, plagiarism check performed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master Thesis continued</td>
<td>HSB</td>
<td>UV</td>
<td>IBS RANEPA</td>
<td>UNCW</td>
<td>UH</td>
<td>UNIRAZAK</td>
<td>NOVANCIA</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----</td>
<td>----</td>
<td>------------</td>
<td>------</td>
<td>----</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>Supervision</td>
<td>Supervisors allocated by topic area -- the first supervisor must have a Ph.D. degree</td>
<td>All supervisors have a Ph.D. degree - supervisors allocated by topic area</td>
<td>All supervisors have a Ph.D. degree</td>
<td>Students select faculty during thesis workshop</td>
<td>Supervisor allocated by topic area</td>
<td>Supervisor allocated by topic area - all supervisors must have a doctorate degree</td>
<td>All supervisors have a Ph.D. degree</td>
</tr>
<tr>
<td>Number of supervisors required</td>
<td>Two, a first and a second supervisor - both grade the thesis</td>
<td>One</td>
<td>One per student</td>
<td>Chair and two readers</td>
<td>One, plus one second marker</td>
<td>Minimum of one supervisor and one second marker</td>
<td>One supervisor; one assessor</td>
</tr>
<tr>
<td>Dissertation guidelines</td>
<td>Rules for citation by faculty of economics (SIB) recommended</td>
<td>guidelines are given at the beginning of the second semester</td>
<td>Thesis guide</td>
<td>Directions provided during thesis workshop</td>
<td>Yes, made available to student</td>
<td>Yes, made available to student</td>
<td>Yes, made available to student</td>
</tr>
<tr>
<td>Costs of issuing certificates</td>
<td>None for one original only</td>
<td>none</td>
<td>None</td>
<td>None for original; $50 for duplicate</td>
<td>None</td>
<td>Included in the graduation fee</td>
<td>Included in the graduation fee</td>
</tr>
<tr>
<td>Date of availability of certificates</td>
<td>Approx. 4 weeks after oral defence</td>
<td>Approx. 4 weeks after oral defence</td>
<td>Approx. 4 weeks after oral defence</td>
<td>60 days after end of semester</td>
<td>At March graduation ceremony</td>
<td>Convocation in early November</td>
<td>Mid-November</td>
</tr>
<tr>
<td>Form sheets from students</td>
<td>- Application for admission to master thesis</td>
<td>Application for admission to master thesis</td>
<td>Sign-up sheet for master thesis</td>
<td>Five forms at <a href="http://csb.uncw.edu/imba/imbaForms.html">http://csb.uncw.edu/imba/imbaForms.html</a></td>
<td>Not required; automatic enrolment</td>
<td>Sign-up sheet for master thesis</td>
<td>NA</td>
</tr>
<tr>
<td>Form sheets from supervisors</td>
<td>One report from each supervisor for the master thesis and one mutual report of the oral defense</td>
<td>-One report from the supervisor of the master thesis -One report of the oral defense</td>
<td>One report from the supervisor, reports from members of oral defense board</td>
<td>All forms require committee signature</td>
<td>Standard thesis assessment form used, plus second-marker form</td>
<td>Same form as above</td>
<td>-One report from each supervisor of the master thesis -One report of the oral defence</td>
</tr>
<tr>
<td>Special requirements regarding outgoing students at partner universities</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>Follow same thesis rules as specialization students in order to receive UNCW degree</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Master Thesis continued</td>
<td>HSB</td>
<td>UV</td>
<td>IBS RANEPA</td>
<td>UNCW</td>
<td>UH</td>
<td>UNIRAZAK</td>
<td>NOVANCIA</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----</td>
<td>----</td>
<td>------------</td>
<td>------</td>
<td>----</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td>Are students obliged to stay in country when writing on their thesis?</td>
<td>No, as long as they regularly stay in touch with their supervisors</td>
<td>It is highly recommended they stay over until July</td>
<td>No</td>
<td>No, but highly recommended</td>
<td>Subject to supervisor’s approval</td>
<td>No, as long as they regularly stay in touch with their supervisors</td>
<td>No</td>
</tr>
<tr>
<td>Can the oral defense be done by Skype?</td>
<td>Yes, in exceptional cases</td>
<td>Yes, in exceptional cases</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes, in exceptional cases</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Can students write their thesis with companies?</td>
<td>Yes</td>
<td>Yes, but the topic has to be approved by supervisor</td>
<td>Yes</td>
<td>Research-based only</td>
<td>Not with, but can write it on a company.</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Other requirements</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>Formatted to UNCW Graduate School requirements</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduation Ceremony</th>
<th>HSB</th>
<th>UV</th>
<th>IBS</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates</td>
<td>End of September</td>
<td>July</td>
<td>July 11 of next year*</td>
<td>December**</td>
<td>March</td>
<td>Early November</td>
<td>End of January the next year</td>
</tr>
</tbody>
</table>

* Diploma is awarded upon completion of studies; however, the official graduation ceremony is held in July of the following year along with students in other Russian master’s programmes, which usually involve 2 years of study.

**Traditional graduation ceremony for the university is held in December. Diplomas are mailed in February following graduation.
9. COURSE DIAGRAM

Term 1 Core Modules (60 UK/30 ECTS*/12SH)

The core modules offered at every IBSA-partner are as follows:

- Global Marketing Strategies
- Global Strategic Analysis
- Human Resource Management in the Global Environment
- Multinational Financial Management
- International Business Law

Each partner university also requires an additional module, which is shown below:

<table>
<thead>
<tr>
<th>Universitat de València (UV), Facultat d'Economia, Valencia</th>
<th>Hochschule Bremen City University of Applied Sciences (HSB), International Graduate Center, Bremen</th>
<th>Russian Presidential Academy of National Economy and Public Administration (RANEPA), Institute of Business Studies, Moscow (IBS)</th>
<th>University of North Carolina Wilmington (UNCW), Cameron School of Business, Wilmington</th>
<th>University of Hertfordshire Business School (UH), Hatfield</th>
<th>Universiti Tun Abdul Razak (UNITRAZAK), Graduate School of Business, Kuala Lumpur</th>
<th>Novancia Business School Paris</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● International Leadership (optional)</td>
<td></td>
<td></td>
<td>● Modern Business Cultures in the Age of Globalization</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Term 2 Specialization Modules (60 UK/30 ECTS*/12SH)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Integrated marketing communications</td>
<td>• Logistics Networks</td>
<td>• Macroeconomic Policy for Emerging Markets</td>
<td>• Portfolio Management I: Equity</td>
<td>• Strategic Human Resource Management</td>
<td>• (Choose any 4 electives)</td>
<td>• International Business &amp; Entrepreneurial Strategies</td>
</tr>
<tr>
<td>• International marketing research</td>
<td>• International Transport</td>
<td>• Investing and Project Financing in Emerging Markets</td>
<td>• Statistics and Econometrics</td>
<td>• Managing Across Cultures</td>
<td>• Islamic Financial and Economic Systems</td>
<td>• International Business Consulting &amp; Support</td>
</tr>
<tr>
<td>• Service marketing and management</td>
<td>• International Sourcing &amp; Procurement Logistics</td>
<td>• Strategic Marketing to Emerging Markets</td>
<td>• Financial Management</td>
<td>• Organisational Behaviour</td>
<td>• Applications of Islamic Commercial Law</td>
<td>• International Business Negotiation &amp; Communication</td>
</tr>
<tr>
<td>• International distributions and logistics</td>
<td>• International Maritime Transport</td>
<td>• Management Models in Emerging Markets</td>
<td>• Portfolio Management II: Fixed Income</td>
<td>• Plus an Optional module</td>
<td>• Islamic Financial Institutions and Markets</td>
<td>• Business Model Innovation &amp; Planning</td>
</tr>
<tr>
<td></td>
<td>• Project Management</td>
<td>• Innovations Management</td>
<td>• Portfolio Management III: Alternative Assets and Derivatives</td>
<td>• Postgraduate Research Methodology</td>
<td>• Islamic Banking Products and Services</td>
<td>• Risk Assessment in EU and New Emerging Countries</td>
</tr>
<tr>
<td></td>
<td>• International Leadership (optional)</td>
<td>• Languages of Modern Communication</td>
<td>• International Real Estate Investment</td>
<td></td>
<td>• Risk Management and the Regulatory Framework in the Islamic Finance</td>
<td>• Networks &amp; E-Platforms for Entrepreneurial Development</td>
</tr>
</tbody>
</table>
Term 3 Thesis Modules (60 UK/30 ECTS*/12SH)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>International Marketing (UV) project</td>
<td>International Logistics &amp; Supply Chain Management (HSB) project</td>
<td>Management in Emerging Economies (IBS) thesis</td>
<td>International Finance and Investments (UNCW) thesis</td>
<td>Human Resource Management (UH) project</td>
<td>Global Islamic Finance (UNIRAZAK) project</td>
<td>International Business Development and Consulting (NOV)</td>
</tr>
</tbody>
</table>

*ECTS European Credit Transfer System;

*Note: Students are required to attend semesters one and two in two different IBSA partner universities.*
10. THESIS REQUIREMENTS

Thesis Requirements vary by specialization. Please check with your Specialization Director/Mentor for specifics. Also, refer to the dates and deadlines in the requirements chart that begins on page 7. Also, review the common dissertation/project module outline included at the end of the handbook.

11. STUDENT LEARNING OUTCOMES

Programme Goals are:

1. To enable graduates to develop skills appropriate for them to compete for managerial positions in businesses where an awareness of the global environment is required.
2. To develop graduates who have the cultural sensitivities required to operate as managers in a global context.
3. To enable graduates to explore a range of cross-cultural management issues from a variety of ethical perspectives.
4. To enable graduates to identify, evaluate and exploit the opportunities that the global environment offers to businesses that operate in an international or a domestic market.
5. To provide a theoretical grounding in approaches to research and a practical understanding of how established research methods can be applied to develop and interpret knowledge of direct relevance to the challenges faced by international managers.

12. ADMISSIONS

Applicants to the IBSA program should apply to the university in which they wish to take their first semester. In this application students will be requested to indicate their first and second choice of specialization. In some circumstances the second semester university may have additional requirements to ensure student success. You may then apply for changes only in exceptional circumstances and no later than 15 October by contacting the course leaders of the institutions involved. The decision is at the discretion of the course leaders of the institutions involved. Any non-standard second semester applications will be considered by the course leader of the second semester institution in consultation with its partner counterpart. (Please note in table that follows).

In order to participate actively and effectively in the IBSA programme, students must have a sound basis of knowledge of business and economics at the undergraduate level. Therefore, applicants must hold at least a second lower class degree relevant or cognate to business management (e.g. bachelor degrees in business, economics, accounting, finance, marketing or management). If an applicant has a bachelor’s degree in a different discipline (non-business), it is necessary to give proof of a participation in at least several business classes and/or provide proof of additional relevant skills or professional experience. The first semester institution (core modules) will determine if these courses are sufficient for admission. All students also need to be able to speak and write fluently in English. Applicants whose native language is not English must achieve an acceptable level IELTS, TOEFL, or equivalent from a recognized institution. Exemptions may be made if an applicant undertook a substantial part of his/her bachelor’s studies in English.
IBSA Admission Requirements – First Semester (core modules)

The minimum standard admission requirements apply in all partner universities:

1. Bachelor’s degree relevant or cognate to business or economics.
2. If non-business cognate degree is considered, then additional relevant skills, complementary courses, or professional experience related to business required.
3. Proof of English language proficiency via recognized IELTS, TOEFL, or PTE Academic testing. Exemptions may be considered for applicants who undertook a substantial part of their bachelor’s studies in English.

Additional requirements are required of students applying to the University of Hertfordshire for any part of their studies:

All students must meet both the University of Hertfordshire’s English language requirement and the UK Border Agency’s English language requirements. For acceptance into the IBSA programme, students must score at least 6.5 on the IELTS test, or 36 = B1 on the PTE Academic, or an equivalent score on a recognized English language test. A list of recognized tests is provided at the following website:


Students must achieve the following minimum scores on each element:

<table>
<thead>
<tr>
<th>IELTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading</td>
<td>5.5</td>
</tr>
<tr>
<td>Listening</td>
<td>5.5</td>
</tr>
<tr>
<td>Speaking</td>
<td>5.5</td>
</tr>
<tr>
<td>Writing</td>
<td>5.5</td>
</tr>
</tbody>
</table>

If the student does not require a visa, this requirement will be waived if the student has successfully completed an undergraduate degree at a university in the United Kingdom, or another country acceptable to the University of Hertfordshire, where study was in English and the student was based in that university’s home country during study.

4. For entering the program with the core modules in Bremen, applicants need to show proof of having at least one year of professional experience.
Additional admission requirements by partner for Semester One (core module) admission are summarized in the following table:

<table>
<thead>
<tr>
<th>Admission requirements</th>
<th>HSB</th>
<th>UV</th>
<th>IBS</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>IELTS</td>
<td>6.5</td>
<td>6.5</td>
<td>6.5</td>
<td>6.5</td>
<td>6.5*</td>
<td>6.5</td>
<td>6.5</td>
</tr>
<tr>
<td>TOEFL (internet)</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>Not accepted</td>
<td>90</td>
<td>85</td>
</tr>
<tr>
<td>Is English proficiency test necessary if student took undergraduate studies in English?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Determined on a case-by-case basis</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>GMAT/GRE</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>One year professional experience</td>
<td>Yes</td>
<td>Preferred</td>
<td>No</td>
<td>Preferred</td>
<td>No</td>
<td>No</td>
<td>Preferred</td>
</tr>
<tr>
<td>Others</td>
<td>Additional relevant skills, complementary courses or professional experience if non-business cognate degree</td>
<td>Additional relevant skills, complementary courses or professional experience if non-business cognate degree</td>
<td>Additional relevant skills, complementary courses or professional experience if non-business cognate degree</td>
<td>$60 USD app fee; International students must complete international documents and send proof of financial support</td>
<td>N/A</td>
<td>Additional relevant skills, complementary courses or professional experience if non-business cognate degree</td>
<td></td>
</tr>
<tr>
<td>Online applications possible?</td>
<td>Downloadable application form at the IGC-website: <a href="https://www.graduatecenter.org/en/admission.html">https://www.graduatecenter.org/en/admission.html</a></td>
<td>Online form only at the UV official master’s website: <a href="http://www.uv.es/postgrado">www.uv.es/postgrado</a></td>
<td>Downloadable application form</td>
<td>Yes</td>
<td>Downloadable application form: <a href="http://www.herts.ac.uk/apply">http://www.herts.ac.uk/apply</a></td>
<td>Yes</td>
<td>Downloadable application form on Novancia website.</td>
</tr>
<tr>
<td>Maximum amount of students</td>
<td>25</td>
<td>20</td>
<td>30</td>
<td>25</td>
<td>30</td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

* Students applying to UH must achieve the minimum scores outlined on page 18
<table>
<thead>
<tr>
<th>Documents required for application</th>
<th>HSB</th>
<th>UV</th>
<th>IBS</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passport photograph</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Copies of either birth certificate or passport*</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Curriculum vitae/resume</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Proof of knowledge of English language* (see above table)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Proof of previous university degree(s)* + grade report/transcript</td>
<td>Yes</td>
<td>Yes**</td>
<td>Yes***</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Proof of practical knowledge of work experience</td>
<td>Yes</td>
<td>Yes, preferred</td>
<td>No</td>
<td>Preferred</td>
<td>No</td>
<td>Yes, preferred</td>
<td>Yes, preferred</td>
</tr>
<tr>
<td>An essay outlining student’s interest in the programme</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Part of application form</td>
<td>Part of application form</td>
</tr>
<tr>
<td>A letter of recommendation by an employer / university teacher</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Original APS-“certificate” for Chinese applicants only</td>
<td>Yes</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Other</td>
<td>No</td>
<td>No</td>
<td>Bachelor degree (also for 2nd term), translated into Russian by a certified translator and notarized</td>
<td>Officially certified true copy of degrees and certificates</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Certified copies of original documents. If regular copies are submitted, original documents should be presented on enrollment. Original documents other than in English or in the language of the respective university, at which the student will study have to be translated for the application by a recognised translator.

** Transcripts of academic record needed (courses and marks received) and Certificate/Diploma validated by the corresponding authority. See instructions at [http://www.uv.es/postgraduate](http://www.uv.es/postgraduate).

*** Transcripts of academic record needed (courses and marks received). Degree has to be legalized in a way appropriate to the specific country.
Admission requirements by partner for Semester Two (specialization modules) admission are summarized in the following table:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree relevant or cognate to the Business Management</td>
<td>Confirmation of the entrance university is required</td>
<td>Confirmation of the entrance university is required</td>
<td>Notarized copy of legalized degree certificate, translated into Russian by a certified translator</td>
<td>Confirmation of the entrance university is required</td>
<td>Confirmation of the entrance university is required</td>
<td>Confirmation of the entrance university is required</td>
<td>Confirmation of the entrance university is required</td>
</tr>
<tr>
<td>Others:</td>
<td>Experience in marketing; skills in marketing research software</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Further requirements if student nos. Raise beyond 25</td>
<td>Personal interviews and review</td>
<td>None</td>
<td>Personal interviews and review of grades previously received</td>
<td>Committee review of application packet</td>
<td>Personal interviews and review</td>
<td>Personal interviews and review</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Documents required for 2nd term</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>International student forms / student information request form</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Not applicable</td>
<td>Yes</td>
</tr>
<tr>
<td>Online-application</td>
<td>No</td>
<td>Yes</td>
<td>Downloadable application form</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Passport photograph</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Copies of either birth certificate or passport*</td>
<td>Yes</td>
<td>Yes</td>
<td>Copy of passport</td>
<td>No</td>
<td>Copy of passport</td>
<td>Copies of passport</td>
<td>Yes</td>
</tr>
<tr>
<td>Curriculum vitae/Resume</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Student visa</td>
<td>Yes, for non-EU students</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Depends on duration of study and nationality</td>
<td>Upon registration</td>
<td>Yes for non-European students</td>
</tr>
<tr>
<td>Proof of financial support</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Documents required for 2nd term continued</td>
<td>HSB</td>
<td>UV</td>
<td>IBS RANEPA</td>
<td>UNCW</td>
<td>UH</td>
<td>UNIRAZAK</td>
<td>NOVANCIA</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-----</td>
<td>----</td>
<td>------------</td>
<td>------</td>
<td>----</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>GMAT (score)</td>
<td>No other documents required due to approval by partner university in 1st term</td>
<td>No other documents required due to approval by partner university in 1st term</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No other documents required due to approval by partner university in 1st term</td>
</tr>
<tr>
<td>Proof of previous university degree(s) + grade report</td>
<td>undergraduate transcripts</td>
<td>Bachelor degree (also for 2nd term) translated into Russian by a certified translator and notarized</td>
<td>Yes, undergraduate transcripts</td>
<td>Yes, undergraduate transcripts</td>
<td>Yes, certified true copy of degree and certificate</td>
<td>Yes, undergraduate transcripts</td>
<td></td>
</tr>
<tr>
<td>IELTS/TOEFL or English proficiency test if undergraduate studies have been studied in English?</td>
<td>Confirmation of the entrance university is required</td>
<td>Confirmation of the entrance university is required</td>
<td>Confirmation of the entrance university is required</td>
<td>Yes. See IBSA Admission Requirements (p. 12)</td>
<td>Confirmation of the entrance university is required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proof of practical knowledge of work experience</td>
<td>Preferred</td>
<td>No</td>
<td>Preferred</td>
<td>No</td>
<td>Preferred</td>
<td>Preferred</td>
<td></td>
</tr>
<tr>
<td>An essay outlining student’s interest in the specialization</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Not applicable</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>A letter of recommendation by an employer/ university teacher</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

Information on tuition costs across IBSA alliance for the academic year 2015-16 is summarized in the following table. These estimates do not cover the total costs for studying abroad, which certainly exceed the tuition and fees in this table.
<table>
<thead>
<tr>
<th>Fees</th>
<th>HSB</th>
<th>UV</th>
<th>IBS</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First semester tuition</strong></td>
<td>€ 6,525*</td>
<td>5,240.83 €**</td>
<td>€ 5 850</td>
<td>$8,482.50</td>
<td>£5,075</td>
<td>€ 6,075</td>
<td>€ 6,075</td>
</tr>
<tr>
<td><strong>Second semester &amp; project tuition</strong></td>
<td>€ 7,975</td>
<td>6,728.53 €</td>
<td>€ 7 150</td>
<td>$10,367.50</td>
<td>£6,200</td>
<td>€ 7,425</td>
<td>€ 7,975</td>
</tr>
<tr>
<td>Downpayment (not refundable) on application</td>
<td>*€ 1,000 (included in first semester tuition)</td>
<td>None</td>
<td>None</td>
<td>$250 USD for 1st semester only</td>
<td>£5,000 (required 22 August)</td>
<td>€ 365 ($500)</td>
<td>€ 1,000</td>
</tr>
<tr>
<td>Remaining payment of tuition fees on enrolment (either of 45% - first term; or of 55% - second term)</td>
<td>Yes</td>
<td>Every semester must be paid in the university where the student is enrolled</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Administrative fees for additional semester (without course fee)</td>
<td>€ 500</td>
<td>None</td>
<td>€ 500</td>
<td>€ 500</td>
<td>None</td>
<td>€ 500</td>
<td>€ 500</td>
</tr>
<tr>
<td>Course fee for repeated module</td>
<td>€ 500 (full retake)</td>
<td>10% increase in the 2nd enrolment; 50% increase in the 3rd and further enrolments</td>
<td>€ 500</td>
<td>€ 500</td>
<td>£442 Per semester</td>
<td>€ 500</td>
<td>€ 500</td>
</tr>
<tr>
<td>Repeat of Master Thesis</td>
<td>€ 500 (full retake)</td>
<td>10% increase in the 2nd enrolment; 50% increase in the 3rd and further enrolments</td>
<td>€ 500</td>
<td>€ 1,500 (full retake)</td>
<td>Referral — no fee</td>
<td>10% increase in the second enrolment and further</td>
<td>10% increase in the second enrolment and further</td>
</tr>
</tbody>
</table>

With the exception of the tuition fee, the above mentioned estimate does not cover the costs for studying abroad, which certainly exceed the costs stated in this list.

