

International Business Administration

Track of the Bachelor's degree
Business Administration

Radboud University Nijmegen

Radboud University Nijmegen



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Colophon

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**Not
a Number**

International Business Administration at Radboud University Nijmegen

Are you interested in management, organisations and culture? Do you want to know more about the business strategies of multinational corporations in various countries? What can organisations do to become a preferred employer in competitive labour markets? How can change projects aimed at organisational culture be managed? How can cross-cultural collaboration and communication be successfully organised? What communication strategies must organisations develop for their innovative green products in various market segments?

International Business Administration (IBA) is the English-taught track of the Bachelor's degree Business Administration. In the International Business Administration track you will become knowledgeable about business issues and will learn how to analyse, explain, and solve these matters. Within this context, you will make use of (international) management and organisation theories. Policies and practices of international organisations will be studied and the activities carried out by multinationals will be analysed.

What makes IBA in Nijmegen unique?

IBA is an internationally-oriented and English-taught programme for students who wish to acquire a broad foundation while studying for a Bachelor's degree. That is why IBA offers a curriculum that integrates several fields of interest.

While the emphasis is on (international) management, attention is also paid to business communication and organisational culture. IBA is a multidisciplinary programme. It provides a blend of disciplines, from which you can select your future Master's specialisation.

IBA prepares you for an international career. International experience will be acquired through study at a partner university outside the Netherlands for six months during the third year of your study.

Choosing IBA is not only choosing an excellent programme, but also a personal approach to education and small scale teaching. Because of intensive interaction between the lecturers, the professors and the students, you will get to know everyone easily. This experience makes studying more exciting and the programme more dynamic.

Why you should decide to study in Nijmegen

Studying at Radboud University is an investment in your future. Ample opportunities will be provided to hone your skills to the best of your abilities within the prescribed study period. The programme has been organised in such a way that you will be able to complete your studies and still have ample time for extra-curricular activities which will enhance your academic study at Radboud University Nijmegen.

Radboud University Nijmegen enables you to excel, not by controlling each and every step you take, but by challenging you. If you are willing to meet this challenge, then you have come to the right university.



The campus and student life

The faculty

The IBA track is a part of the educational programme at the Nijmegen School of Management (NSM). NSM is a knowledge centre in the field of management for companies, non-profit organisations and governments. We have brought together seven scientific fields: Business Administration, Public Administration, Economics and Business Economics, Political Science, Human Geography, Spatial Planning and Social and Political Sciences of the Environment.

Excellent study facilities

NSM offers excellent study facilities and a large number of workstations and computers. The Study and Resource Centre (*het Studielandschap*) provides ample opportunities to complete assignments individually or in groups. In the Logg-Inn there are locations to study in more tranquillity with the exam and reference literature at your fingertips. Other academic literature is found in the Central University Library only a few minutes' walk away. Wireless internet is available throughout the campus on your own laptop or tablet. There is also a digital learning environment called Blackboard which you can use to communicate with lecturers and fellow students. Blackboard is accessible from any computer with an internet connection, also from home.

The campus is fun

All the university facilities are concentrated on the one square kilometre campus which is the greenest in the country: the lecture rooms and research labs, the libraries, different student organisations, restaurants and cafés, the university hospital, the student chaplaincy, a book shop and a modern sports centre. As a member of the university sports centre you can choose between 70 (!) different sports. Student accommodations are also located on the campus, which engenders a unique sense of belonging among our students. For those who want to learn Dutch, university language centre Radboud in'to Languages has a wide range of options. The Student Chaplaincy is a centre where students and staff can meet, meditate, take part in discussions or join in worship.



The educational system

The programme outline

The English-taught programme of IBA is a three year Bachelor's track, after which you can apply for a one year Master's programme. The first year provides an introduction to the field. The courses have been carefully selected to provide you with a basis for the following years. This gives you the chance to determine whether you have chosen the right study. During the second and third years, you will delve further into the subject matter, but you will also broaden your horizons, because the IBA curriculum is characterised by a wide range of courses that cover all the key aspects of Business Administration. After successfully completing the Bachelor's thesis, you will receive the Bachelor of Science degree in Business Administration, stating that you have participated in the English-taught IBA track.

Studying in small groups

As an IBA student you will experience our personal approach to education. We believe in small-scale teaching and individual supervision. Besides attending lectures, you will be taught in small groups of about 15 to 25 students. As a result, many hours can be spent in class with fellow students and lecturers, ensuring frequent contact with your classmates. After all, one day you will work in a team together with colleagues. By taking part in discussions on relevant topics, you will be well-prepared for your lectures and exams.