**All information about fees in UV is related to 2014/2015. The accurate information about 2015/2016 fees will be set by the end of July 2014.**

13.  **TEACHING AND LEARNING STRATEGY**

The course is taught and assessed in English at all the partner institutions and all course materials are provided in English.

The teaching and learning strategy for the course is aligned to the teaching and learning policies of the partner institutions and students are provided with relevant information with regard to teaching, learning and assessment methods during the orientation for each semester in each of the partner institutions.

It is important to understand that as an international programme of study there are different learning and teaching expectations used in each area or country. For example, European universities believe that independent and self-reliant learning is an important step in the process of academic education. Therefore, it is the student’s responsibility to find and read further module related materials beyond what is provided by the faculty on the universities online learning system. In the U.S. the expectation is that the primary responsibility for learning is on the faculty member through a shared relationship with the student. Specifically, this may equate to a classroom practice that requires the purchase of textbooks from which most...
module material is derived, or on a student focused learning model in which students will be expected to read from multiple sources without required purchase or reliance on a textbook. Rather the individual student is expected to search for relevant readings in the area under discussion. Assessment is another example where this philosophical difference is manifested. In most of Europe the module grade will be determined almost exclusively by final examination and group work where the grades are totaled to obtain the final mark. Whereas a U.S. model may have multiple examination assessments during a term, as well as projects and homework that may contribute to the final grade. This different philosophy in learning approaches is a reflection of the cultural differences you will experience while studying abroad. These differences to your education are as important as the classroom knowledge you are obtaining.

The course is delivered in all the partner institutions through:

In class

- Lectures, where theory, models and techniques are presented and explained
- Discussion seminars, where students discuss theories, models and techniques
- Case seminars, where students apply models and techniques to solve case studies
- Executive or experts as guest lecturers

This mix of methods is designed to provide opportunities for students to enrich and deepen their learning experience. The use of seminars provides opportunities for students to actively engage with the topics presented in lectures, to discuss and apply the knowledge and ideas.

Self-directed, autonomous learning

- Individual and collective analysis of materials
- Group discussion of case studies
- Individual research
- Reflective statements

These methods are used at all the partner institutions in order to develop the students’ ability to manage their own learning both individually and in small groups. In addition, individual and group tutorials are used at some universities to offer guidance on coursework and research directions while peer presentations are used to build confidence and to develop communication skills.

Each partner institution has a programme of extracurricular activities, to which students are invited to participate, according to their current and prospective learning needs.

14. ASSESSMENT/GRADING STRATEGY

The purpose of the assessment strategy is to provide both formative and summative assessment at a master’s degree level. The assessment methods used include group and individual coursework, essays, class tests and exams. This provides a mix of assessment methods across the course. Assessment is against the module learning outcomes.
15. STUDENT SUPPORT

Support to students is provided by the course leaders or coordinators who will deal with any concern students might have about their learning experience in terms of programme planning, career guidance, and administrative support. Students will also be directed to others for specific administrative and pastoral needs.

Students will also rely on the following: induction programme (orientation), student handbook and module handbooks, personal tutor system, library and learning resources, course committees with student representation, university services for students (covering advice on accommodation, financial and legal matters, personal counselling, health and disability and international issues; careers guidance and chaplaincy), and campus office support. Check the institution’s orientation guidance to find out details about particular services offered.

a. INDUCTION/ORIENTATION PROGRAMME

Personal development originates at each university through the induction programme referred to as orientation. All universities provide an orientation program that seeks to accomplish the following:

- To introduce students to the philosophy, aims, and requirements of the course including the approach to teaching, learning and assessment.
- To provide students with a timetable for modules delivery and formative and summative assessments.
- To familiarize students with the facilities, resources and support available to them.
- To introduce the theory of effective team-working and to provide students with the opportunity to begin working in multicultural teams in a relaxed environment.
- To discuss with students basic skills and approaches that they will need to help them in their course.

A typical induction programme might look like this

<table>
<thead>
<tr>
<th>Day One</th>
<th>Day Two</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and introduction to course team</td>
<td>Team-building exercise</td>
</tr>
<tr>
<td>Ice-breaking exercise</td>
<td>Talk from International Student Office</td>
</tr>
<tr>
<td>Introduction to course</td>
<td>Introduction to academic practice</td>
</tr>
<tr>
<td>MBTI</td>
<td>Introduction to Blackboard Virtual Learning</td>
</tr>
<tr>
<td>Tour of campus</td>
<td>Environment</td>
</tr>
<tr>
<td>Library tour</td>
<td>Introduction to Personal Development Planning –</td>
</tr>
<tr>
<td>Working in multicultural teams</td>
<td>Personal Audit</td>
</tr>
<tr>
<td>Team-building exercise</td>
<td>Personal expectations of the course</td>
</tr>
<tr>
<td></td>
<td>Time-management</td>
</tr>
</tbody>
</table>

b. Research Skills

As a part of your personal development and in early preparation for your major project (thesis) each University offers a form of project/dissertation preparation. Although this is generally conducted in the second semester in more detail, frequently initial education is provided in the first semester either during the orientation or sometimes imbedded within a first semester module. These foundation research skills prepare for the
Project/Dissertation in semester 2 and underpin the coursework in semester 1. Students are encouraged to develop their research skills through continuous independent learning and application.

c. Career Placement and Internships

An advantage of participating in the IBSA network is the opportunity to meet and know peers from all over the world. Upon completion of your education it is important to utilize this network to gain a strategic advantage in work placement. Students in the IBSA alliance can use LinkedIn (http://www.linkedin.com) for student connections. This is a professional social network designed to link professionals to each other. The website offers tremendous opportunity to connect with current students, alumni, faculty, and business affiliations to develop a long term sustainable network of professional friends. Employers frequently use LinkedIn in their searches and to facilitate communication with other professionals. In LinkedIn, search “International Business School Alliance” and request to join.

Students are also kept informed of special events offered by the career services. As examples, In Valencia OPAL (Oficina para la Planificación y Asesoramiento Laboral) group at UV support and guide students for their contacts with potential employers. At UNCW, students have access to the Career Service Center. At UH, students have access to Graduate Futures, the university’s graduate recruitment and career development service.

In addition to the alumni network, some of the partner universities have staff members available to assist in the development of a curriculum vitae (c.v.) or resume. Each university indicates this assistance on their individual websites.

After completion of your coursework, students are encouraged to maintain residency in their country of specialization to work on their thesis/dissertation/research project. This is an excellent time to find and conduct an internship that will add an international work experience to your c.v., or resume. Making use of your international experience outside the classroom is very important.

<table>
<thead>
<tr>
<th>Career Services</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSB</td>
<td>Assistance with CV and/or resume. Opportunities to meet representatives from German and international companies.</td>
</tr>
<tr>
<td>UV</td>
<td>There exists a Labour Advice Office of the University of Valencia. They come to present their services to the iMBA students.</td>
</tr>
<tr>
<td>IBS RANEP A</td>
<td>Opportunities to meet representatives from Russian and international companies.</td>
</tr>
<tr>
<td>UNCW</td>
<td>Students have access to the Career Services Center.</td>
</tr>
<tr>
<td>UH</td>
<td>Access to Careers, Employment &amp; Enterprise service</td>
</tr>
<tr>
<td>UNIRAZA K</td>
<td>Students have access to the Career Service Center</td>
</tr>
<tr>
<td>Novancia</td>
<td>Students have access to our different career support and services (job boards, career fairs, etc.).</td>
</tr>
</tbody>
</table>
### Alumni

<table>
<thead>
<tr>
<th>Institution</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>All alumna of the IBSA programme</td>
<td>should join the International Business School Alliance (IBSA) on LinkedIn.</td>
</tr>
<tr>
<td>HSB</td>
<td>Graduates can join the alumni network of the International Graduate Center.</td>
</tr>
<tr>
<td>UV</td>
<td>Graduates can join UV alumni network.</td>
</tr>
<tr>
<td>IBS RANEPA</td>
<td>There is an alumni network called Association of Alumni that students can join.</td>
</tr>
<tr>
<td>UNCW</td>
<td>Students can join the Cameron School of Business alumni chapter.</td>
</tr>
<tr>
<td>UH</td>
<td>Graduates automatically members of UH alumni.</td>
</tr>
<tr>
<td>UNIRAZAK</td>
<td>Graduates are automatically members of the university’s alumni.</td>
</tr>
<tr>
<td>Novancia</td>
<td>Graduates can join Novancia alumni network.</td>
</tr>
</tbody>
</table>

### Academic Support

Students are allocated a personal academic tutor who provides pastoral guidance and support at all universities. The seven universities also provide support to students with special needs with their school disability officer or similar role.

Dissertation tutors support students during the writing of the dissertation, offering formative advice.

### Library and Learning Resources

These resources are available to students at all the universities. Some libraries require a fee. Students are introduced to these services during orientation/induction week.

<table>
<thead>
<tr>
<th>Library facilities</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSB</td>
<td>Students have access to all libraries of the Hochschule Bremen and of the University of Bremen.</td>
</tr>
<tr>
<td>UV</td>
<td>Students have access to all the libraries of the University of Valencia.</td>
</tr>
<tr>
<td>IBS RANEPA</td>
<td>Students have access to the library of RANEPA.</td>
</tr>
<tr>
<td>UNCW</td>
<td>Students have access to Randall Library on campus as well as the Edward Jones financial markets lab.</td>
</tr>
<tr>
<td>UH</td>
<td>Access to on-campus learning resource centres, on and off-campus. Centre from Academic Skills Enhancement (CASE) offering academic skills and support to all Business students.</td>
</tr>
<tr>
<td>UNIRAZAK</td>
<td>Students have access to UNIRAZAK library on campus and off-campus.</td>
</tr>
<tr>
<td>Novancia</td>
<td>Students have access to the library on and off campus.</td>
</tr>
</tbody>
</table>
f. Online Learning

Specialist computer equipment and facilities are available for use on an open access basis throughout the working day during term time at UV, HSB, IBS, UNCW, Novancia, and UNIRAZAK, regulated locally.

<table>
<thead>
<tr>
<th>Online learning possibilities</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students receive a password upon enrolment and have access to the modules, which have been put on the AULIS platform of the Hochschule Bremen.</td>
<td>Students receive a password upon enrolment and have access to the modules, which are available on the Virtual Classroom of the University of Valencia.</td>
<td>Online support for modules. Blackboard Learn (password received at orientation); Edward Jones Financial Lab and Bloomberg terminals.</td>
<td>Online support for modules on StudyNet, the university’s managed learning environment.</td>
<td>No</td>
<td>Students receive a password upon enrolment and have access to the modules, which are available on the Blackboard platform of Novancia.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

g. Postgraduate Administration

Postgraduate, or similar offices at all universities, provide guidance and information on general matters including questions about the course, examination administration, mitigating circumstances, registration problems, fees, items requiring official stamp, official letters, module registration, and information on results.

h. Language Training

Although the IBSA programme is all taught in English, students frequently seek to learn the native language. Some universities do provide language training options as stated below:

<table>
<thead>
<tr>
<th>Classes in native language of country</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td>A German language course for an additional fee is possible—30 hours (€ 80) are reimbursed, after having completed the course successfully.</td>
<td>There is a possibility for students to learn Spanish language. The UV Language Center is in charge of it. Can be arranged for an additional fee.</td>
<td>Can be arranged, 30 hours—no additional fee, above that—for an additional fee.</td>
<td>Not applicable.</td>
<td>Not applicable.</td>
<td>Not applicable.</td>
<td>Students can learn French as a foreign language. Can be arranged for an additional fee.</td>
<td></td>
</tr>
</tbody>
</table>
i. **Housing**

The partner institutions seek to accommodate students within their premises or near the campus, but do not guarantee housing. Hochschule Bremen, Novancia, UNIRAZAK, and University of Valencia do not offer on-campus housing to IBSA students.

<table>
<thead>
<tr>
<th>Support with accommodations</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSB</td>
<td>Service offered by the International Student Association (ISA) which helps students with finding an accommodation off-campus, opening a bank account, and getting enrolled, and picks them up from the airport or railway station by means of public transport (service included in the tuition fee).</td>
</tr>
<tr>
<td>UV</td>
<td>Information on accommodation is provided at <a href="http://www.uv.es/webuv/en/lc_university_acommodation.htm">http://www.uv.es/webuv/en/lc_university_acommodation.htm</a></td>
</tr>
<tr>
<td>IBS RANEPA</td>
<td>Accommodation on campus available. Pick up from the airport.</td>
</tr>
<tr>
<td>UNCW</td>
<td>UNCW Seahawk perch (Dean of Student's Office) assists with off-campus housing searches by providing information on rentals and rental agencies, roommate information, and publishes an Off-campus Housing Guide. Staff in the Cameron School of Business will assist international students with other issues associated with getting established in Wilmington.</td>
</tr>
<tr>
<td>UH</td>
<td>On-campus halls of residence, and assistance with off-campus housing.</td>
</tr>
<tr>
<td>UNIRAZAK</td>
<td>Real estate agents for off-campus housing are recommended.</td>
</tr>
<tr>
<td>Novancia</td>
<td>Assistance with off-campus housing.</td>
</tr>
</tbody>
</table>

j. **Teaching Faculty**

Faculty are listed in appendices and referred to in each of the module syllabi.

Students should initially contact the module leader for advice concerning a module, or the course leader for more general issues, who will report the issue to the IBSA course management team if necessary. The chair of the department should be consulted if the problem cannot be solved with the course leader and, under exceptional circumstances, the head of the school or equivalent should be consulted, if the issue is still unresolved.

k. **Information on Living Expenses, Accommodation, and Visas**

Summary of information on living expenses, support with accommodation and visa as applicable to IBSA institutions is given in the following tables.
<table>
<thead>
<tr>
<th>Living expenses</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPAPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>accommodation and living expenses</td>
<td>€ 780 - 900 per month*</td>
<td>€ 600 per month</td>
<td>€ 600 per month</td>
<td>$1,400 per month</td>
<td>£740-£1090 per month</td>
<td>RM 3,500/mont h</td>
<td>€ 1,500 per month</td>
</tr>
<tr>
<td>Accommodation approx.</td>
<td>€ 380-500 per month**</td>
<td>€ 200-550**</td>
<td>€ 150 (approx. on campus)-- € 800 (approx. off campus) per month**</td>
<td>$400-$900 per month</td>
<td>£460-670 per month</td>
<td>£400 deposit</td>
<td>Approx. RM 1,800 - RM 2,000 per month</td>
</tr>
<tr>
<td>Health insurance</td>
<td>€ 78 per month</td>
<td>Free National Health Service for European citizens; private insurance varies</td>
<td>€ 100 per 6 month (minimal insurance)</td>
<td>Approx. $550-$800 per term, plus deductibles and copayment expenses</td>
<td>NHS treatment for EU nationals; private insurance varies. [<a href="http://www.ukcisa.org.uk/International-Students/Study-work--more/Health-and-healthcare/National-Health-Service-NHS-who-is-entitled/">http://www.ukcisa.org.uk/International-Students/Study-work--more/Health-and-healthcare/National-Health-Service-NHS-who-is-entitled/</a>]</td>
<td>Private insurance varies. Public hospital charges a minimum fee.</td>
<td>Free National Health Service for European citizens. Proof of private insurance for non-Europeans.</td>
</tr>
<tr>
<td>Fees</td>
<td>approx. € 280 per semester (6 mths)</td>
<td>None</td>
<td>None</td>
<td>N/A</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Graduation gown</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>$0, but $6 USD fee to apply to graduate</td>
<td>£43</td>
<td>Graduation and convocation fee RM 500</td>
<td>None</td>
</tr>
<tr>
<td>Trips / excursions</td>
<td>€ 200 total</td>
<td>None included</td>
<td>None included</td>
<td>None included</td>
<td>None included</td>
<td>None included</td>
<td>None included</td>
</tr>
<tr>
<td>Public transportation</td>
<td>Included in semester fees for 6 months period (in and around Bremen)</td>
<td>Discounts possible</td>
<td>€ 25 per month</td>
<td>Discount possible</td>
<td>Discounts possible</td>
<td>Discounts possible</td>
<td>Under 26, € 30 per month</td>
</tr>
</tbody>
</table>

With the exception of the tuition fee, the above mentioned estimates does not cover the costs for studying abroad, which certainly exceed the costs stated in this list.


** The amount can differ depending on the accommodation.
<table>
<thead>
<tr>
<th>Summer school preparatory management courses</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are these offered?</td>
<td>Yes</td>
<td>Not offered</td>
<td>Only in Russian</td>
<td>Yes – online in Spring and Summer</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Offered in English</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Credit points</td>
<td>6 ECTS each</td>
<td>None</td>
<td>2 semester hours each</td>
<td>30 ECTS</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>How many hours do they cover</td>
<td>110 hrs (60 hrs lectures and assessment)</td>
<td>80 hours</td>
<td>12 semester hours total</td>
<td>600 hours (taught and individual study)</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Costs of courses</td>
<td>Approx. € 750 per course</td>
<td>€ 700</td>
<td>Varies</td>
<td>£ 6100</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Dates of courses</td>
<td>July – August*</td>
<td>June 1 - 30</td>
<td>Contact Karen Barnhill, <a href="mailto:barnhillk@uncw.edu">barnhillk@uncw.edu</a></td>
<td>May – September</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Visa requirements</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visa</td>
<td>Yes, student-visa for non-EU citizens</td>
<td>Yes, student visa for non-EU citizens</td>
<td>Yes, student visa</td>
<td>Yes, student visa for non-EU citizens. Students staying for less than 6 months may enter as a student visitor (no visa required), see <a href="https://www.gov.uk/browse/visas-immigration/study-visas">https://www.gov.uk/browse/visas-immigration/study-visas</a></td>
<td>Yes, student visa</td>
<td>Yes, student visa for non-EU citizens</td>
<td></td>
</tr>
<tr>
<td>Exceptions</td>
<td>American citizens can apply for a visa in Germany.</td>
<td>None</td>
<td>None</td>
<td>None.</td>
<td>None.</td>
<td>None.</td>
<td>None.</td>
</tr>
</tbody>
</table>

*Exceptions*
<table>
<thead>
<tr>
<th>Visa requirements continued</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEP</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistance</td>
<td>Assistance is offered by ISA (International Student Association) <a href="mailto:isas@hs-bremen.de">isas@hs-bremen.de</a></td>
<td>UV provides master acceptance letters for visa purposes. But, student must contact <a href="mailto:postgrado@uv.es">postgrado@uv.es</a> to request this letter. Please send an e-mail to postgrado with a copy to <a href="mailto:imba@uv.es">imba@uv.es</a></td>
<td>IBS provides visa invitations</td>
<td>Contact the Office of International Programs for assistance ---- Ms. Amy Mabery at 910.962.3522 or <a href="mailto:maberya@uncw.edu">maberya@uncw.edu</a>.</td>
<td>CAS number provided with offer letter. Guidance provided by International Student Support.</td>
<td>Contact the GSB Senior Executive, Siti Maisara Unaiizah Mustafa at <a href="mailto:smunaizah@unirazak.edu.my">smunaizah@unirazak.edu.my</a></td>
<td>We provide visa invitations.</td>
</tr>
<tr>
<td>Costs</td>
<td>Visa costs depend on the consulate fees in various countries.</td>
<td>Visa costs depend on the consulate fees in various countries.</td>
<td>Visa costs depend on the consulate fees in various countries.</td>
<td>Visa costs depend on the consulate fees in various countries.</td>
<td>In UK by post: £422 In UK in person: £822 Outside UK: £310</td>
<td>Immigration processing fee of RM 380</td>
<td>Visa costs depend on the consulate fees in various countries.</td>
</tr>
<tr>
<td>Visa requirements continued</td>
<td>HSB</td>
<td>UV</td>
<td>IBS RANEPA</td>
<td>UNCW</td>
<td>UH</td>
<td>UNIRAZAK</td>
<td>NOVANCIA</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----</td>
<td>----</td>
<td>------------</td>
<td>------</td>
<td>----</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>Letter of acceptance of partner university</td>
<td>A confirmation of acceptance will be issued.</td>
<td>From the University of Valencia stating exactly the starting and ending dates of the studies in Valencia.</td>
<td>Not required. Only official invitation from the immigration services that is applied for and sent to candidates by IBS.</td>
<td>Letter of acceptance issued after completed application--including proof of financial support received</td>
<td>Confirmation of Acceptance for Studies (CAS) number needed</td>
<td>A letter of offer will be issued to student</td>
<td>A confirmation of acceptance will be issued</td>
</tr>
<tr>
<td>Accommodation registry</td>
<td>Depending on home country.</td>
<td>Yes</td>
<td>No</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passport photos</td>
<td>3 biometrical photos</td>
<td>3 biometrical photos</td>
<td>Yes</td>
<td>Yes, for U.S. consulate</td>
<td>2, see: <a href="https://www.gov.uk/photos-for-passports-for-details">https://www.gov.uk/photos-for-passports-for-details</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full health insurance</td>
<td>Yes for Germany.</td>
<td>Yes</td>
<td>No</td>
<td>Must meet UNCW health insurance requirements. See <a href="http://www.uncw.edu/international/isss/ima.html#minRequirements">http://www.uncw.edu/international/isss/ima.html#minRequirements</a>. Health Insurance is required by North Carolina State law for all graduate students.</td>
<td>No</td>
<td>Not applicable</td>
<td>Yes</td>
</tr>
<tr>
<td>Apostille required</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Not applicable</td>
<td>No</td>
</tr>
<tr>
<td>Translation of transcripts to national language of 2nd partner required?</td>
<td>No</td>
<td>Yes, with certified Spanish translation</td>
<td>Yes, certified and notarized translation into Russian (can be done in Moscow after arrival)</td>
<td>Yes</td>
<td>Yes, see <a href="https://www.gov.uk/government/publications/application-for-uk-visa-under-tier-4-general-form-vaf9-appendix-8">https://www.gov.uk/government/publications/application-for-uk-visa-under-tier-4-general-form-vaf9-appendix-8</a></td>
<td>Yes, with certified English translation</td>
<td>No</td>
</tr>
<tr>
<td>Visa requirements continued</td>
<td>HSB</td>
<td>UV</td>
<td>IBS</td>
<td>UNCW</td>
<td>UH</td>
<td>UNIRAZAK</td>
<td>NOVANCIA</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----</td>
<td>----</td>
<td>-----</td>
<td>------</td>
<td>----</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>Criminal report</strong></td>
<td>Yes</td>
<td>Yes, of country lived in the past 5 years including an apostille plus a certified Spanish translation of both records &amp; a further apostille of the translation (according to the Haag convention)</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Not applicable</td>
<td>No</td>
</tr>
<tr>
<td><strong>Medical certificate</strong></td>
<td>Yes</td>
<td>Yes, with certified Spanish translation</td>
<td>No</td>
<td>No</td>
<td>Citizens of some countries may require TB screening, see <a href="https://www.gov.uk/tb-test-visa">https://www.gov.uk/tb-test-visa</a></td>
<td>Yes, with certified translation</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*To save time and costs students should arrange for having the necessary documents ready and translated in their home countries.*

<table>
<thead>
<tr>
<th>Scholarships</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>NOVANCIA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HSB</strong></td>
<td>partly - DAAD east-partnership - only for students starting with RANEPA and continuing at the HSB</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UV</strong></td>
<td>Official grants for tuition fees, trip and living expenses are possible (mainly for Spanish nationality or residence); also financial support is available (check at <a href="http://www.uv.es,posgrado">http://www.uv.es,posgrado</a> and <a href="http://www.educacion.es">www.educacion.es</a>).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IBS RANEPA</strong></td>
<td>None on a regular basis.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNCW</strong></td>
<td>None; paid 10 hour/week assistantships possible.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UH</strong></td>
<td>None.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNIRAZAK</strong></td>
<td>Yayasan Cemerlang Scholarship for Malaysian students only.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Novancia</strong></td>
<td>None.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>University canteen/meals</th>
<th>HSB</th>
<th>UV</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>UH</th>
<th>UNIRAZAK</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HSB</strong></td>
<td>There are canteens at the campus Neustadtswall and Werderstrasse (both only a 5 minute walk from the International Graduate Center). There are also many dining options close to campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UV</strong></td>
<td>There are canteens at the UV campus. There are many cafés, restaurants and pubs close to the campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IBS RANEPA</strong></td>
<td>Several canteens and cafes at the IBS campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNCW</strong></td>
<td>There are many dining options on campus and close to campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UH</strong></td>
<td>Halls of residence self-catering; cafeteria facilities on campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNIRAZAK</strong></td>
<td>There are many dining options around the campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Novancia</strong></td>
<td>We have our own cafeteria on Novancia campus and there are numerous bakeries, cafés and restaurants close to the campus. The student card gives access to university restaurants (Necker, Cité Universitaire, and so on).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social events</td>
<td>Details</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>---------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSB</td>
<td>Various social events and activities are planned by the ISA (International Student Association), including regular trips to special exhibitions and cities (Berlin) as well as a Christmas party.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UV</td>
<td>Many social, cultural and sportive events and activities are planned by UV. Sportive facilities and activities are available in the campus for iMBA students. The iMBA course leaders organize social activities (lunches, dinners, visits) along the first and the second semester free of charge for the iMBA students.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IBS RANEPA</td>
<td>Sports facilities (including a swimming pool) are available on campus. Social events are planned and organized for the new year, IBS anniversaries, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNCW</td>
<td>There are 2 campus organizations that provide activities for students in the IBSA program. The Graduate Student Association and the Master of Business Administration Association (MBAA). Both groups hold meetings as well as social events and community/charitable activities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UH</td>
<td>International Student Support, ESN Hertfordshire, UH Student Union.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNIRAZAK</td>
<td>International student association is quite active on campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Novancia</td>
<td>The Novancia Student Association organises many social, cultural, and sportive events and activities that IBSA students can join while they are in France.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. **Other Support Services**

Student services for financial and legal matters, housing and counseling are offered at all partner universities. Individual university information is provided during the orientations as well as on the individual university websites.
16. Marking/Grading
The mark/grade awarded for an individual piece of work will relate both to the following generic criteria and to the specific assessment criteria set out in the module documentation.

IBSA Marking Scheme
Grades are therefore converted from one partner institution to the others according to the following table:

Table information to be updated soon.

1.1. Exclusion from a Programme of Study on Academic Grounds
In certain circumstances, usually where students have failed a significant portion of modules attempted, a student may be excluded from their course. Please refer to the university’s academic regulations for further details.

1.2. Penalties for Late Submission of Coursework
Refer to the policies of the university you are attending regarding late submission penalties and exam retakes.

1.3. Action in the Case of Failure
For details on university regulations and procedures in the case of failure in a module or element of a module, please refer to each university’s academic regulations for further details.

1.4. Cheating and Plagiarism
If carried out knowingly, cheating and plagiarism have the objectives of deceiving examiners and this threatens the integrity of the assessment procedures and the value of the university’s awards.

While you are studying here your academic performance will be assessed on the basis of your own work. Students who cheat are trying to gain an unfair advantage over other students. This is a serious offence within the university, and anyone caught cheating in exams/in-class tests or through coursework assignments will be prosecuted in accordance with the university’s academic regulations.

It is your responsibility to ensure that you are not vulnerable to any alleged breaches of the assessment regulations. Serious penalties are imposed on those who cheat. These may include failure in a module or an element of a module, suspension or exclusion from your course and withdrawal of academic credits awarded previously for modules which have been passed, and/or dismissal from the programme and the University.

Typical breaches are described below:
Plagiarism

Plagiarism is a particular form of cheating. Plagiarism must be avoided at all costs and students who break the rules, however innocently, will be penalised. You must keep a careful record of all the sources you use, including all Internet material. It is your responsibility to ensure that you understand correct referencing practices. Please consult the relevant Module Leader or your Course Leader if you need any further advice. As a university level student, you are expected to use appropriate references and keep carefully detailed notes of all your sources of material, including any material downloaded from the Internet.

Plagiarism is defined as submission for assessment of material (written, visual or oral) originally produced by another person or persons, without acknowledgement, in such a way that the work could be assumed to be the student’s own. Plagiarism may involve the unattributed use of another person’s work, ideas, opinions, theory, facts, statistics, graphs, models, paintings, performance, computer code, drawings, quotations of another person’s actual spoken or written words, or paraphrases of another person’s spoken or written words.

If you use text, data, drawings, designs, or artifacts without properly acknowledging who produced the material, then you are likely to be accused of plagiarism. This can be avoided by making clear the sources of information used (e.g., books, articles, interviews, reports, WWW reference, or government publications). All must be properly referenced not only in a bibliography but also by quotation marks in the text, or in a footnote.

Plagiarism covers both direct copying and copying or paraphrasing with only minor adjustments:

- A direct quotation from a text must be indicated by the use of quotation marks and the source of the quote (title, author, page number and date of publication);
- A paraphrased summary must be indicated by attribution of the author, date and source of the material, including page numbers, for the sections which have been summarised.

An essay or report cannot consist merely of summaries of other people’s ideas and texts. You must demonstrate your own critical engagement with, and evaluation of, the material you are presenting or discussing.

Plagiarism Detection Service

To help eradicate plagiarism and thereby protect the value of your qualification some modules include the requirement that your coursework must be submitted electronically and checked by the university’s plagiarism detection service.

1.5. Working Together

Discussing ideas is part of academic life at university and you are allowed to exchange sources and references. However, you must recognise the distinction between sharing ideas, and collusion. This means that you must not work with others to the extent of exchanging written materials you have prepared, such as notes or drafts of assignments. If these types of materials are shared this will be regarded as an assessment offence for the person who lends the material as well as for the person who uses it. Your own work must be regarded as your own property and you should protect it. If you are working in a shared space, log off from the PC you are working on whenever you take a break so that others cannot access or copy your work; take care to destroy
printed drafts or copies of work, rather than just discarding them; and, don’t give your work to others on disk. If you are working on a group assignment make sure you understand the allocation of responsibilities between yourself and the other members of the group.

1.6. Cheating in Exams or In-Class Tests
You must not communicate with other students during an exam or test. You must not take into the exam or test room any materials, notes or aids other than those officially authorised in the examination paper. If these activities are observed, you will be prosecuted in accordance with university regulations.

17. DUAL DEGREE AWARDS
On successful completion of the program, students will be awarded a dual master’s degree (or single postgraduate diploma or certificate if dual degrees are not earned) based on the institutions where courses were completed during the two semesters. Failure to complete any portion of the program may prevent the student from earning either degree.

18. COURSE REGULATIONS
All IBSA partners operate in accordance with academic regulations of their university and national legislation.

The following table summarises the location of information on applicable academic regulation of all partner institutions. Students are advised to contact the course leader of each institution for advice.

Sources of IBSA partner institutions’ academic regulations

<table>
<thead>
<tr>
<th>Institution</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hochschule Bremen</td>
<td>Master’s Assessment Regulations of the Hochschule, Bremen for the course “International Master of Business Administration” are approved by the Vice-Chancellor of the Hochschule Bremen according to Section 110 Paragraph 3 of the Bremen Hochschule Law in the form of the publication of 11th July 2003 (Bremen GBI) recently altered by law of 27th February 2007 (Bremen, GBI.S.157). If not stated otherwise in these regulations, the General Section of the Master’s Assessment Regulations (26 January, 2004) of the Hochschule Bremen applies. The course regulations are accredited by AQUAS. Summary given in Appendix B.</td>
</tr>
<tr>
<td>Universitat de València</td>
<td>At the Universitat de València the MA degrees are ruled in accordance with the university’s Postgraduate Academic Regulations, and the regulations of the University of Valencia, Faculty of Economy and its departments. The full texts of all academic regulations in Universitat de València may be read online at the Academic Registrar’s homepage of the University of Valencia at: <a href="http://www.uv.es/uvweb/universitat/en/estudis-postgrau/masters-oficials/novetats-1285846663404.html">http://www.uv.es/uvweb/universitat/en/estudis-postgrau/masters-oficials/novetats-1285846663404.html</a></td>
</tr>
<tr>
<td>IBS-Moscow Russian Presidential Academy</td>
<td>The education system in Russia is regulated by the state. The following state regulations apply: Constitution of the Russian Federation, the Legislation about Education System and Higher Education. Sources: Federal Portal of the Russian Education <a href="http://www.edu.ru">www.edu.ru</a> (in Russian). Course regulations applicable to MS in International Management are given in Appendix C.</td>
</tr>
<tr>
<td>University of North Carolina Wilmington</td>
<td>At the University of North Carolina Wilmington the course regulations are in accordance with academic rules and regulations that can be accessed under the Graduate Catalogue link on the Graduate School information page: <a href="http://catalogue.uncw.edu/index.php">http://catalogue.uncw.edu/index.php</a></td>
</tr>
<tr>
<td>University of Hertfordshire</td>
<td>The programme is compliant with the university’s generic assessment regulations (Structure and Assessment Regulations for Academic Programmes, UPR AS14). <a href="http://www.herts.ac.uk/secreg/upr/upr_azlist_student_info.htm">http://www.herts.ac.uk/secreg/upr/upr_azlist_student_info.htm</a></td>
</tr>
<tr>
<td>Novancia</td>
<td>The MSc IBD&amp;C is ruled in accordance with the Conférence des Grandes Écoles regulations <a href="http://www.ege.asso.fr">www.ege.asso.fr</a> and the French Ministry of Higher Education regulations. <a href="http://www.novancia.fr/-CCI-Paris-Ile-de-France-educational-commitments">http://www.novancia.fr/-CCI-Paris-Ile-de-France-educational-commitments</a></td>
</tr>
</tbody>
</table>
First-Semester Modules

18. OUTLINES OF COMMON-CORE, FIRST-SEMESTER MODULES
Module Title: HUMAN RESOURCE MANAGEMENT IN THE GLOBAL ENVIRONMENT
Short Module Title: Human Resource Management
Module Code: 2GLO706
Academic Credit: 10 (UK)
Weighting: 5 (ECTS)
Module level: 7
Length: One Semester

Module Leaders:
Dr José Luis Vallejo Garcia (HS Bremen)
Dr Alexey Svishchev (IBS Moscow)
Dr Tammy G. Hunt (UNC Wilmington)
Dr David Allsop (Univ. Hertfordshire)
Dr Ibrahim Zahari (U. Tun Abdul Razak)
Dr Sophie Julien Debay (Novancia BS Paris)
Dr Manuel Guillén (Univ. Valencia)

Host Course: MA Global Business
Subject Board: MA Global Business
Pre-requisite: None
Co-requisites: None
Assessment:
50% Final examination
50% Other individual / team assignments

Summary of Module Content:
The module will examine ideas of International Human Resource Management (HRM) in the context of the global business environment and the policies of organisations for the management of people. The issues involved in managing international human resources strategically will be explored. In addition, the links between HR practices and organisational performance will be reviewed. Ideas of best practice in managing people internationally will also be analysed.

Module Aims:
The module aims:
• To critically examine the meanings of the concept of International Human Resource Management (HRM).
• To explore the impact of the global environmental context on human resource management strategies.
• To investigate and compare strategies applied in a range of organisations to the international management of human resources.
• To familiarise students with the issues involved in managing international human resources of organisations in strategic ways.
• To explore Human Resource Management competences and behaviours for global contexts.
• To examine the ideas of best practice, business ethics and good employer in international HRM.
Learning Outcomes:
By the end of this module you will be able to:
1. Critically evaluate and compare theoretical and empirical work of key writers, both classical and contemporary, on different aspects of international HRM as a distinctive field of study and practice.
2. Understand the relationship between the strategic orientations of multinational corporations and HRM policies and practices.
3. Have an understanding of the comparative and diverse contexts impacting HRM and its related practices in various regions.
4. Be aware of cultural diversity and its impact on organizational behaviour within international organizations.
5. Acquire basic International Human Resource Management competences regarding HRM functions.

Indicative Syllabus Content:
- Strategies for managing human resources internationally: structural, cultural and personnel management methods and behavioural practices. Practical examples of International HRM will be explored in relation to organisational case studies. For example: culture change and organisational development programmes; recruitment and development policies, cross-cultural policies comparison, commitment diagnosis and development or internal communication and trust development.

Teaching and learning methods:
Lectures on key topics, supported by seminars or workshops, including: student introduced seminars based on pre-reading, individual and group working on questions and case studies and class discussions. Learning methods place specific emphasis on participation, interaction and active learning.

Assessment rationale and criteria:
Achievement of learning outcomes will be assessed through an in class test and an end of module assignment. The in-class test will be a formative test to provide feedback on understanding, enable reflection on learning and the development of enhanced learning strategies. It will focus on learning outcomes 2, 3, and 5. The end of module assignment will assess all learning outcomes, with a particular focus on learning outcomes 1, 2, 3, 4 and 5 above. Both parts of the assessment will require students to demonstrate theoretical understanding and practical relevance.

Assessment criteria:
The in class test will relate to HRM in international business. It will typically involve answering questions, or giving a seminar presentation on a case study. The assignment will require students to integrate material from the module.

The end of module assignment will be related to HRM in a global context and may include questions on a seen case study and essay questions; requiring students to reflect and integrate work across the module.