Schedule for the study programme

1 year	Propaedeutics diploma	Bachelor's programme
2 year		
3 year	Bachelor's diploma	
4 year	Master's diploma	Master's programme

Working together on projects

During your studies, you will carry out projects together with fellow students. Within a specific field, you can choose a topic of interest. Using the knowledge and skills acquired, you will conduct research in small groups under close supervision. You will collect and process data on your own and learn to work together. At the end of each project, your research findings will be presented during a final joint session.

Switching to another study

If you discover during the first three months of your study that it is not entirely what you had in mind, it is usually possible to switch to another programme within the faculty without too much study delay. Please note that with the exception of the International Economics & Business track which is part of the Bachelor's Economics and Business Economics, all other Bachelor's programmes at the Nijmegen School of Management are taught in Dutch. The study advisor can counsel you regarding the available possibilities to help you make the best choice.

Semester abroad

About 20 per cent of the students who study at Radboud University Nijmegen complete part of their studies outside the Netherlands. The Nijmegen School of Management also encourages this internationalisation. During the IBA track, you will study outside the Netherlands for six months during the third year of your study. It is possible to take courses of your choice from a selection of partner universities. Radboud University currently has collaboration agreements with more than 100 foreign universities (see page 13 for more information).

IBA Bachelor's track

First-year courses

Introduction to Business Administration

This course gives you an introduction into the theory and practice of business administration. The NSM is characterised of a broad and integrated vision towards business administration by means of a social scientific approach to organisations. The focus is on social and change processes in organisations, and on problem solving.

Methods of Research and Intervention

This course introduces the tools scientists use when conducting research (methods of research). During the course, possible solutions to organisational problems (methods of intervention) are also recommended.

Academic Skills

This is a practical course given to groups of 15 students at a time and is intended to help you acquire the skills you need to complete your academic studies successfully. For instance, you will be taught to reason and argue scientifically. You will collect and structure scientific information which you then present orally or in writing.

Business Communication

This course teaches you the core concepts and theories of business communication while focusing on ICT applications. You will learn more about analysing business communication problems and about instructive and persuasive texts as well as intercultural communication. In addition, actual cases of governmental and intercultural communication will be studied.

Organisation Theory

This consists of an introduction to organisation theory, with due attention paid to its origins, main themes, and further theoretical development.

Cross-Cultural Management

International managers are confronted with dilemmas related to the seemingly conflicting demands caused by differences in cultural values around the globe. This course demonstrates that the challenge in international management is to use the power of cultural diversity to find better solutions for these dilemmas than can be found by using single cultural perspectives.

Accounting

The focus of this course is on the financial and administrative aspects of organisations, in particular those of enterprises. Subjects such as management accounting and control, accounting information systems and financial reporting are dealt with.

International Business Ethics

This course will teach you to view the ethical aspects of organisations from a philosophical perspective. You will gain insight into the role ethics plays in processes of international organisations and how to apply ethical theories to moral dilemmas found in the business world.

Statistics

This course links basic elements from descriptive and inferential statistics to business administration research. It prepares you for doing the research projects later during the programme and for the other research-oriented courses (e.g. Quantitative Research).



Project: Learning Organization

In the project you apply the acquired knowledge of the first year to questions about the learning organisation. You will deal with research questions such as: "Which factors improve or hamper learning in teams?", and "To what extent do organisational routines promote organisational learning?" Besides obtaining theoretical knowledge, you will write a research proposal combining the knowledge and skills learned.

Second-year courses

HRM

Students will get an overview of human resource practices in modern organisations. The course uses modern theories and concepts of human resource management (HRM) especially regarding the relationship between strategy and HRM, the added value of HRM, and performance.

Corporate Finance

During this course you will develop skills and acquire knowledge concerning investments, risk management and project financing.

Qualitative Research Methodology

This course deals with qualitative research methods to study organisational processes. You will conduct open interviews, observations and content analysis. Additionally you will learn how to adequately analyse qualitative data.

Organisation Culture & Communication

The course links culture and communication, and explains why intercultural management has become so salient. The impact of cross-cultural values on business communication and management practices is shown as along with the effects of cultural differences on organisational structure, human resource management, and negotiation.

Organisational Design

This course addresses organisational design and job design. In the course you learn more about systems theory and the socio-technical approach and their application in real-life cases.