Assessment Methods and Weightings:
Assessment may include, but is not necessarily limited to the following methods: an in- class test and end of module assignment. Both components of the assessment are individual. The aim of the in class test is for students to gain feedback on their understanding of and approach to the module to date and to offer the opportunity for adjusting learning strategies according to the test outcomes. The aim of the end of module assignment, which would usually include a case study, is to integrate learning from the entire module.
<table>
<thead>
<tr>
<th>Partner</th>
<th>Form. &amp; Summ. Assessment (100%) weighting</th>
<th>Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSB</td>
<td>50% final written test 30% group presentation 20% individual assignment</td>
<td>1-5</td>
</tr>
<tr>
<td>UV</td>
<td>50% final exam (open book) 50% class participation + exercises</td>
<td>1-5</td>
</tr>
<tr>
<td>IBS</td>
<td>50% examination 25% class participation 25% individual assignment</td>
<td>1-5</td>
</tr>
<tr>
<td>UNCW</td>
<td>50% final written exam 30% group presentation 20% individual assignment</td>
<td>1-5</td>
</tr>
<tr>
<td>UH</td>
<td>50% final exam 50% assignment</td>
<td>1-5</td>
</tr>
<tr>
<td>Unirazak</td>
<td>50% final test 20% individual assignment 20% group assignment 10% class attendance + participation</td>
<td>1-5</td>
</tr>
<tr>
<td>Novancia</td>
<td>50% final exam (open book) 50% group presentation</td>
<td>1-5</td>
</tr>
</tbody>
</table>

The student effort required for the assessed work is equivalent to 10 credits. The two components to the assessment are designed in such a way that; the in class test is formative and feedback on performance on the test is intended to support students in reflecting on their understanding of the module and in preparing for the end of module assignment.

**Sources:**

**Essential reading:**


**Further readings:**

- Mindell, A. Sitting in the Fire – Paperback, 2014
- Sparrow, P., Brewster, C. and Harris, H. Globalizing Human Resource Management, Routledge, 2004
- Tayeb, M. International Human Resource Management, Oxford University Press, 2005
**Student Workload**

You are expected to work on a continuous basis in this module. The next table summarizes a medium student workload for achieving success in this module.

<table>
<thead>
<tr>
<th>Student Workload</th>
<th>Working hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attending lectures</td>
<td>10 10 lectures x 1 h./lecture</td>
</tr>
<tr>
<td>Attending practical sessions</td>
<td>20 10 classes x 2 h./class</td>
</tr>
<tr>
<td>Working in groups on case studies and lectures</td>
<td>20 5 cases x 4 h/case study</td>
</tr>
<tr>
<td>Personal activities for preparing lectures</td>
<td>20 10 topics x 2 h/topic</td>
</tr>
<tr>
<td>Preparing for exams</td>
<td>40 10 topics x 4 h/topic</td>
</tr>
<tr>
<td>Taking examinations</td>
<td>5</td>
</tr>
<tr>
<td>Tutorial</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>125</strong></td>
</tr>
</tbody>
</table>
Module Title: Global Marketing Strategies

Short Module Title: Marketing Strategies

Academic Credit Weighting: 10 UK/5 ECTS/2SH

School and Department: All IBSA partner institutions
Status: Core module for IBSA Programme

Module Leaders: Dr Christian Schuchardt (Hochschule Bremen Univ. of Applied Sciences)
Dr Martina Gonzalez-Gallarza (Universitat de València)
Liudmila Kletskaya (Russian Presidential Academy–Institute of Business Studies–Moscow)
Dr Lisa Scribner (Cameron School of Business, UNCW)
Adrian Goodall (University of Hertfordshire)
Dr Eddie Phun (UNIRAZAK)
Dr Anne-Pierre de Peyronnet (Novancia)

Module Site: HSB, UV, IBS, UNCW, UH, UNIRAZAK, Novancia
Pre-requisite: None
Co-requisites: None
Assessment: HSB, UV, UNCW: 45% coursework (including 5% individual reflective statement); 55% individual exam
UH: 70% individual coursework, 30% group report
IBS:25% coursewk, 25% mod proj, 50% examination
Novancia: 50% group work, 50% individual exam

Summary of Module Content

The IMBA/IBSA programme addresses global economy issues at an advanced level, therefore the module learning outcomes have a view of Marketing, for international marketing decision making at an advanced level. The learning experience will stimulate critical and intellectual skills, through class learning, group work and independent research.

Module Aims

- To provide students with a critical awareness of the principal concepts, frameworks and techniques of international marketing.
- To equip students with the ability to work effectively in organisations operating in an increasingly global environment.
- To enable students to use appropriate analytical tools to identify and diagnose international marketing problems.
- To give students experience in analysing and managing complex but incomplete data to provide sound, well considered and original solutions to international marketing problems.
- To give students the tools to conceive, design, implement and evaluate appropriate strategic and operative decisions in an international marketing context.
- To give students the opportunity to reflect on their own learning and to develop their self-awareness in relation to their employability skills and personal development.
Learning Outcomes Specific to the Module

By the end of the module students should be able to:

A. identify and explore the external factors which impact upon the marketing performance of companies in the global context and assess differences in country environments;
B. identify data sources and apply research methods relating to customers, trade and competitors in a global marketing context;
C. select and apply techniques for international market segmentation;
D. plan and use techniques and tools to evaluate country markets and country risks and assess the most suitable international market entry strategies;
E. interpret the implications of different environmental aspects on marketing decisions, especially the cultural impact on the design of marketing plans and the individual marketing mix instruments.
F. reflect on their learning and identify, assess and articulate their current abilities in relation to transferable skills required by employers and for the development of their studies and other activities.

Indicative content

- Theoretical background including definitions of global and international marketing, management orientations and internationalisation theories.
- Selected market profiles: European Union, Eastern Europe, Asia, India or China.
- The influence of culture and managing Intercultural Differences.
- The international information base – global information systems and research.
- Target markets: Selection and evaluation of target markets, risk evaluation, target country portfolio, international market segmentation.
- Market entry strategies.
- International marketing mix including branding perspectives.
- International pricing and contracting, international payment procedures and terms of trade.
- International communication strategies – consideration of all aspects of promotional strategies e.g. advertising, PR direct marketing, sales promotion
- Global e-marketing
- International distribution and sales, operative problems in foreign trade.
- Managing the global marketing programme.

Teaching and Learning Methods

The module can be taught in local language or in English language as suitable. The learning experience will consist of a variety of learning environments:

**In-class**
- Lectures, where theory, models and techniques are presented and explained
- Discussion seminars, where students discuss theories, models and techniques
- Multimedia teaching methods are included where suitable (e.g. country-related videos)
- Case seminars, where students apply models and techniques to solve case studies

**Self-managed learning**
- Provided learning material is studied individually and in groups
- Provided case studies are solved in groups
- Relevant learning material is researched and studied upon

**One-to-group tutorials**
Research directions are provided
Coursework directions are provided

Peer presentation
Case study reports will be used in class

Group Contract

The coursework is group-based in order to enhance students’ interactive and social skills where analytical abilities are required in a business-related perspective. In order to avoid problems within groups, you are encouraged to fully participate to the best of your ability for the good of the group. A group contract is one way of achieving this commitment and sets out some norms for acceptable behaviour and just penalties for breaking them.

In addition, you will be required to keep work logs of the group activities on a weekly basis, which must be submitted with your report.

Assessment Rationale

The assessment is designed to test students understanding of key theories and principles in global marketing and their ability to apply them to a range of situations from a business related perspective. Students will be assessed via a range of techniques aimed at developing their intellectual, analytical and interpersonal abilities via both formative and summative assessment. This may take the form of group and/or individual work and utilise cases, presentations, discussion and peer observations.

The in module assessment will include an individual reflective statement and a group piece of work where students may be asked to make a presentation, produce an essay plan, submit a presentation outline or a report.

The end of module assessment will be a case-based examination designed to develop analytical and evaluative skills allowing students to show their ability to carry out articulated analysis based on in-depth reasoning and their ability to express personal judgment of a given case study. The scenario might be differentiated for students attending different partner universities in the type of question asked. The exam is also an opportunity for the students to improve their achievements, building upon their reflections on the coursework feedback and individually meeting the assessment criteria.

In all of the assessment students will be expected to use supporting theoretical frameworks and concepts to structure their analysis and argument and to be able to justify any proposals made.

Assessment Criteria

Students should demonstrate:

1. ability to: critically analyse the position of the company in its competitive environment in a global marketing context; identify and explore the external factors which impact upon the marketing performance of companies in the global context and assess differences in country environments; identify data sources and apply research methods relating to customers, trade and competitors in a global marketing context;
2. skills in: selecting and applying techniques for international market segmentation; planning and using techniques and tools to evaluate country markets and country risks and assess the most suitable international market entry strategies;
3. ability to: develop techniques for the effective implementing of regional and global marketing strategies; interpret the implications of different environmental aspects on marketing decisions, especially the cultural
impact on the design of marketing plans and the individual marketing mix instruments.

**Assessment Method and Weighting**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-module</td>
<td></td>
</tr>
<tr>
<td>Group coursework</td>
<td>40%</td>
</tr>
<tr>
<td>Individual reflective statement</td>
<td>5%</td>
</tr>
<tr>
<td>Mid-term</td>
<td></td>
</tr>
<tr>
<td>Individual 1 hour (60 min.) examination</td>
<td>15%</td>
</tr>
<tr>
<td>End of module</td>
<td></td>
</tr>
<tr>
<td>Individual 3 hour (60 min.) examination</td>
<td>40%</td>
</tr>
</tbody>
</table>

**University of Hertfordshire**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group report</td>
<td>30%</td>
</tr>
<tr>
<td>Individual assignment</td>
<td>70%</td>
</tr>
</tbody>
</table>

**Sources**

**Essential readings**

**Further readings**

**Periodical References**
European Journal of Marketing
International Journal of Advertising
International Journal of Electronic Commerce
Der Market
Revue Francaise de Marketing
Recherche et Applications en Marketing
Journal of Euromarketing
Journal of Global Marketing
Marketing, Zeitschrift fuer Forschung und Praxis
Marketing Intelligence and Planning
Web References

www.europa.eu.int
www.marketingresearch.ws
www.esomar.com
www.ciaworldfactbook.com

Date of initial Validation: 30 May, 2003
Dates of CASG approved modifications: September 2005
Date of re-validation/review: March 2006
Date of re-validation/review: UV: July 2010
**Module Title:**  Multinational Financial Management  
**Short Module Title:** Finance  
**Academic Credit:** 10 UK/5 ECTS/2 SH  
**School and Department:** All IBSA partner institutions  
**Status:** Core module for IBSA Programme  
**Module Site:** HSB, UV, IBS, UNCW, UH, UNIRAZAK, Novancia  
**Pre-requisite:** None  
**Co-requisites:** None  
**Assessment:** UV, UNCW, HSB: 50% group coursework, 50% individual presentation (or examination)  
IBS:60% coursework, 40% examination  
UH: 50% coursework, 50% exam  
Novancia: 50% group work, 50% individual work

### Summary of Module Content

The module establishes the theoretical and practical foundations for efficient financial decision-making in a global context. The learning experience will include critical, intellectual and independent research, through in-class learning, group work and independent research.

### Module Aims

The aim of the module is to equip students with skills and knowledge related to international finance issues. The module focuses on analysis and decision-making techniques in order to prepare students to act as managers aware of the global issues affecting their business environment, i.e. functioning of foreign exchange markets, currency and interest rate risks and their management, multinational capital budgeting project and firm financial analysis for value creation. This module builds on basic courses areas such as financial management, macroeconomics and accounting obtained in undergraduate programs and constitutes a valuable advanced preparation for a professional career in any business involved in cross country activities.
Learning Outcomes

By the end of the module students should be able to:

1. Understand economic and operational characteristics of exchange rate markets and comment on how they operate
2. examine behaviour of global interest rates and exchange rates based on the foundation of international parity conditions
3. be able to evaluate for investment projects for the global firm and recommend accept/reject decisions in an international context
4. understand and be able to manage working capital
5. analyse and solve finance problems in groups.
6. present in front of a mixed audience—of peers and not peers—in a professional and convincing manner.

Indicative content

- Operation of Foreign Exchange Markets
- International Parity Conditions
- International Equity Investing and Portfolio Diversification
- Multinational Foreign Investments and Capital Budgeting Analyses
- Working Capital Management

Teaching and Learning Methods

The learning experience will consist of:

In-class
Lectures, where theory, models and techniques are presented and explained
Discussion seminars, where students discuss theories, models and techniques
Case seminars, where students apply models and techniques to solve case studies

Formative assignments
Students will be required to prepare on specific topics and take part to a class discussion, where they have to support their ideas. All students will be required to speak and feedback will be given “as if” they were assessed

Self-managed learning
Provided learning material is studied individually and in groups
Provided case studies are solved in groups
Relevant learning material is researched and studied upon

One-to-group tutorials
Research directions are provided
Coursework directions are provided

Peer presentations
Case study reports are presented in class
Assessment methods and weighting

Assessment may include, but is not necessarily limited to, the following methods: report and individual presentation.

In each year’s module handbook the following table or a similar one will be included, where all the learning outcomes are mapped against the methods of assessment and the methods described.

<table>
<thead>
<tr>
<th>HSB, UV, UNCW</th>
<th>Form. &amp; Summ. Assessment (100%) weighting</th>
<th>Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Group work 50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- team grade* (max 3 students per group)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- accounting analysis report, with financial focus, of a multinational business’s accounts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Individual presentation (or individual project) 50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- random questions on any part of the report in the form of viva</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- peer assessment is included for one-third of the presentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1-6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7 and double checks individual achievement of 1 to 6</td>
</tr>
<tr>
<td>IBS</td>
<td>Ind. coursework 30% (10% att.,10% sumb., 20% ind. ass.)</td>
<td>1-7</td>
</tr>
<tr>
<td></td>
<td>Examination 50%</td>
<td></td>
</tr>
<tr>
<td>UH</td>
<td>50% coursework, 50% exam</td>
<td>1-7</td>
</tr>
<tr>
<td>Novancia</td>
<td>50% group work, 50% individual work</td>
<td>1-7</td>
</tr>
</tbody>
</table>

Note: * Under exceptional circumstances and if the module leader is informed well in advance, a case of different grades, related to different effort and commitment within a group, may arise. Students who feel that one or more group-mates in their group are providing unreasonably less effort or are showing a lack of commitment and think that this might affect the overall performance of the group, must report as soon as possible to the module leader, provide him/her with minutes of all the group meetings and arrange a meeting with him/her.

The group-based component enhances students’ interactive and social skills when analytical and negotiation abilities are required, in a business-related perspective. The coursework is also an opportunity for the students to self-evaluate their learning achievements.

The individual presentation consists of a presentation related to a report where presentation and evaluation skills are required. The presentation is also an opportunity for the students to improve their achievements, building upon their reflections on the group exercise and individually meeting the assessment criteria.

Students pass with a weighted average of the two components of at least 50% and by achieving at least 40% in each component as a deterrent for “free-riders.”

The effort required to succeed is equivalent to 10 credits. This is obtained as the subject of the individual presentation is the report prepared as group work, the rationale being that the individual presentation tests the students’ presentation skills and also discourages the students from playing free-riders during the group part of the assessment. The latter is reinforced by the marking policy as explained in the note above.
Assessment criteria:

Students should demonstrate:

1. Ability to explore the influence of global events and to interpret key economics factors over financial settings of businesses.
2. Ability to critically compare international, US and national accounting standards critically evaluating the differences, to evaluate and to justify the need of accounting standard harmonisation and on-going processes.
3. Ability to critically analyse and approach cost of capital for round-the-globe equity and debt capital raising; ability to describe and evaluate financial implications of different expansion strategies in various regions of the globe; ability to apply and develop appropriate risk management techniques.
4. Ability to recognise and analyse the evolution of corporate governance from international to global issue.
5. Ability to analyse and interpret value creation for businesses with global-wide range of opportunities, selecting appropriate performance and risk indicators, and identifying significant value drivers.
6. Ability to work effectively and professionally in groups, by exploiting the cultural and background diversity represented in the groups as an advantage.
7. Ability to present in a professional and convincing manner in front of peers and non-peers.

Sources

**Essential reading:**


**Further reading:**

Blustein, P., 2001 The chastening: inside the crisis that rocked the global financial system and humbled the IMF Public Affairs


Daniels, J. and D. Vanhoose, 2001 *International Monetary and Financial Economics*, South-Western College Publishing


PricewaterhouseCoopers, 2002 *International Accounting Standards*


Periodical references:

Contemporary Accounting Research – e-source
The European Accounting Review or European Accounting Review – e-source
The International Journal of Accounting or International Journal of Accounting – e-source

Additional references:

A compendium of articles based on multinational corporations from different countries will be distributed at the beginning of the course.

Date of initial validation: 30 May, 2003
Dates of CASG approved modifications: September 2005
Date of re-validation/review: March 2006 / HSB: March 2009 / UV: July 2010
Module Title: Global Strategic Analysis
Short Module Title: Strategic Analysis

Academic Credit Weighting: 10 UK/5 ECTS/2 SH/HSB: 6 ECTS

School and Department: All IBSA Partner institutions
Status: Core module for IBSA Programme

Module Leaders: Dr Craig Galbraith (Cameron Business School, UNCW)
Dr Maria Iborra (Universitat de València)
Dr. Petra Milde (Hochschule Bremen Univ. of Applied Sciences, Bremen)
Dr Timur Atashev (Russian Presidential Academy–Institute of Business Studies–Moscow)
Dr Sue Martin (UH)
Dr Mohd Saeed Siddiq (UNIRAZAK)
Dr Xavier Martin (Novancia)

Module Site: HSBR, UV Valencia, IBS, UNCW, UH, UNIRAZAK, Novancia
Pre-requisite: None
Co-requisites: None

Assessment: Final case study in advance or open book exam on a pre-seen case study (minimum 30%). Group process or team work (minimum 20%). Others: Individual reports on lectures or cases and in-class question-test exam. 50% group work, 50% individual work (Novancia)

Summary of Module Content

This module deals with strategy-making and execution. It addresses global business issues and deals with the question of what managers must do to make a company a winner in the global business environment. Using the case method and other approaches, the module discusses the managerial tasks involved in the processes of analysing, crafting, selecting, and executing strategies.

Module Aims

● To familiarise you with the principal concepts, frameworks and techniques of strategic management in an international context.
● To equip you with the ability to work effectively in organisations operating in an increasingly global environment.
● To enable you to use appropriate analytical tools to identify and diagnose strategic problems.
● To give you experience in analysing and managing complex but incomplete data to provide sound, well thought-through and original solutions to organisational problems.
● To give you the tools to conceive, design, implement and evaluate appropriate strategic decisions in a global business context.

Learning Outcomes
By the end of this module you will be able to:

1. Evaluate the nature, behaviour and performance of firms in the global business environment
2. Critically appraise the strategic situations of organisations and their competitors
3. Assess the resource capability of organisations
4. Apply techniques and tools to assess the most appropriate strategies for an organisation in a global context
5. Develop knowledge about the effective implementing of strategy and its likely impact on stakeholders
6. Critically evaluate the implications of imposing strategic change on an organisation

Indicative content

Module overview.
Analysing the organisation's business environment.
The basis of competitive advantage.
Strategy in different contexts.
From strategic analysis to strategic proposals.
Strategic methods.
Strategy implementation.
Strategic change

Teaching and Learning Methods

The learning experience will consist of:

In-class
Lectures, where theory, models and techniques are presented and explained
Seminars, where you will discuss theories, models and techniques
Analyses of case studies, real-life industries or companies

Typically, each session will comprise a lecture followed by a student-led discussion of a case study or research article – one or two groups or individuals will be expected to give a short (10-15 minute) presentation each week on questions related to that week’s case - or a theory topic.

In some cases in the initial weeks you will be expected to form groups of four to six people, in which you will prepare the analyses of cases or research articles for classroom discussion.

Case studies, which describe companies and their contexts in some depth, are a vital element in the teaching of strategic management, to give you a feel for real-life situations. The case studies reflect the complexity of those situations, so they are longer than those you may be used to, and will require a lot of preparation. Please do not avoid doing this; if you do, you will not get the full benefit from the module and you will not be ready for the assessment when it arrives.

Self-managed learning
Relevant learning material is studied individually and in groups
Case studies and/or research articles discussed individually and in groups.

One-to-one or group tutorials
To discuss assignment preparation and research
To discuss student-specific questions

Peer presentations
Case study analyses and/or critical reviews of research articles are presented in class

**Assessment Rationale and Criteria**

<table>
<thead>
<tr>
<th>Partner</th>
<th>Assessment (100%) weighting</th>
<th>Learning outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>UV</td>
<td>In-class test 20% that will examine your knowledge of the strategy concepts and tools that have been covered in class up until the date of the test. End of module exam 40%: open-book exam on a pre-seen case study of an international business. In class progress: 40% level of achievement in the assignments of readings as well as in the individual and team cases worked at class</td>
<td>1-6</td>
</tr>
<tr>
<td>HSB</td>
<td>Presentation 50% written or oral examination 50%</td>
<td>1-6</td>
</tr>
<tr>
<td>UH</td>
<td>Individual report on group process of critical review of research articles relating strategy concepts and theories to examples of international business practice (50%) End of module in-class test: open-book exam on a pre-seen case study of an international business (50%)</td>
<td>1-6</td>
</tr>
<tr>
<td>IBS</td>
<td>Coursework 25% Module project 25% Examination 50%</td>
<td>1-6</td>
</tr>
<tr>
<td>UNCW</td>
<td>Exams (Mid-term and Final: 30% each) Case Analyses (20%) Group Class Participation (20%)</td>
<td>1-6</td>
</tr>
<tr>
<td>Unirazak</td>
<td></td>
<td>1-6</td>
</tr>
<tr>
<td>Novancia</td>
<td>40% group work, 60% individual work</td>
<td>1-6</td>
</tr>
</tbody>
</table>

**Sources**

The following texts are recommended:

- **Garth Saloner; Andrea Shepard and Joel Podolny.** *Strategic Management,* Wiley, 2000.
Further Reading

General

- **Cornelius A de Kluyver**, *Strategic Thinking - A Executive Perspective*, Prentice Hall, 2000;

Change management and strategy implementation

- **John Darwin, Phil Johnson, John McAuley** Developing Strategies for Change. Prentice-Hall 2011

Structure architecture and resources

- **B. Nalebuff, & A. Brandenburger** Co-opetition Profile Business 1997.

The business environment


Journals

Academy of Management Executive (AME)
Academy of Management Journal (AMJ)
Academy of Management Perspectives (AMP)
The Economist
Long Range Planning (LRP)
Fortune International
Strategic Management Journal (SMJ)
Harvard Business Review (HBR)
British Journal of Management (BJM)
Sloan Management Review (SMR)
Strategic Organization (SO)

Date of initial Validation: 30 May, 2003
Dates of CASG approved modifications: September 2005
Date of re-validation/review: March 2006 / HSB: March 2009/ UV July 2010
Module Title: **International Business Law**
Short Module Title: International Law

Academic Credit Weighting: 6 ETCS (HSB)/5 ECTS (UV)/ 10 ECTS (UH)/ 2 SH (UNCW)

School and Department: All IBSA partner institutions
Status: Core module for IBSA/IMBA Programme

Module Leaders: Dr. Lydia Scholz/Dr. Elke Wietoska (Hochschule Bremen Univ. of Applied Sciences)  
Dr. Rosario Espinosa (Universitat de València)  
Yaroslav Zemlyachenko (Russian Presidential Academy–Institute of Business Studies–Moscow)  
Dr. Randall Hanson (Cameron School of Business–UNCW)  
Jerome Chan (University of Hertfordshire)  
To be appointed (UNIRAZAK)  
Coralie Fiori-Khayat -(Novancia)

Module Site: HSB, UV, IBS, UNCW, UH, UNIRAZAK, Novancia
Pre-requisite: None
Co-requisites: None

Assessment: 50% group coursework  
50% final exam

**Summary of Module Content**

The International Business Law module deals with questions arising from international commercial transactions. The course provides an understanding of the rules of applicable law and litigation (jurisdiction and arbitration). In particular the module focuses on international contracts as the cornerstone of International Business Law.

**Module Aims**

International Business Law prepares students to understand international commercial law and how to conduct business on a global basis. It aims to provide student an understanding of the legal consequences and implications of international contracts.

It aims to acquaint students with the legal aspects of international business and the effects of differing cultures and legal systems. The course also provides an understanding of litigation rules (jurisdiction and arbitration).

**Learning Outcomes**

By the end of the module students should be able:

1. To understand and evaluate the basic legal rules governing international business transactions in the context of practical situations.
2. To understand the rules governing international business transactions in relation to the choice of law and dispute resolution (i.e., negotiations).
3. To be aware of the rights and remedies in international commercial transactions in the event of conflict.
4. To know the legal consequences and legal implications of international contracts.
5. To select and apply the general rules for specific international contracts in relation to contract formation, and rights and duties of the parties.

**Indicative Syllabus Content**

Section I: Introduction

Outline of Problems and Questions in International Transactions
“Definition” of law, legal terms and sources of international business law
Overview to:
International treaties/conventions and organisations
International business law vs. international public law
International business law vs. national business law
Conflict of law rules
Litigation (jurisdiction, arbitration etc.)

Section II:

General aspects of law applicable to International Business transactions

Section III:

Specific aspects on sales of goods (e.g. responsibilities of buyer, seller and carrier), INCOTERMS 2010, transportation of goods

Section IV:

Other aspects of contracts and relationships related to international business

Section IV:

Litigation in International Business, jurisdiction, resolution of disputes (arbitration, jurisdiction a. o. -ADR).

**Teaching and Learning Methods**

The learning experience will consist of:

*In-class*

Lectures where legal theory and practical application are presented and explained.
Seminars, where students apply theory and practice to solve case studies. Much of the seminar work is group-based in order to enhance students’ interactive and social skills when analytical and presentation abilities are required in a law-related perspective. The seminars also provide an opportunity for the students to self- and peer-evaluate their learning achievements.

*Self-managed learning*
Working in groups and individually, students will be expected to research relevant legal issues using a variety of materials.

**Assessment Criteria**

Students should demonstrate:

By the end of the module students should:

1. Have an understanding of basic legal rules within international business transactions
2. Be able to evaluate critical legal issues within a practical business transaction
3. Be able to identify the issue(s) of international private law and to determine the applicable and dispute resolution methods
4. Be able to select and justify general rules of contracts related to contract formation and rights and duties of the parties
5. Be able to identify and understand legal consequences and implications of international contracts
6. Be able to select and apply, in the context of a specific situation, the legal rules governing contract formation and rights and duties of parties

**Assessment Methods and Weightings**

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Description</th>
<th>Weighting</th>
<th>Learning outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group coursework</td>
<td>Incl. comprehension tests at the beginning of the lessons, course work on cases and a presentation during the semester</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Final Exam</td>
<td>Testing the learning outcomes with cases and comprehensive questions to be solved by the students at the end of the course</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

**Sources**

**Essential reading**


(http://www.sweetandmaxwell.co.uk/Catalogue/ProductDetails.aspx?recordid=4709&searchorigin=The+Law+and+Practice+of+International+Trade&productid=489822)


(http://www.routledge.com/books/details/9780415458436/)

**Further reading and web sources**

The UNIDROIT principles of International Commercial Contracts.

Documentary Credit Law throughout the World, ICC publication, no. 633.

INCOTERMS 2010, ICC publications.

Model of International Sale Contract, ICC publications

http://www.wto.org
http://www.un.org/
http://www.unsystem.org/
http://www.uncitral.org
http://www.wipo.org/index.html.en
http://www.unidroit.org
http://www.worldbank.org/
http://www.iccwbo.org
http://www.oecd.org
http://www.ebrd.org/
http://www.intracen.org/
http://www.mercosur.org

Date of initial Validation: 30 May, 2003
Dates of CASG approved modifications: September 2005
Date of re-validation/review: March 2006 / HSB: March 2009
Date of re-validation/review: UV: July 2010
First-Semester Elective Modules

19. OUTLINES OF ELECTIVE, FIRST-SEMESTER MODULES
Summary of Module Content

This module is of a general management, rather than a functionally-specific, nature. The module takes international business planning as the framework for its delivery and assessment. The emphasis throughout is on the integration required in managing an organisation operating in a multitude of geographic markets, and the issues involved in ensuring implementation of international business plans. The material delivered is intended to complement the other core modules of the course, and covers areas such as; the role of the international manager; assessing the organisation’s environments and the business development opportunities arising from this; decisions about how to service individual markets to maximise overall returns; international project management; managing supply chains, information and teams; and issues arising from performance monitoring needs.

Module Aims

The module aims:

- To equip students with tools designed to enable them to take an integrative and practical approach to decision-making within an international organisation
- To provide students with the opportunity to synthesise information from different areas of an international organisation, and to arrive at a balance of workable decisions across functions, processes and geographical markets.
- To enable students to assess implementation issues in an international context.
- To provide students with the opportunity to apply their learning from the previous core modules in an integrated fashion

Learning Outcomes

On successful completion of this module, students will be able to:

1. Analyse the external and internal environment of a given organisation operating across several countries
2. Evaluate and prioritise international business development opportunities
3. Construct an international business plan for an organisation
4. Discuss and evaluate the implications for implementation of a business plan
5. Design and justify a programme of performance monitoring

**Indicative Content**

- Defining the role of management in an international context
- Understanding and evaluating the impact of the global business environment (trends, drivers, a comparison of national governments)
- Undertaking advanced environmental analysis (macro, country, industry, project, internal)
- Assessing and selecting business development opportunities in international markets. Identifying critical success factors, following from the attributes of different countries
- Applying a project management approach to international integration
- Entering and servicing individual international markets (degrees of collaboration)
- Managing international teams for optimal performance
- Managing information (market intelligence, administrative processes, budgeting, knowledge)
- Integrating the supply chain
- Designing and implementing performance monitoring systems
- Business Planning

**Teaching and Learning Methods**

Class sessions will be conducted as workshops with the expectation that a high degree of participation will enhance the learning experience for the student. The workshops will combine facilitated group activities by the students with short periods of inputs from the lecturer, the latter serving to highlight key concepts, or to fill in gaps in student understanding. The group activities will vary in their nature, but will all lead towards the students developing the main output of the module, an international business plan, and will stress integration and implementation within this context. Students will be encouraged to engage in regular reflection about their own performance and about their contribution to the overall learning experience.

Class sessions will be supplemented by the use of available communications technology to extend students’ learning beyond the classroom, and to encourage a sense of continuous engagement with the module activities. In addition, students will study privately and collaborate in learning sets. Tutor support will be available throughout the course of the module.

**Assessment Rationale**

The assessment is designed to engage students in activities that simulate as closely as possible tasks and decision-making they are likely to confront as international managers. The emphasis is on the need to apply an integrated approach to complex analysis and planning, and to seriously consider the likely issues in implementing their chosen plans across the whole of the organisation. Students will be expected to demonstrate critical and intellectual skills in the above and in their choice and justification of appropriate academic procedures, models and techniques to support their assignments.

The assessment will also require the students to take personal responsibility for organising their work, to act autonomously as well as collaborating in group situations, and to maximise their learning through the cultural diversity they encounter on the course. In so doing, the students are given an opportunity to apply and reinforce skills they will need to demonstrate in order to operate successfully in a professional environment following completion of the course.
Assessment Criteria

Students will be assessed on their ability to:

- Sort, analyse and prioritise an abundance of complex information to arrive at an understanding of key issues
- Decide upon and justify appropriate courses of action for an organisation within given deadlines
- Critically apply academic theory to support analysis and recommendations
- Present information in a form appropriate to professional international business planning
- Reflect upon their own learning and its contribution to their own professional future

Assessment Methods and Weightings

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Description</th>
<th>Weighting</th>
<th>Learning Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Coursework</td>
<td>Group presentation Individual reflection</td>
<td>25%</td>
<td>1, 2</td>
</tr>
<tr>
<td></td>
<td>Completion of group proformas Individual reflection</td>
<td>15% 25%</td>
<td>3, 5</td>
</tr>
<tr>
<td>Individual Coursework</td>
<td>Individual report</td>
<td>20%</td>
<td>4</td>
</tr>
</tbody>
</table>

Students will be assessed through 100% coursework divided as follows:

Assessing learning outcomes 1 and 2 – (Management presentation involving analysis of the international situation of a chosen organisation)
Group presentation 25%
Individual reflection 15%

Assessing learning outcomes 3 and 5 - (Development of international business plan)
Completion of group proformas 25%
Individual reflection 15%

Assessing learning outcome 4 – (Discussion of implementation issues)
Individual report 20%

Sources

**Essential Reading**


**Further Reading**

Martin, J., 2002 The straightforward business planning Straightforward.
Sanyal, R.N., 2001 International Management – A Strategic Perspective. Prentice Hall.

**Journals**

Academy of Management Journal
Academy of Management Review
Harvard Business Review
International Business Review
International Business: Strategies for the Global Marketplace
International Journal of Management
International Journal of Project Management
International Journal of Operations and Production Management
International Management
International Management Review
Journal of Global Information Management
Journal of Global Marketing
Journal of International Business Studies
Journal of International Management
Journal of Management
Journal of Supply Chain Management
Strategic Management Journal

Date of initial Validation: 30 May, 2003
Dates of CASG approved modifications: August 2005
Date of re-validation/review: March 2006 / HSB: March 2009
Summary of Module Content

This module is of a general management, rather than a functionally-specific, nature. The module takes international business planning as the framework for its delivery and assessment. The emphasis throughout is on the integration required in managing an organisation operating in a multitude of geographic markets, and the issues involved in ensuring implementation of international business plans. The material delivered is intended to complement the other core modules of the course, and covers areas such as; the role of the international manager; assessing the organisation’s environments and the business development opportunities arising from this; decisions about how to service individual markets to maximise overall returns; international project management; managing supply chains, information and teams; and issues arising from performance monitoring needs.

Module Aims

The module aims:

- To equip students with tools designed to enable them to take an integrative and practical approach to decision-making within an international organisation
- To provide students with the opportunity to synthesise information from different areas of an international organisation, and to arrive at a balance of workable decisions across functions, processes and geographical markets.
- To enable students to assess implementation issues in an international context.
- To provide students with the opportunity to apply their learning from the previous core modules in an integrated fashion

Learning Outcomes

On successful completion of this module, students will be able to:

1. Analyse the external and internal environment of a given organisation operating across several countries
2. Evaluate and prioritise international business development opportunities
3. Construct an international business plan for an organisation
4. Discuss and evaluate the implications for implementation of a business plan
5. Design and justify a programme of performance monitoring
Indicative Content

- The global business environment
- Globalization, ethics and social responsibility
- Strategic management in a global context
- Entry market selection
- Modes of entry and process of internationalization
- Born global firms
- International structures
- Designing and implementing performance monitoring systems
- Centralization, formalization and socialization
- Output control versus behavior control
- International strategic approaches: global, multinational and transnational
- Foreign subsidiary management and role of subsidiaries
- Knowledge transfer in the multinational firm
- The role of the international manager
- Expatriates versus local managers
- Models of cultural differences
- Multinationals from developing countries
- Business planning

Teaching and Learning Methods

Class sessions will be conducted as workshops with the expectation that a high degree of participation will enhance the learning experience for the student. The workshops will combine facilitated group activities by the students with short periods of inputs from the lecturer, the latter serving to highlight key concepts, or to fill in gaps in student understanding. The group activities will vary in their nature, but will all lead towards the students developing the main output of the module, an international business plan, and will stress integration and implementation within this context. Students will be encouraged to engage in regular reflection about their own performance and about their contribution to the overall learning experience.

Class sessions will be supplemented by the use of available communications technology to extend students’ learning beyond the classroom, and to encourage a sense of continuous engagement with the module activities. In addition, students will study privately and collaborate in learning sets. Tutor support will be available throughout the course of the module.

Assessment Rationale

The assessment is designed to engage students in activities that simulate as closely as possible tasks and decision-making they are likely to confront as international managers. The emphasis is on the need to apply an integrated approach to complex analysis and planning, and to seriously consider the likely issues in implementing their chosen plans across the whole of the organisation. Students will be expected to demonstrate critical and intellectual skills in the above and in their choice and justification of appropriate academic procedures, models and techniques to support their assignments.

The assessment will also require the students to take personal responsibility for organising their work, to act autonomously as well as collaborating in group situations, and to maximise their learning through the cultural diversity they encounter on the course. In so doing, the students are given an opportunity to apply and reinforce skills they will need to demonstrate in order to operate successfully in a professional environment following completion of the course.
Assessment Criteria

Students will be assessed on their ability to:

- Sort, analyse and prioritise an abundance of complex information to arrive at an understanding of key issues
- Decide upon and justify appropriate courses of action for an organisation within given deadlines
- Critically apply academic theory to support analysis and recommendations
- Present information in a form appropriate to professional international business planning
- Reflect upon their own learning and its contribution to their own professional future

Assessment Methods and Weightings

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Description</th>
<th>Weighting</th>
<th>Learning Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Coursework</td>
<td>Group presentation</td>
<td>25%</td>
<td>1, 2</td>
</tr>
<tr>
<td></td>
<td>Individual reflection</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Completion of group proformas</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Individual reflection</td>
<td>15%</td>
<td>3, 5</td>
</tr>
<tr>
<td>Individual Coursework</td>
<td>Individual report</td>
<td>20%</td>
<td>4</td>
</tr>
</tbody>
</table>

Students will be assessed through 100% coursework divided as follows:

Assessing learning outcomes 1 and 2 – (Management presentation involving analysis of the international situation of a chosen organisation)

- Group presentation 25%
- Individual reflection 15%

Assessing learning outcomes 3 and 5 - (Case Studies)

- Completion of group proformas 25%
- Individual reflection 15%

Assessing learning outcome 4 – (Discussion of implementation issues)

- Individual report 20%

Sources

Essential Reading

(complementary for students that can manage Spanish)
Selected chapters from the following books:


Journal articles:


Other papers (To be announced)

Journals

Academy of Management Journal
Academy of Management Review
Harvard Business Review
International Business Review
International Business: Strategies for the Global Marketplace
International Journal of Management
International Journal of Project Management
International Journal of Operations and Production Management
International Management
International Management Review
Journal of Global Information Management
Journal of Global Marketing
Journal of International Business Studies
Journal of International Management
Journal of Management
Journal of Supply Chain Management
Strategic Management Journal

Date of initial Validation: 30 May, 2003
Dates of CASG approved modifications: August 2005
Date of re-validation/review: March 2006 / HSB: March 2009
Date of re-validation/review: UV: July 2010
Module Title: International Leadership—Hochschule Bremen
City University of Applied Sciences

Short Module Title: Leadership

Academic Credit Weighting: 10 UK/5 ECTS/2 SH/HSB: 6 ECTS
Length: One Semester
School and Department: Hochschule Bremen City University of Applied Sciences, International Graduate Centre
Module Leaders: Dr Thomas Braumann, Hochschule Bremen Univ.
of Applied Sciences
Module Site: Hochschule Bremen
Pre-requisite: None
Assessment: HSB: 50% group coursework; 50% performance in negotiation simulations (oral exam)

Summary of Module Content

Today, business success under tough economic conditions and a rapidly changing global market place is intimately linked to excellent “Leadership” exerted by the involved executives. Almost all beneficial turnaround stories of recent times would not have been possible without this particular management capability. Despite this importance, leadership as an education subject for students is surprisingly not a substantial part of most university and business school curricula.