Strategy

The most important matters in the strategy of an organisation are its vision, the distribution of resources in the organisational context and the development of characteristics that promote the successful operation of the organisation in the future. Various perspectives on the process, content and context of organisational strategy are considered in the course.

Quantitative Research Methodology

This course builds further on the course *statistics* and teaches, among other things, methods and techniques that can be used to describe and analyse consumer behaviour and organisational strategies.

Karoline Heitmann Student International Business Administration

'I chose to study International Business Administration in Nijmegen because it offers a very unique learning environment. Due to the fact that the study programme is very exclusive and small, every student is highly valued and we enjoy a close relationship with professors, our study advisor, and of course our fellow students. IBA incorporates a social perspective on business and places a strong focus on working in an international environment. For instance, how do you work with someone who prefers flexible short-term goals and authoritarian management if you come from a collective culture that prefers long-term planning and less uncertainty? IBA teaches you how to combine different cultures effectively in a synergistic way, which is an essential tool in today's globalised and cross-cultural world. Since the international semester in the third year is compulsory, students receive ample support from their advisors in finding an interesting exchange university. I am already looking forward to that experience.'



Business Analysis for Responsible Organisations

Students gain knowledge of system dynamics and how to apply and reflect on this field as an analysis method to support decision-making in complex, multi-value managerial situations. The strategic decisions which are dealt with, typically address messy problems that are complex in an analytical (many interrelated variables), dynamic (many changes over time), and social sense (many different viewpoints on what the problem is).

Marketing

Marketing will focus on the delivery of customer value through customer relationships. The marketing mix (product, price, promotion and place) provides a comprehensive view of the marketing offer to the customer.

Organisation and Environment

The goal of the course is to understand the fundamental management theories that are the basis for specific approaches to management and organisation. A variety of fundamental management theories are studied. To become knowledgeable about this field, it is necessary to understand these approaches and their origin, to learn to position them against each other within a time frame, to be able to critique them, and apply them to practical questions.

Third-year courses

International Semester

During the international semester, you will be studying at one of our partner universities for which you will be free to compose your own programme. You may want to take up a different discipline or further specialise in management and organisation related topics. You may also combine your study at a foreign university with an internship at an international organisation (for 12 EC max). Your proposed foreign university programme as well as the internship assignment has to be approved by the examination board.

International Management

In this course the development of strategy in the Multinational Corporation (MNC) is examined. Additionally, the organisational capabilities, required to deliver the MNC's strategic imperatives are discussed as well as the management challenges of operating a successful MNC.

Intervention Methodology

This course focuses on methodologies for intervention in organisations. Interventions may concern one or more phases of the intervention cycle (diagnosis, design, change and evaluation). The process of intervention is the main topic of the course. Which methodologies are available in a particular phase? How can we make a well-considered choice from these methodologies and what results can we expect from the use of an intervention methodology?

Leadership

In this multidisciplinary course, a team of lecturers offers an overview of existing theories and models on the concept of leadership in contemporary organisations and their different perspectives. This course aims to expand your insight into the meaning of leadership of organisations and employees and come to a better understanding of the effects of leadership on daily work practices. In that sense, the course will not only discuss theoretical insights, but will also focus on the practice of management and leadership in organisations and what problems managers and leaders face and how these problems can be solved.

Bachelor's Thesis

The Bachelor's track is concluded by writing a Bachelor's thesis, during which you independently and creatively apply the knowledge, insights, and skills you have acquired to a relevant scientific research topic of your choice. A lecturer will supervise you and the final result will be presented and defended in front of your fellow students.



Semesters and study blocks

In Nijmegen the academic year consists of two semesters, each semester consists of two blocks.

Year 1

Block 1	Block 2
Introduction Business Administration	Organisation Theory
Methods of Research and Intervention	Statistics
Academic Skills	

Block 3	Block 4
International Business Ethics	Cross-Cultural Management
Introduction in Business Communication	Accounting
Project: Learning Organisation	

Year 2

Block 1	Block 2
Human Resource Management	Organisational Culture and Communication
Corporate Finance	Organisational Design
Qualitative Research Methods	

Block 3	Block 4
Strategy	Marketing
Quantitative Research Methods	Organisation and Environment
Business Analysis for Responsible Organisations	

Year 3

Block 1	Block 2
International Semester	

Block 3	Block 4
International Management	Bachelor's Thesis
Intervention Methodology	Bachelor's Thesis
Leadership	

Binding study advice

Radboud University Nijmegen makes use of the Binding Study Advice (BSA). This means that you must have accumulated at least two-thirds of the total number of credits required during your first year. If you fail to meet this requirement, you will receive a negative BSA. Once a negative BSA has been received, you will have no other choice than

to discontinue your studies and will not be allowed to enrol in the study programme for the duration of three years. During your studies, our study advisors and lecturers will do everything they can to provide support and help prevent a delay. For more information, you can contact the study advisor, Lucas Meijssen, by sending him an e-mail (iba@ru.nl).