The new module “Leadership” of IMBA closes this gap in providing the participants with integrated state-of-the-art concepts and tools as well as hands-on experience. Both, the development of personal management skills and the provision of a comprehensive toolbox provide an excellent basis for creating success in a competitive business environment.

In a very general sense, leadership is the capacity to influence people in a way that set objectives are achieved. In a business environment, leadership also implies creating a force that provides the energy needed to move a business forward. “Influencing People” and “Creating Energy” are therefore the central themes which are addressed during the course, and which are directly linked to specific business cases as well as individual issues. In addition, participants will have the opportunity to meet successful business leaders and to experience and discuss the important elements of leadership.

Module Aims

The main objective of the module “Leadership” is to provide to the participants an overall perspective on leadership, to experience the personal dimensions of their own leadership style and capacity, and to develop tangible action plans to shape their own management skills. By this, the module builds a sound basis for becoming a successful business leader.
Learning Outcomes

By the end of the module students should be able:

1. to understand the skills and mindsets that distinguish a successful leader from a manager.
2. to analyse how their own management skills and styles relate to other managers, and how skill and style influence success
3. to build a shared vision of success and to lead high-performance teams achieving outstanding results
4. to use a powerful set of tools to make critical business decisions with high quality outcomes
5. to influence other people and to produce agreements that create maximum value for the parties on a sustainable basis
6. to understand the practise of leadership by meeting proven business leaders and sharing their experience

Indicative Content

Leadership

What are the managers doing
The five core processes of management
Case study: What is successful turnaround management
The important elements of leadership

Management Skills

Management skills and management styles
Personal inventory (e.g. Briggs-Myers): understanding yourself as a leader
Feedback on personal current leadership skills: strengths and weaknesses
Efficiency of management styles
Emotional intelligence and leadership
Appraisal systems and scales; 180° and 360° feedback

Leading a Team

Team roles and their effect on efficiency
Group influence processes, motivation, and team dynamics
The elements of coaching a team

Decision Making for Leaders

Anatomy of a rational decision
Human aspects of decision making
Dealing with risk and uncertainty
The practice of decision making

Negotiating Effectively

Introduction to the BATNA concept
Distributive versus cooperative negotiations
Elements that craft an efficient negotiation process
Managing the human dimension of negotiations
Practical Leadership

The leadership approach of actual business leaders

Teaching and Learning Methods

The learning experience will consist of:

In-class

Lectures, where theory and practical applications are presented and explained
Case studies, where students apply theory and practice to solve business problems
Simulations where students interact to negotiate business case

Self-managed learning

Provided learning material is studied individually and/or in groups
Relevant learning material is researched and presented
Provided case studies are solved in groups

Assessment

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Description</th>
<th>Weight</th>
<th>Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group coursework</td>
<td>Incl. comprehension tests at the beginning of the lessons, course work on cases and a presentation of a critical analysis of a selected business case.</td>
<td>50%</td>
<td>1-6</td>
</tr>
<tr>
<td>Oral examination</td>
<td>performance in negotiation simulations</td>
<td>50%</td>
<td>4, 5</td>
</tr>
</tbody>
</table>

Sources

Essential Readings


Date of initial Validation: 30 May 2003
Date of re-validation/review: March 2009 (HSB)
Module Title: International Leadership—UNIRAZAK
Module Code: GFC 5113 (UNIRAZAK)
Academic Credit Weighting: 10 UK/5 ECTS/2SH/2 credit hours
UNIRAZAK
Length: One Semester
School and Department: Graduate School of Business, UNIRAZAK
Module Leader: Assoc Prof Dr Dewi Amat Sapuan, UNIRAZAK
Module Site: Universiti Tun Abdul Razak
Pre-requisite: None
Assessment: UNIRAZAK: 50% coursework; 50% final examination

Summary of Module Content
This module evaluates a series of alternative perspectives of international leadership, including contemporary collaborative models and builds a personal model of leadership that they can put to immediate use in their workplace. It will also focus on HRM, which includes topics such as motivation, perception, interpersonal communication, leadership, power and influence, decision making, group dynamics, team building, corporate culture, and socialization. Consistent emphasis will be placed on the practical application of specific skills, theories, and concepts that will empower students to become effective HR managers and international leaders in myriad organizations. The module will address the relationship between leader and protégé which is often the key to the development of good international leaders. Through readings and discussion, participants are exposed to the current thinking on teams. It will examine principles of building effective teams and to better understand the underlying group dynamics. This module will provide participants with a triad model for effectively leading teams. This module examines actions leaders have taken and consequences faced when confronted with ethical dilemmas and a personal model for ethical leadership is developed. It will provide students with the understanding of organizational culture, the impact of organization’s culture on its strategy and whether the organizational culture can survive in an era of mergers and acquisitions. This module builds participants’ strategic thinking skills through case analyses of relevant businesses and institutions. We will explore the thought process that goes into developing strategy and the implementation of strategy especially during leadership transitions.

Module Aims
The main objective of this module is to provide the students with an action-learning approach to help build global leadership competencies by focusing on developing leadership capabilities, creating high performance organization, leading teams, creating ethical leadership, managing organizational culture and developing strategic leader in the era of globalization. By this, the module builds a sound basis for becoming a successful international business leader.
Learning Outcomes

By the end of the module students should be able:

1. to understand the skills and mindsets that distinguish a successful leader from a manager.
2. to analyse how their own management skills and styles relate to other managers, and how skill and style influence success
3. to build a shared vision of success and to lead high-performance teams achieving outstanding results
4. to use a powerful set of tools to make critical business decisions with high quality outcomes
5. to influence other people and to produce agreements that create maximum value for the parties on a sustainable basis.
6. to understand the practise of leadership by meeting proven business leaders and sharing their experience

Indicative Content

Leadership

What are the managers doing
The five core processes of management
Case study: What is successful turnaround management
The important elements of leadership

Management Skills

Management skills and management styles
Personal inventory (e.g. Briggs-Myers): understanding yourself as a leader
Feedback on personal current leadership skills: strengths and weaknesses
Efficiency of management styles
Emotional intelligence and leadership
Appraisal systems and scales; 180° and 360° feedback

Leading a Team

Team roles and their effect on efficiency
Group influence processes, motivation, and team dynamics
The elements of coaching a team

Decision Making for Leaders

Anatomy of a rational decision
Human aspects of decision making
Dealing with risk and uncertainty
The practice of decision making

Negotiating Effectively

Introduction to the BATNA concept
Distributive versus cooperative negotiations
Elements that craft an efficient negotiation process
Managing the human dimension of negotiations

**Practical Leadership**

The leadership approach of actual business leaders

**Teaching and Learning Methods**

The learning experience will consist of:

*In-class*

lectures, where legal theory and practical application are presented and explained
Case studies, where students apply theory and practice to solve business problems
Simulations where students interact to negotiate business case

*Self-managed learning*

Provided learning material is studied individually and/or in groups
Relevant learning material is researched and presented
Provided case studies are solved in groups

**Assessment Methods and Weighting**

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Description</th>
<th>Weight</th>
<th>Learning outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>coursework</td>
<td>Incl. comprehension tests at the beginning of the lessons, course work on cases and a presentation at the end of the semester</td>
<td>50%</td>
<td>1-6</td>
</tr>
<tr>
<td>Final examination</td>
<td>Comprehensive examination covering all topics in the module.</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

**Readings**

Module Title:

Global Operations Management—UNCW

Academic Credit Weighting: 10 UK/5 ECTS/2 SH
Length: One Semester
School and Department:
Cameron School of Business
Department of Information Systems and Operations Management

Module Leader: Dr Drew Rosen
Module Site: University of North Carolina Wilmington
Pre-requisite: Graduate Standing
Assessment: 50% group coursework;
50% individual exam/individual evaluation

Summary of Module Content

The purpose of this module is to address the new and growing activities in global operations. As the world rapidly moves toward a global economy, it is increasingly important that managers assume a global perspective, and are prepared to compete in international markets. Organizations are beginning to recognize that managing their business through functional silos is inappropriate in a challenging and complex global marketplace. This module will provide an overview of the concepts and decision processes in effectively managing the flow of goods, services and information in a global environment. Managers in such an environment require new strategies and thinking skills that will allow them to not only compete, but excel in the growing international business marketplace.

Module Objectives:

● Build awareness of what the principles of global operations look like.
● Acquire a set of operating philosophies to manage the flow of goods, services and information internationally.
● Build awareness of the scope of modern supply chain management.
● Develop sensitivities for the human dimension in managing cross cultural operations.
● Create an appreciation for the interfaces operations provide for managing global operations.

Learning Outcomes

By the end of the module, students should be able to:

● Build awareness for the growing activities in global supply chain/sourcing and logistics.
● Define requirements/methodologies for providing goods for sale around the world.
● Define international market entry strategies from an operations perspective.
● Develop a working knowledge of logistics and risk management, in a global supply chain concept.
● Develop skills in cross cultural negotiations.
● Communicate more effectively in written and oral forms.
● Apply win-win negotiation strategies.
● Understand and manage timelines in completing projects.
Tentative Course Contents

*Introduction to Global Operations Management*

- The changing nature of globalization
- Drivers leading to internationalization of operations
- Environment of global operations
- Opportunities and challenges in global operations

*Gaining Entry into Foreign Markets*

- International market entry methods
- Channels of distribution
- Challenges of exporting
- Terms of sale
- Freight forwarding activities
- Identifying import sources
- Make or buy

*Global Supply Chain/Sourcing and Logistics*

- Understanding global supply chains
- Relationship between design and supply chain management
- Global sourcing arrangements/costs and associated problems
- Quantitative and qualitative aspects of global sourcing
- Foreign trade zones
- Logistics and risk management
- Facility location approaches

*Project Management*

- Classification of projects
- Project management versus general management
- Knowledge area requirements for successful project management
- Project selection
- Cross cultural negotiation
- Facilitation
- Developing a project plan
- The planning process
- Work breakdown structure
- Simulation
- Budgeting international projects
- Methods of budgeting
- Cost/currency uncertainties
- Risk management
- Scheduling the project
- Network techniques
- Project uncertainty and risk management
- The use of Gantt charts
Assessment

As this is a graduate course, there will be numerous assignments in a short amount of time. There will be numerous readings available for your knowledge and future development as project managers. We will have one or 2 cases due per week. All students are expected to prepare the cases assigned. Student groups will present some of the cases. Since this is a graduate class, participation is mandatory. We can learn from each other, therefore your final grade will be based on the following:

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Exam</td>
<td>30%</td>
</tr>
<tr>
<td>Case Presentation</td>
<td>25%</td>
</tr>
<tr>
<td>Case write-ups</td>
<td>25%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>20%</td>
</tr>
</tbody>
</table>
OUTLINE OF DISSERTATION PROJECT
FOR
IBSA SPECIALISATIONS

Hochschule Bremen
Universitat de València
Russian Presidential Academy
University of North Carolina Wilmington
University of Hertfordshire
Universiti Tun Abdul Razak
Novancia Business School Paris
21. OUTLINE OF COMMON DISSERTATION PROJECT

Full module title: Dissertation/Project
Short Module Title: Project
Module Code: 2GLO708
Academic Credit: 60 (UK) 30 (ECTS)
Length: One semester
School and Department: All IBSA partners
Status: Core for second semester specialisation on IBSA programme
Module Leader: Dissertation Leader in Partner Institution
HSB: Dr. Helga Meyer
UV: Marta Frasquet
IBS RANEPA: Daria Konovalova
UNCW: Dr. Nivine Richie
UH: Paul Smith
UNIRAZAK: Barjoyai Bardai
Novancia: Dr Anna Glaser
Site: All IBSA partner institutions
Pre-requisites: Students must have passed semester specialisation
Assessment: 100% coursework

Summary of Module Content

The project is an extended piece of independent work on a topic which has the approval of the University/Programme Representative. The topic may be suggested by the student or the course team but in all cases it will be chosen to draw on the knowledge, skills and techniques covered by the taught modules studied by the student. This usually involves an in depth investigation of one particular aspect of a topic covered by the taught modules or a related aspect not formally covered.

Module Aims

The aims of the module are to:

- Give students the experience of carrying through a major piece of research at Master’s Level, which will enable them to draw on the knowledge and skills gained throughout the IBSA programme, demonstrating to potential employers their intellectual and practical capacities;
- To enable students to integrate material from the different study areas of the IBSA programme both generalist and specialist.
- To provide a focus for the integration of learning from a variety of sources and for the determination of personal learning and development goals.
- To develop the practice of critical and analytical self-reflection and analysis on skills, knowledge, assumptions and values associated with the participant's learning and practice.
- To develop the practices of personal development planning and continuous professional development.
Learning Outcomes

After completing this module the student will be able to:

- Independently investigate/design/evaluate their subject area
- Justify the research methodologies, methods and processes used in carrying out a project
- Formulate a research plan
- Present, explain and defend his or her work in a Viva if required
- Write critical evaluations of their own work
- Summarise and critically evaluate the work of others
- Determine their own strategic learning goals in relation to their programme of studies
- Demonstrate the ability to critically reflect on their own experience and learning, and apply this to planning their future development

Teaching and Learning Methods

Project Lectures:

The project may be supported as necessary by a series of lectures, seminars and workshops, aimed at providing a basis for research philosophy, methodology and methods.

Synopsis of Content:

Introduction to management research
  The how and why of management research; literature; study and research skills
  Getting started, planning a research project; choosing a topic
Introduction to Reflection and learning; Developing a critical perspective
  Critical reflexivity; the Reflective Research Journal, and Personal Development Planning
Research philosophies, perspectives and approaches
  Philosophical choices and research approaches
  Research questions and research design
Researching existing sources
  The literature review – the theoretical context
  Primary and secondary data – the practical context
Qualitative Research Methods
  Qualitative and quantitative methods
  Role of qualitative approaches to research
  Different qualitative research techniques
Quantitative Research Methods
  Role of questionnaires and surveys
  Survey approaches, design and methodologies
Sampling for Qualitative and Quantitative Methods
  Sampling methods
  Sampling size
Data Analysis and Interpretation
  Analysis of qualitative data
  Analysis of quantitative data
Presentation of Research Findings
  Writing up Research
  Academic theses
  Preparing for the Viva
Assessment Rationale

The Project Proposal (Project Initiation Document or PID): This component determines the student’s ability to argue the need for the project, for example, based on a gap in the literature or managerial applications, and show a basic familiarity with the theoretical background to the work and previous work done by others in this area. The report will be specified and include:

- Clearly stated research question and objectives
- Appropriate research methodology and methods
- An indicative, brief contextual and theoretical literature review
- Projected outcomes
- Justification of the intended approach
- References
- Critical reflective statement; Links of proposed research to personal development planning

The aim of the PID is to ensure that the project is of a realistic size and complexity, that sufficient resources are available, that the topic and methodological choices are well designed and integrated, and that it can be completed successfully in the time allowed. In order to complete the PID students should attend the research workshops. The PID must be passed by the University/Programme nominated Representative as requirement for progressing to the next stage of research and is also presented to staff and students.

The Dissertation/Project: At the end of the module the student is required to submit a written dissertation or project describing the work carried out. The length of the dissertation is not fixed, but will be determined by the host institution, normally or approximately 15,000 to 20,000 words of text excluding appendices. The length may be dependent on the type of project undertaken (for instance, a very technical project might have substantial appendices containing technical products accompanied by a fairly concise evaluation in the report; a more business-oriented dissertation might have thinner appendices but could be expected to have a longer, more discursive main section). The dissertation/project is assessed by the student’s supervisor and by another member of staff acting as moderator. The assessment will take into account the scope of the project, the approach taken in the work carried out, the application of existing skills and acquisition of new skills, the presentation of the results of the project, and the critical analysis of what has been achieved.

The Viva: Every student will take part in a Viva with their colleagues from the course. Each student will make a presentation on his or her project. Two or more members of staff will be present, including the student’s supervisor. Each student will be expected to answer questions put by the supervisor and the moderator at the end of the presentation.

The student will be asked to answer any questions that the supervisor and moderator may have about the project. The aim of the Viva is to give the student the opportunity to expand on any relevant topics that were not fully covered in the project report/presentation, for the assessors to have an additional means of judging the student’s work, and for the student to present and defend his or her independent work at Master’s Level.

Assessment Criteria

The assessment criteria are in accordance to the marking scheme given in Section 19.3.

Assessment Methods and Weighting

Assessment methods and weighting may include but are not limited to:
<table>
<thead>
<tr>
<th>Assessment</th>
<th>Description</th>
<th>Weight</th>
<th>Learning Outcomes</th>
<th>Student Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>PID</td>
<td>A detailed description is given in the Module Guide. Marked for quality of: objectives, scope, approach, plans; there is a presentation which is part of the assessment</td>
<td>10%</td>
<td>1, 2 and 3</td>
<td>30 hours</td>
</tr>
<tr>
<td>Viva</td>
<td>Students should describe the objectives of the project and demonstrate the extent to which those objectives have been met to staff and students; to be able to answer questions and discuss to Master’s Level</td>
<td>15%</td>
<td>2 and 4</td>
<td>Preparation for the presentation should take 7 to 10 hours, (but this assumes that the work of the project and the project report are complete)</td>
</tr>
<tr>
<td>Dissertation</td>
<td>This is described in detail in the Module Guide and assessment criteria can be seen in the accompanying table. The project must have a pass mark.</td>
<td>75%</td>
<td>1 to 6</td>
<td>In total about 260 hours work. This will be split between meetings with project supervisor (6 to 8 hours); working on the subject matter of the project itself (150 hours); and writing-up the project (100 hours)</td>
</tr>
</tbody>
</table>

Detailed instructions will be in the Module Guide provided by each Partner Institution.

**Sources**

**Essential reading:**


Boud, D et al. (1985) Reflection: Turning Experience into Learning, Kogan, Page


Further reading:


Date of initial Validation: 30\textsuperscript{th} May 2003;
Dates of CASG approved modifications: 11 August 2005
Date of re-validation/review: March 2006, reviewed by IBSA partners in June 2007
Global and Islamic Finance
Advanced Project Paper in Islamic Finance

Module Title:

Academic Credit: 16 Credit Hours
Length: One Semester
School and Department: Graduate School of Business (UNIRAZAK)
Status: Core module for IBSA Programme
Module Leader: Appointed by the Graduate School of Business
Module Site: Any IBSA partner Institution
Prerequisite: Students must passed the second semester specialization
Assessment: 100% Coursework

Summary of Module Content

In the final semester, students will write the project paper. After successful completion of all core and specialization modules, students will have the opportunity to choose their project paper title and to get title approval from their designated supervisor and the Dean of Graduate School of Business. The topic may be suggested by the student or the module leader but in all cases it will be chosen to draw on the knowledge, skills and techniques covered by the taught modules studied by the student. This usually involves an in-depth investigation of one particular aspect of a topic covered by the taught or the specialization modules. Students must proof their ability to carry out an in-depth research in the subject area and apply theory, models, and approaches systematically and effectively to arrive at a conclusion. Their chosen methodology and analytical underpinning constitute the testimony of their ability and mastery in the selected field. This will demonstrate their knowledge and skills in analyzing a real case setting, which may result in marked benefits to the organization and society as a whole. Their competency in research and investigation should pave the way to pursuing either further achievement in the academic field, or professional upgrading, or even both.

This research project enhances and develops the candidate’s ability to take responsibility for an entire project, addressing global issues, relating sources from different countries and achieving professionally relevant skills and competencies.

Module Aims

- Give students the experience of carrying through a major piece of research at Master’s Level, which will enable them to draw on the knowledge and skills gained throughout the IBSA program, demonstrating to potential employers their intellectual and practical capacities;
- To enable students to integrate material from the different study areas of the program especially the specialization modules.
- To provide a focus for the integration of learning from a variety of sources and for the determination of personal learning and development goals.
- To develop the practice of critical and analytical self-reflection and analysis on skills, knowledge, assumptions and values associated with the participant’s learning and practice.
- To develop the practices of personal development planning and continuous professional development.
Learning Outcomes

By the end of this module you will be able to:

● Understand the entire research process
● Independently design and analyze surveys
● Formulate the research methodologies in carrying out the research project.
● Familiarize themselves with a range of approaches to statistical analysis
● Plan, develop and execute research projects within tight time constraint.
● Develop cognitive skills to undertake a literature review and critically analyzed a body of published literature related to the research project.
● Develop authoritative writing skills and logical and critical thinking.
● Transfer and use these skills in doing research in their workplace and profession.
● Determine their own strategic learning goals in relation to their program of studies
● Demonstrate the ability to critically reflect on their own experience and learning, and apply this to planning their future development

Indicative Content

● Introduction to management research
● Research philosophies, perspectives and approaches
● Researching existing sources
● Qualitative Research Methods
● Sampling for Qualitative and Quantitative Methods
● Data Analysis and Interpretation
● Presentation of Research Findings

Potential Areas of Research Project

● Islamic Financial Institutions
● Islamic Commercial and Investment banking
● Takaful (Islamic Insurance)
● Islamic Financial Instruments, Financial Derivatives
● Islamic Accounting and Auditing, Standards and Practices
● Zakat Accounting
● Shari’ah Perspectives of Finance
● Islamic Financial Engineering
● Islamic Risk Management in Islamic Financial Institutions
● Islamic Corporate Governance
● The students may opt to carry out research in other areas of global business as well (e.g. HRM, Marketing, Finance, Entrepreneurship, Leadership, Strategies, Accounting, MIS, etc.)

Teaching and Learning Methods

Project Lectures: The project may be supported as necessary by a series of lectures, seminars and workshops, aimed at providing a basis for research philosophy, methodology and the entire research process.
Project Paper Assessment

Project Paper Proposal

This component determines the student’s ability to argue the need for the project based on a gap in the literature or managerial applications, and show a basic familiarity with the theoretical background to the work and previous work done by others in this area. The report will include:

- Clearly stated research question and objectives
- Appropriate research methodology and methods
- A critical and brief theoretical literature review
- The Theoretical framework
- Projected outcomes
- Justification of the intended approach
- References

The aim of the proposal is to ensure that the project is of a realistic, that sufficient resources are available, that the topic and methodological choices are well designed and integrated, and that it can be completed successfully in the time allowed. In order to complete the proposal students should attend the research workshops. The proposal must be passed by the module leader nominated by the Dean of Graduate School of Business as requirement for progressing to the next stage of research and is also presented to staff and students.

The Project Paper: At the end of the module the student is required to submit a written dissertation or project describing the work carried out. The length of the dissertation is not fixed, but will be determined by the Graduate School of Business. The project paper is assessed by the student’s supervisor and by another member of staff acting as moderator. The assessment will take into account the scope of the project, the approach taken in the work carried out, the application of existing skills and acquisition of new skills, the presentation of the results of the project, and the critical analysis of what has been achieved.

*Guidelines on writing project paper are available in soft copy and can be downloaded from the Graduate School website http://gs.unitar.edu.my/resources/resources.htm

Assessment and Weighting

Project paper is one of the most important requirements for the completion of the entire program. As such it is extremely important that students must put hard work and dedication to produce a project paper, which is expected to reflect the results of original and significant research written in a scholarly, literate and professional manner worthy of the standard of the program.
Assessment methods and weighting may include but are not limited to:

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Description</th>
<th>Weight</th>
<th>Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal Project Paper</td>
<td>Marked for quality of: objectives, scope, approach, plans; there is a presentation which is part of the assessment</td>
<td>20%</td>
<td>1, 2 and 4</td>
</tr>
<tr>
<td>Completed Project paper</td>
<td>Originality, theoretical framework, significance of the project, critical analysis of the literature review, research methodology, data analysis and findings, systematic presentation,</td>
<td>60%</td>
<td>1 to 7</td>
</tr>
</tbody>
</table>

References

**Essential reading:**


Further reading:


APPENDICES

APPENDIX A. LEVEL 7 DESCRIPTORS (MASTER’S DEGREE)

Development of Knowledge and Understanding
The learner
● Knowledge base: has depth and systematic understanding of knowledge in specialised / applied areas and / across areas and can work with theoretical / research-based knowledge at the forefront of their academic discipline
● Ethical issues: has the awareness and ability to manage the implications of ethical dilemmas and work pro-actively with others to formulate solutions
● Disciplinary methodologies: has a comprehensive understanding of techniques / methodologies applicable to their own work (theory or research-based)

Cognitive and Intellectual Skills
The learner
● Analysis: with critical awareness can undertake analysis of complex, incomplete or contradictory areas of knowledge communicating the outcome effectively
● Synthesis: with critical awareness, can synthesise information in a manner that may be innovative, utilising knowledge or processes from the forefront of the discipline / practice
● Evaluation: has a level of conceptual understanding that will allow her/him critically to evaluate research, advanced scholarship and methodologies and argue alternative approaches
● Application: can demonstrate initiative and originality in problem-solving. Can act autonomously in planning and implementing tasks at a professional or equivalent level, making decisions in complex and unpredictable situations

Key/Transferable Skills
The learner
● Group Working: can work effectively with a group as leader or member. Can clarify tasks and make appropriate use of the capacities of group members. Is able to negotiate and handle conflict with confidence.
● Learning resources is able to use full range of learning resources
● Self-evaluation: is reflective on own and others’ functioning in order to improve practice
● Management of information: can competently undertake research tasks with minimum guidance
● Autonomy: is independent and self-critical learner, guiding the learning of others
● Communication: can engage confidently in academic and professional communication with others, reporting on action clearly, autonomously and competently
● Problem-solving: has independent learning ability required for continuing professional study, making professional use of others where appropriate

Practical Skills
The learner
● Application of skills: can operate in complex and unpredictable and/or specialised contexts, and has an overview of the issues governing good practice
● Autonomy in skill use: is able to exercise initiative and personal responsibility in professional practice
● Technical expertise: has technical expertise, performs smoothly with precision and effectiveness; can adapt skills and design or develop new skills and/or procedures for new situations
APPENDIX B. HOCHSCHULE BREMEN ACADEMIC REGULATIONS

Master’s Assessment Regulations of the Hochschule Bremen for the course “International Master of Business Administration”

(Translated from German)
(Subject-specific part)
The Vice-Chancellor of the Hochschule Bremen has approved the subject-specific part of the Master’s Assessment Regulations for the course “International Master of Business Administration” according to Section 110 Paragraph 3 of the Bremen Hochschule Law in the form of the publication of 11th July 2003 (Bremen GBI, p.295) recently altered by law of 27 February 2007 (Bremen, GBI, p. 157)

If not stated otherwise in these regulations, the General Section of the Master’s Assessment Regulations (26 January, 2004) of the Hochschule Bremen applies.

§1. Period of study, structure and extent of studies

The official period of study is three semesters. It includes the master’s thesis and viva voce examination. 90 ECTS credits are required to successfully complete the Master’s programme.

The programme is offered as a common dual diploma within the International Business School Alliance (IBSA). In accordance with the agreement between the partners of IBSA, students spend only the first semester (core subjects) at the admitting institution, whereby for this semester modules agreed between the partner institutions are offered. In the second semester specific specialist subjects are offered by each partner. The assessment requirements of the Hochschule Bremen are stated in Appendix 1.

§2. Assessment requirements

Appendix 1 shows the number and form of the module assessment requirements

In-module assessment requirements are produced according to Section 7, paragraph 2 of the General Section of the Master’s Assessment Regulations

Students may suggest topics for all assessments except for examinations, seminar papers and oral examinations. Seminar papers and preparation may also be done in groups (group work).

§3. Master’s Thesis

The master’s thesis is to be in English. At least three typed and bound copies are to be submitted, along with an electronic copy.

The time period for completion of the master’s thesis is 15 weeks. It is worth 30 credits.

§4. Overall Grade for the Master’s Qualification

Two-thirds of the overall grade for the qualification is made up from the average of the Module grades (see Appendix 1) and one-third from the Master’s thesis, whereby the grade of the master’s thesis is made up four-fifths from the written submission, and one-fifth from the viva voce examination.
§5. Master’s Qualification

After successful completion of the assessment, the Hochschule awards the degree of Master of Business Administration (MBA)

§6. Validity

These assessment regulations come into effect on 1st September 2005.

They are valid for the first time for students beginning their studies in the winter semester of 2005.

For students who began their studies at an earlier point, the existing assessment conditions apply. Exceptional cases will be decided by the Board of Examiners. These regulations apply through to the end of the winter semester 2007/8. After this point, these regulations apply with the proviso that credits achieved up to that point will be taken into account.
APPENDIX C. IBS RANEPA MOSCOW ACADEMIC REGULATIONS

Summary of Academic Regulations as applied to MS International Management

Institute of Business Studies Moscow
Russian Presidential Academy of National Economy and Public Administration, a Government Higher Educational Establishment

(translated from Russian)

This document has been prepared as a summary of

ПОЛОЖЕНИЕ
Об академических стандартах, отчислении, восстановлении, предоставлении академического отпуска, Москва 2006

(Regulations about academic standards, dismissal, reinstatement and suspension of studies, Moscow 2006) Source: the original document is in Russian, and is held in the Harrow Business School Office).

The education system in Russia is highly centralised and regulated by the state. The following state regulations apply - Constitution of the Russian Federation, The Legislation about Education system and Higher Education. Sources: Federal Portal of the Russian Education www.edu.ru (in Russian):

General Information

INSTITUTE OF BUSINESS STUDIES, Tel. + 434-91-96

Rector Myasoedov, Segey Pavlovich
Pro-Rector of International Relations Zaytsev, Michael
Financial director Lebedeva, Marina Vladimirovna

DEAN’S OFFICE
Tel. 433-56-66, 434-24-65

Dean Kolesnikova, Irina Vladimirovna
Assistant Dean Ershova, Irina Ivanovna
(Organisational matters, Timetable) Pashkevich, Evgenia Gennadievna
International Program Manager (Master’s, International relations, Double degrees) Titenko, Natalia Eduardovna
Financial matters
Documents, letters, exams and tickets Svintsitskaya, Natalia Sergeevna
Master’s, Double degrees, Mayorova, Rimma
part-time studies

- Access to Academy’s premises

Entrance to the Academy is strictly by passes and student card. All visitors wishing to visit the Academy, must report in advance to the Dean’s office their name, surname and the time of arrival.

- The following can be found on the Academy’s premises:

  Restaurants: Building (“Korpus”) No.2, first floor; Hotel complex, first floor
  Cafe: Building No 5, first floor; Buffets: Building No 5 third floor, Building No 2 first floor, Hotel Complex, first floor
  Medical station - Hotel complex, second floor
  Sports Complex (including swimming pool) – Building No 2

Summary of Academic Regulations as Applied to MS in International Management

The common IBSA course handbook constitutes the overriding regulations in relation to the double degree programme. Some specific regulations are described as follows.

Examinations Regulations at the Institute of Business Studies

(Approved by Rector and Dean’s office)

1. Examinations take place according to the timetable set by the Dean’s Office.

2. In order to be admitted to examinations, students must pass all required assessment (tests, coursework, etc) known as “zachet”.

3. Only students who fulfilled the curriculum requirements are allowed to progress to “zachet”.

4. If a student fails to fulfil the curriculum requirements within a term due to mitigating circumstance, he has the right to additional individual tuition (of not more than 3 academic hours in each subject within the term). Tuition must be approved by the Dean’s office.

5. Student who fails “zachet” or the examinations will be classed as having academic arrears (re-sits)

6. Student with one “zachet” re-sit will be allowed to sit the examinations. Students with more than two re-sits will not be allowed to take examinations

7. All examinations and “zachet” re-sits can be undertaken with the permission of the Dean’s office.

8. Student who fails to attend “zachet” or examination without mitigating circumstances (supported by documentation) will be classed as having academic arrears.

9. Student who fails “zachets” and examinations in more than three subjects will be liable to dismissal.

10. Student who has academic arrears must settle these by re-sitting “zachet” or examination within the time framework established by the Dean’s office.

11. When settling academic arrears student is allowed one attempt (to resit “zachet” or examination).

---

1 ‘zachet’ is an essential concept of pre-examination assessment, and forms the foundation of assessment regime in all Russian Higher Education establishments. It is an important element of assessment prior to final examinations.
12. If after retake the **academic arrears** remain, the Dean’s office appoints a new board and establishes new deadlines for the last attempt at the “zachet” or examination retake.

13. Student who fails to settle **academic arrears** as established, will be recommended by the board for dismissal.

14. Student who missed examination because of illness must provide a medical certificate to the Dean’s office. The Dean’s office will then determine the individual re-sit timetable.

15. Individual re-sits take place within 2 weeks from the date of the announcement of the individual re-sit timetable by the Dean’s office.

**Academic Regulations at the Institute of Business Studies**

These regulations apply to all students enrolled at the Institute

1. **Attendance**

Students must attend all studies specified in the curriculum and timetable. If student misses 25% of his studies without mitigating circumstances supported by documentation, he will liable for dismissal.

2. **Students’ Behaviour and Discipline**

Students are expected to behave in accordance to the norms of the higher educational establishment. They are required to adhere to the highest standards of academic honesty during examination, coursework preparation, writing dissertations and oral defence.

All issues arising from breach of discipline are considered by the Dean’s office on individual case basis.

Violations of public order and order established by the higher education will not be tolerated. These offences include:

- Purchase, resell and consumption of alcohol and drugs
- Organisation of gatherings which may result in disgraceful and dangerous behaviour
- Smoking in prohibited areas
- Actions resulting in moral and physical harm of students, staff and employees
- Use of mobile phones during lessons

All above violations are considered by the Dean’s office, which has the right to

- Dismiss the accusation
- Issue a warning
- Issue a severe reprimand
- Grant a probation period to the accused.
- Dismiss the student

A student may appeal the Dean’s office decision in writing to the Rector of the Institute.
3. Orders and Decree of the Dean’s office

The operation and management of the Institute is realised by the issue of orders and decrees signed by the Dean’s office and all students are expected to comply with these. All Dean’s office orders and decrees are displayed on the notice board of the Institute and are stored in the files of the Dean’s office.

4. Dismissal of students

A student may be dismissed:
- According to his/her own request
- For failure to pay tuition fees
- For breach of academic discipline (non-attendance of 25% of lessons without mitigating circumstances) or internal regulations (including for being late to lessons)
- For breach of public order determined by the institute
- For poor academic performance

A student may be dismissed for poor academic performance if:
- He/she failed to pass examinations or “zachets” in more than three subjects
- He/she fails to clear academic arrears within the time frame determined by the Dean’s office

A student dismissal is done via the orders of the Rector of the Academy on presentation of the Dean’s office.

A student has the right for two attempts at re-sits in order to clear academic arrears. The time frame for settling academic arrears is determined by the order of the Dean’s office at the end of each term. In case of failure to clear academic arrears within the timeframe determined by the Dean’s office due to mitigating circumstances supported by relevant documentation, the Dean’s office has a discretion to:
- a) grant a student a leave of absence
- b) grant a student an opportunity to re-sit examinations

5. Academic Leave of Absence

An academic leave of absence is granted to a student according to medical evidence and other exceptional circumstances (natural disasters, family circumstances, etc.) and must be supported by appropriate documents.

An academic leave may be granted to a student not more than two times during the whole period of studies on the basis of medical certificate (or any other relevant supporting document) and representations by the Dean’s office.

The duration of the academic leave of absence may not exceed 12 months. At the end of this period and at least 3 months prior to commencement of studies, a student must apply for reinstatement or dismissal.

Decision about reinstatement is made by the Dean’s office on individual case within the two weeks of received student’s request.

Persons dismissed for academic arrears or breach of academic discipline and internal public order will not be reinstated.
APPENDIX D. UNIVERSITY OF NORTH CAROLINA WILMINGTON
ACADEMIC REGULATIONS

Policies and procedures for graduate student/assessment offences, e.g. plagiarism, mitigating circumstances, late submission penalties, failures, referrals and deferrals, are specified in three official UNCW documents:

2. The current Code of Student Life—which includes the Student Honor Code: http://uncw.edu/studentconduct/code.html

The student should refer to the syllabus for each course module for specific course policies and should direct questions to the faculty member.

NOTE ON REPEATING FINAL EXAMINATIONS FOR COURSE MODULES AT UNCW:
In accordance with the teaching and learning strategy at UNCW, students cannot repeat final examinations.
APPENDIX E. NOVANCIA BUSINESS SCHOOL PARIS ACADEMIC REGULATIONS

Student Educational Responsibility

Individual students:

- Operate with integrity in their dealings with faculty and other students.
- Engage the learning materials with appropriate attention and dedication.
- Maintain their engagement when challenged by difficult learning activities.
- Contribute to the learning of others.
- Perform to standards set by the faculty.

Student conduct based on common rules shared by the academic and student community

Each academic year students are required to sign a statement in the School Rules and Policies defining a code of ethics to be observed in their dealings with staff, faculty and fellow students. They are expected to act in ways that are consistent with the role and guiding values of the School, and to regulate their own conduct so as not to impede or prejudice the work of others. They are entitled to work, learn, study and participate in the social aspects of the life of the School in an environment of safety and respect. It is expected that students will act with integrity and demonstrate respect for others.

The School Rules and Policies set out the rules that apply in the event that a student is alleged to have breached acceptable standards of conduct. These Regulations apply to both personal conduct and conduct associated with undertaking a programme of study. They specify the disciplinary measures to be taken in the event of non-respect of the rules and the procedures which govern the disciplinary boards.

Guidelines and support

In addition to the School Rules and Policies and Programme Pedagogical Regulations, the School has several other relevant policies involved in Student Educational Responsibility. These include items such as:

- The CCIP Educational Commitments (http://www.novancia.fr/c-ci-Paris-Ile-de-France-educational-commitments)
- Proper Use of Information Resources Charter
- Proper Use of Library Charter
- Student Associations Charter
# APPENDIX F. IBSA CONTACT INFORMATION
## Leader and Administrative Contacts

<table>
<thead>
<tr>
<th>Hochschule Bremen</th>
<th>U. de Valencia</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>U. of Hertfordshire</th>
<th>UNIRAZAK</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td>IGC Dean: Tim Goydke Tel.: +49(0)421 5905-4770 or - 4800 <a href="mailto:tim.goydke@hs-bremen.de">tim.goydke@hs-bremen.de</a></td>
<td>Dean: Dr. María Iborra-Juan Tel.: +34 963 828 531 <a href="mailto:Fac.economia@uv.es">Fac.economia@uv.es</a></td>
<td>Director-Dean: Sergey Myasoedov Tel: +(095) 937-0748 <a href="mailto:smyasoedov@ibs-m.ru">smyasoedov@ibs-m.ru</a></td>
<td>Dean: Rob Burrus Tel: +1 910.962.7301 <a href="mailto:burrusr@uncw.edu">burrusr@uncw.edu</a></td>
<td>Dean: Damian Ward <a href="mailto:d.ward9@herts.ac.uk">d.ward9@herts.ac.uk</a></td>
<td>Dean: to be appointed a Mus</td>
<td>Dean: Catherine de Gery</td>
</tr>
<tr>
<td>course Leader: Frank Giesa Tel.: +49 (0)421 5905-4401 Fax: +49 (0)421 5905-4140 <a href="mailto:frank.giesa@hs-bremen.de">frank.giesa@hs-bremen.de</a></td>
<td>Course Leader: Enrique Bigné Alcañiz Tel. +34 963 828 318 <a href="mailto:enrique.bigne@uv.es">enrique.bigne@uv.es</a></td>
<td>Course Leader: Irina Kolesnikova Tel. +7 495 433 56 66 <a href="mailto:ivk@ibs-m.ru">ivk@ibs-m.ru</a></td>
<td>Course Leader: Clay Moffett Tel.: +1.910.962.3513 <a href="mailto:moffettc@uncw.edu">moffettc@uncw.edu</a></td>
<td>Course Co-leader: Paul Smith, Department of Management, Leadership and Organisation Tel: +44 (0) 1707 285484 <a href="mailto:p.e.smith@herts.ac.uk">p.e.smith@herts.ac.uk</a></td>
<td>Programme Director: Barjoyai Bardai Tel: 603 7627 7112 <a href="mailto:barjoyai@unirazak.edu.my">barjoyai@unirazak.edu.my</a></td>
<td>Course Leader: Robert Sheldon Tel : +33 (0)1 55 65 56 64 <a href="mailto:rsheldon@novancia.fr">rsheldon@novancia.fr</a></td>
</tr>
<tr>
<td>Christian A. Schuchardt IGC Associate Dean Tel.: +49(0)421 5905-4770 or - 4194 <a href="mailto:christian.schuchardt@hs-bremen.de">christian.schuchardt@hs-bremen.de</a></td>
<td>Vice Rector of Postgraduate Services Rosa Marín Saez Tel. +34 963 864 839 <a href="mailto:vicerec.postgrau@uv.es">vicerec.postgrau@uv.es</a></td>
<td>International Programmes Director Evgenia Pashkevitch Tel: +7 495 433 56 66 Mobile: +7 985 762 62 46 <a href="mailto:lbs-master@mail.ru">lbs-master@mail.ru</a></td>
<td>Thom Porter, Associate Dean, Cameron School of Business Tel.: +1.910.962.7466 Fax: +1.910.962.2187 <a href="mailto:portert@uncw.edu">portert@uncw.edu</a></td>
<td>Course Co-leader: Natalia Rocha-Lawton, Department of Management, Leadership and Organisation Tel : +44 (0) 1707 283237</td>
<td>Rozina Haron Administrative contact Tel : 603 7627 7152 Graduate School of Business <a href="mailto:rozina_haron@unirazak.edu.my">rozina_haron@unirazak.edu.my</a></td>
<td>Renaud-Redien-Collot Dean of International Academic Affairs Tel : +33 (0)1 55 65 57 15 <a href="mailto:reediencollot@novancia.fr">reediencollot@novancia.fr</a></td>
</tr>
<tr>
<td>Hochschule Bremen</td>
<td>U. de Valencia</td>
<td>IBS RANEPA</td>
<td>UNCW</td>
<td>U. of Hertfordshire</td>
<td>UNIRAZAK</td>
<td>Novancia</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------</td>
<td>------------</td>
<td>------</td>
<td>---------------------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>Angela Dunkhorst Program Coordinator</td>
<td>Vice Rector of International Relations Olga Gil Medrano Tel.+34 963 864 051 <a href="mailto:vicerec.internacional.cooperacio@uv.es">vicerec.internacional.cooperacio@uv.es</a></td>
<td>Karen H. Barnhill Graduate Programs Administrator Tel.: +1.910.962.390 3 Fax: +1.910.962.218 4 <a href="mailto:barnhillk@uncw.edu">barnhillk@uncw.edu</a></td>
<td>Michael Rosier, Associate Dean, Business School Tel: +44 (0) 1707 285431 <a href="mailto:m.j.rosier@herts.ac.uk">m.j.rosier@herts.ac.uk</a></td>
<td><a href="mailto:n.rocha-lawton2@herts.ac.uk">n.rocha-lawton2@herts.ac.uk</a></td>
<td></td>
<td>Dominique Loizance-Lemoine Program Coordinator Tel : +33 (0) 1 55 65 56 84 <a href="mailto:dloizancelemoine@novancia.fr">dloizancelemoine@novancia.fr</a></td>
</tr>
<tr>
<td>Katrin Engler Program Assistant</td>
<td>Vice Dean of International Relations Fidel León Darder Tel. +34 963 828 528 <a href="mailto:fidel.leon@uv.es">fidel.leon@uv.es</a></td>
<td>Barbara Hoppe Tel.: +1.910.962.218 5 Fax: +1.910.962.218 4 <a href="mailto:hoppeb@uncw.edu">hoppeb@uncw.edu</a></td>
<td>Jane Frost, European &amp; Study Abroad Office Tel. : +44 (0)1707-285424 Fax: +44 (0)1707-285515 <a href="mailto:j.v.frost@herts.ac.uk">j.v.frost@herts.ac.uk</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Staff Contact: Ana Aroca</td>
<td>Amy Mabery UNCW Office of Intl. Programs</td>
<td>Lea Facey Tel: +44 (0) 1707 285416</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hochschule Bremen</td>
<td>U. de Valencia</td>
<td>IBS RANEPA</td>
<td>UNCW</td>
<td>U. of Hertfordshire</td>
<td>UNIRAZAK</td>
<td>Novancia</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------</td>
<td>-----------</td>
<td>------</td>
<td>-------------------</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td>(School of Economics) Tel.: +34 963 828 607 [<a href="mailto:ana.aroca@uv.es">ana.aroca@uv.es</a>]</td>
<td>Tel.: +1.910.962.352 2 Fax: +1.910.962.405 3 [<a href="mailto:maberya@uncw.edu">maberya@uncw.edu</a>]</td>
<td><a href="mailto:l.r.facey@herts.ac.uk">l.r.facey@herts.ac.uk</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Staff Contact: J. Ignacio Duart Redón (School of Economics) Tel. +34 961 625 152 [<a href="mailto:j.ignacio.duart@uv.es">j.ignacio.duart@uv.es</a>]</td>
<td>Ryan Gamon, Study Abroad Administrator Tel: 44 1 707 285 484 Fax: 44 1 707 285 515 [<a href="mailto:r.gamon2@herts.ac.uk">r.gamon2@herts.ac.uk</a>]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


## Core Module Faculty Contacts

<table>
<thead>
<tr>
<th>Module</th>
<th>Hochschule Bremen</th>
<th>U. de Valencia</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>U. of Hertfordshire</th>
<th>Unirazak</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Managemen t in the Global Environmen t</td>
<td>José Luis Vallejo García Universidad Panamericana, Campus Guadalajara, Mexico <a href="mailto:josevallejog@gmail.com">josevallejog@gmail.com</a></td>
<td>Faculty Module Leader Manuel Guillén Tel.: +34 963 828 893 <a href="mailto:Manuel.guillen@uv.es">Manuel.guillen@uv.es</a></td>
<td>Alexey Svishchev Tel: +7 916-604-69-86 <a href="mailto:savvid@yandex.ru">savvid@yandex.ru</a></td>
<td>Tammy Hunt Professor of Management Tel.: +1.910.962.3 684 <a href="mailto:hunn@uncw.edu">hunn@uncw.edu</a></td>
<td>David Allsop <a href="mailto:d.allsop@herts.ac.uk">d.allsop@herts.ac.uk</a> Dr Graham Hollinshead <a href="mailto:g.hollinshead@herts.ac.uk">g.hollinshead@herts.ac.uk</a></td>
<td>Kenneth Cafferkey Assistant Professor Tel: 603 7627 7098 <a href="mailto:cafferkey@unirazak.edu.my">cafferkey@unirazak.edu.my</a></td>
<td>Sophie Julien-Debay <a href="mailto:sjd@consultant.com">sjd@consultant.com</a></td>
</tr>
<tr>
<td>Global Marketing Strategies</td>
<td>Faculty Module Leader Christian A. Schuchardt Tel.: +49 (0)421 5905 – 4194 <a href="mailto:christian.schuchardt@hs-bremen.de">christian.schuchardt@hs-bremen.de</a></td>
<td>Martina González-Gallarza Tel.: +34 961 625 380 <a href="mailto:Martina.gallarza@uv.es">Martina.gallarza@uv.es</a></td>
<td>Liudmila Kletskaya Tel: +7 926 810 63 08 <a href="mailto:milbook@inbox.ru">milbook@inbox.ru</a></td>
<td>Lisa Scribner Associate Professor, Management &amp; Marketing Tel: +1.910.962.3 814 <a href="mailto:scribnerl@uncw.ed">scribnerl@uncw.ed</a> Faculty Module Leader Craig Galbraith Professor of Management Tel: +1.910.962.3 775 galbraithc@u</td>
<td>Adrian Goodsall <a href="mailto:a.goodsall@herts.ac.uk">a.goodsall@herts.ac.uk</a></td>
<td>Eddie Phun Associate Professor Tel: 603 7627 7155 <a href="mailto:dr.eddie@unirazak.edu.my">dr.eddie@unirazak.edu.my</a></td>
<td>Anne-Pierre de Peyronnett <a href="mailto:apdepeyronnet@gmail.com">apdepeyronnet@gmail.com</a></td>
</tr>
<tr>
<td>Global Strategic Analysis</td>
<td>Petra C. Milde <a href="mailto:Petra.milde@hs-bremerhaven.de">Petra.milde@hs-bremerhaven.de</a></td>
<td>Maria Iborra Tel.: +34 963 828 721 <a href="mailto:miborra@uv.es">miborra@uv.es</a></td>
<td>Timur Atnashev Tel: +7 926 213 67 07 <a href="mailto:tim@zoran.ru">tim@zoran.ru</a></td>
<td>Sue Martin <a href="mailto:s.m.1.martin@herts.ac.uk">s.m.1.martin@herts.ac.uk</a> Global Strategic Analysis</td>
<td>Mohd Saeed Siddiq Professor Tel : 603 7627 7111 <a href="mailto:saedbinsiddiq@unirazak.edu.my">saedbinsiddiq@unirazak.edu.my</a></td>
<td>Xavier Martin <a href="mailto:xmartin@novancia.fr">xmartin@novancia.fr</a></td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Module</th>
<th>Hochschule Bremen</th>
<th>U. de Valencia</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>U. of Hertfordshire</th>
<th>Unirazak</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Finance</td>
<td>Carola Spiecker-Lampe</td>
<td>Gustavo Cuello</td>
<td>Teimuraz Vashakmadze</td>
<td>ncw.edu</td>
<td>Edward Kerr</td>
<td>Ravindran Ramasamy</td>
<td>Gerald Groshek</td>
</tr>
<tr>
<td></td>
<td>Tel.: +49(0)421 5905-4439</td>
<td>Tel.: +34 963 828 401</td>
<td>Tel: +7 495 585 63 08 <a href="mailto:teimuraz.vashakmadze@gmail.com">teimuraz.vashakmadze@gmail.com</a></td>
<td>Faculty Module Leader</td>
<td><a href="mailto:e.kerr@herts.ac.uk">e.kerr@herts.ac.uk</a></td>
<td>Tel : 603 7627 7154 <a href="mailto:ravindran@unirazak.edu.my">ravindran@unirazak.edu.my</a></td>
<td><a href="mailto:Gerald_Groshek@redlands.edu">Gerald_Groshek@redlands.edu</a></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:carola.spiecker-lampe@hs-bremen.de">carola.spiecker-lampe@hs-bremen.de</a></td>
<td><a href="mailto:Gustavo.cuello@uv.es">Gustavo.cuello@uv.es</a></td>
<td></td>
<td>Cetin Ciner Professor of Finance</td>
<td>Tel: +1.910.962.7497 <a href="mailto:cinerc@uncw.edu">cinerc@uncw.edu</a></td>
<td>Ravindran Ramasamy Professor</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Business Law</td>
<td>Faculty Module Leader</td>
<td>Rosario Espinosa</td>
<td>Yaroslav Zemlyachenko</td>
<td>Penny Wiggins/Jerome Chan School of Law</td>
<td>Tel: +1.910.962.3801 <a href="mailto:hansonr@uncw.edu">hansonr@uncw.edu</a></td>
<td></td>
<td>To be appointed</td>
</tr>
<tr>
<td></td>
<td>Lydia Scholz</td>
<td>Tel: +49 (0)421 5905–4503</td>
<td>Tel + 7 909 690 1642 <a href="mailto:zemlychenko@mail.ru">zemlychenko@mail.ru</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optional Modules</td>
<td>International Leadership</td>
<td>Global Business Planning</td>
<td>Global Business Planning</td>
<td>Internationa</td>
<td></td>
<td>International Leadership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Thomas Braumann</td>
<td>Jose Plá</td>
<td>Emil <a href="mailto:Martirosyanmarem81@mail.ru">Martirosyanmarem81@mail.ru</a></td>
<td>l Business Strategy</td>
<td></td>
<td>Dewi Amat Sapuan</td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:erbrichter@t-online.de">erbrichter@t-online.de</a></td>
<td>Tel.: +34 963 828 917 <a href="mailto:jose.pla@uv.es">jose.pla@uv.es</a></td>
<td></td>
<td>Marketing Across Culture</td>
<td></td>
<td>Tel : 603 7627 7132 <a href="mailto:dewi@unirazak.edu.my">dewi@unirazak.edu.my</a></td>
<td></td>
</tr>
</tbody>
</table>
### Specialisation Module Faculty Contacts

<table>
<thead>
<tr>
<th>Hochschule Bremen</th>
<th>U. de Valencia</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>U. of Hertfordshire</th>
<th>Unirazak</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics Networks</td>
<td>Integrated Marketing Communications</td>
<td>Enrique Bigné Tel.: +34 963 82 83 18</td>
<td>Nicholas Strange T.: +49-2242-9050680 F.: +49-2242-9050689 <a href="mailto:NicStrange@uVchated.eu">NicStrange@uVchated.eu</a></td>
<td>Portfolio Management I: Equity Joseph Farinella Tel: +1.910.962.3637 <a href="mailto:farinellaj@uncw.edu">farinellaj@uncw.edu</a></td>
<td>Comparative Employment Relations Ed Blissette <a href="mailto:e.f.blissett@herts.ac.uk">e.f.blissett@herts.ac.uk</a></td>
<td>Islamic Financial and Economic Systems Syed Omar Syed Agil Tel : 603 7627 7117 <a href="mailto:syedomar@unirazak.edu.my">syedomar@unirazak.edu.my</a></td>
</tr>
<tr>
<td>Jan Dethloff</td>
<td><a href="mailto:Enrique.bigne@uv.es">Enrique.bigne@uv.es</a></td>
<td>Michael Chernysh Tel + 7 916 155 88 09 <a href="mailto:mfcxe@online.ru">mfcxe@online.ru</a></td>
<td></td>
<td></td>
<td></td>
<td>International Business &amp; Entrepreneurial Strategies Dr Robert Sheldon <a href="mailto:rsheldon@novancia.fr">rsheldon@novancia.fr</a></td>
</tr>
<tr>
<td>Logistics Networks</td>
<td>Integrated Marketing Communications</td>
<td>Teimuraz Vashakmadze Tel: +7 495 585 63 08 <a href="mailto:teimuraz.vashakmadze@gmail.com">teimuraz.vashakmadze@gmail.com</a></td>
<td>Cet Ciner Tel: +1.910.962.7497 <a href="mailto:cinerc@uncw.edu">cinerc@uncw.edu</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan Dethloff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Transport</td>
<td>International Marketing Research</td>
<td>Joaquin Aldas Tel.: +34 963 82 83 537 <a href="mailto:Joaquin.aldas@ev.es">Joaquin.aldas@ev.es</a></td>
<td>Teimuraz Vashakmadze Tel: +7 495 585 63 08 <a href="mailto:teimuraz.vashakmadze@gmail.com">teimuraz.vashakmadze@gmail.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martin Schwardt</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logistics Networks</td>
<td>Service Marketing &amp; Management</td>
<td>Martina González-Gallarza Tel.: +34 961 625 380 <a href="mailto:Martina.gallarza@uv.es">Martina.gallarza@uv.es</a></td>
<td>Luismila Kletskaya Tel: +7 926 810 63 08 <a href="mailto:milbook@inbox.ru">milbook@inbox.ru</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frank Giesa</td>
<td><a href="mailto:Martina.gallarza@uv.es">Martina.gallarza@uv.es</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Sourcing &amp; Procurement</td>
<td>Service Marketing &amp; Management</td>
<td>Martina González-Gallarza Tel.: +34 961 625 380 <a href="mailto:Martina.gallarza@uv.es">Martina.gallarza@uv.es</a></td>
<td>Luismila Kletskaya Tel: +7 926 810 63 08 <a href="mailto:milbook@inbox.ru">milbook@inbox.ru</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logistics Networks</td>
<td>Strategic Marketing for emerging markets</td>
<td>Tigran Ka Harutyunyan Tel + 7 985 763 37 36 <a href="mailto:tigran@tigran-ka.ru">tigran@tigran-ka.ru</a></td>
<td>Tigran Ka Harutyunyan Tel + 7 985 763 37 36 <a href="mailto:tigran@tigran-ka.ru">tigran@tigran-ka.ru</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas Pawlik</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Maritime Transport</td>
<td>International Distribution &amp; Logistics</td>
<td>Marta Frasquet</td>
<td>Bill Sackley</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas Pawlik</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Sourcing &amp; Procurement</td>
<td>International Distribution &amp; Logistics</td>
<td>Marta Frasquet</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas Pawlik</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Maritime Transport</td>
<td>International Distribution &amp; Logistics</td>
<td>Marta Frasquet</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas Pawlik</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FREE TEXT: Logistics Networks Jan Dethloff Tel: +49(0)421 5905-4463 jan.dethloff@hs-bremen.de Integrated Marketing Communications Enrique Bigné Tel.: +34 963 82 83 18 Enrique.bigne@uv.es Macroeconomic policy emerging markets Nicholas Strange T.: +49-2242-9050680 F.: +49-2242-9050689 NicStrange@uVchated.eu Michael Chernysh Tel + 7 916 155 88 09 mfcxe@online.ru Portfolio Management I: Equity Joseph Farinella Tel: +1.910.962.3637 farinellaj@uncw.edu Comparative Employment Relations Ed Blissette e.f.blissett@herts.ac.uk International Business & Entrepreneurial Strategies Dr Robert Sheldon rsheldon@novancia.fr
<table>
<thead>
<tr>
<th>Hochschule Bremen</th>
<th>U. de Valencia</th>
<th>IBS RANEPA</th>
<th>UNCW</th>
<th>U. of Hertfordshire</th>
<th>Unirazak</th>
<th>Novancia</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="mailto:thomas.pawlik@hs-bremen.de">thomas.pawlik@hs-bremen.de</a></td>
<td>Tel. +34 963 828 959 <a href="mailto:Marta.frasquet@uv.es">Marta.frasquet@uv.es</a></td>
<td>Tel: +1.910.962.3720 <a href="mailto:sackleyw@uncw.edu">sackleyw@uncw.edu</a></td>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:apdepeyronnet@gmail.com">apdepeyronnet@gmail.com</a></td>
</tr>
<tr>
<td>Project Management</td>
<td>Helga Meyer Tel.: +49 (0)421 5905 – 4411 <a href="mailto:helga.meyer@hs-bremen.de">helga.meyer@hs-bremen.de</a></td>
<td>International Real Estate Investment Edward Graham Tel: +1.910.962.3516 <a href="mailto:edgraham@uncw.edu">edgraham@uncw.edu</a></td>
<td>Risk Management and the Regulatory Framework in Islamic Finance Syed Musa Alhabshi Tel : 603 7627 7161 <a href="mailto:syedmusa@unirazak.edu.my">syedmusa@unirazak.edu.my</a></td>
<td></td>
<td></td>
<td>Risk Assessment in EU and Emerging Countries <a href="mailto:utzhoeser@hotmail.com">utzhoeser@hotmail.com</a></td>
</tr>
<tr>
<td>Portfolio Management III: Derivatives Cetin Ciner Tel: +1.910.962.7497 <a href="mailto:cinerc@uncw.edu">cinerc@uncw.edu</a></td>
<td></td>
<td></td>
<td></td>
<td>Networks &amp; Platforms for Entrepreneurial Development Anna Glaser <a href="mailto:aglaser@novancia.fr">aglaser@novancia.fr</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>