How to apply

Admission requirements

The only Dutch educational qualification that gives access to the track is a vwo diploma:

- the vwo streams Economics & Society, Nature & Technology and Nature & Health give direct entry;
- the Culture & Society stream also enables admission provided you have obtained a passing grade for Mathematics A or B.

If you do not hold a Dutch vwo diploma, Radboud University will determine whether your secondary school diploma is an equivalent.

Selection criteria

There are 45 places available in the programme.

All students who want to access the track must take part in a selection process. Criteria for selection are, in descending order of importance:

- English language proficiency
- Letter of motivation
- Pre-university grades, particularly in English, Mathematics and Mother Tongue

Your application for admission will be assessed on an individual basis.

Application procedure

In order to register for the English-taught Bachelor's track International Business Administration, go to the website www.studielink.nl (also available in English) to enrol in the 'Bachelor Business Administration'. During this enrolment, you can choose English as the language of instruction. Afterwards, we will contact you so you can proceed further with your application.

For more up-to-date information concerning deadlines and application, please visit our website at www.ru.nl/iba.







Study abroad

During the first semester of the third year, you will study at a foreign partner university outside the Netherlands or combine this with an internship at an international organisation. This period is ideal for identifying a specialisation as you will have the opportunity to delve into a topic of your choice.

If you already know which Master's you would like to enrol in after your Bachelor's programme, the courses at the foreign partner university can be selected to optimally prepare yourself for your Master's specialisation. If you do not know yet what the specialisation of your choice is, you can choose any course that you like, from sociology and psychology to foreign languages and economics; everything is possible. You should bear in mind, however, that student enrolment in courses could be restricted at these universities, and that the selection will be based on your previous education, a letter of motivation and the composition of students enrolling in classes.

Naturally, we would be more than happy to help you when choosing a foreign partner university and the courses you would like to take. We have collaboration agreements with more than a hundred foreign universities.

For more information you can contact the International Mobility Office, T: +31 (0)24 361 59 27. E: imo@fm.ru.nl. Or visit www.ru.nl/fm/imo.

'Go abroad students'

To help you find a suitable destination outside the Netherlands, the Nijmegen School of Management has developed a digital map containing valuable information about the partner universities. You are just a few clicks away from learning all about dozens of universities, courses available, and their locations. Visit www.ru.nl/fm/goabroadstudents.

The Bachelor's track International Business Administration prepares you for the Master's programme in Business Administration. It is also possible to enrol in a different Master's programme at Radboud University or to attend another Dutch or foreign university.

Master's programme

Both Master's programmes are full-time, intensive, English-taught and last one year. Within this time frame, you will delve into various theories and methods, write papers, deliver presentations, and comment upon research results and policy documents. Through this you will receive training in useful skills for your future career. During your study, close interaction will take place between you and your lecturers and, particularly, between you and your thesis supervisor. On obtaining your Master's diploma, you will have earned the title of Master of Science (MSc).

Master's programme in Business Administration

The Master's programme in Business Administration has six Master's specialisations:

• *International Management*

In this specialisation, international management problems are analysed as complex dilemmas that require managers and professionals to develop cross-cultural competencies to cope with adverse situations. This specialisation is concerned with the strategic, integrated approach and analysis of managerial aspects for multinational corporations in a globalising world. It takes a broad perspective on international management, paying attention to external and internal relations, communication and relation to society. This specialisation combines the strategic approach used by multinationals with the study of their organisational processes. It prepares you for a career as an international manager or international professional.

• *Strategy*

The specialisation Strategy is concentrated on strategic processes and the management of strategic processes in organisations. The emphasis is on attuning and adapting the organisation to the external environment, influencing that external environment and the consequences of these processes on the internal organisation. The central theme of the specialisation is the strategic collaboration within organisations and between organisations and the stakeholders to create multiple sustainable values in dynamic environments.

• *Marketing*

The Marketing specialisation focuses on the development and maintenance of relations with both existing and new customers in dynamic national and international markets. Such relations are becoming increasingly important for organisations because they help to improve long-term organisational results. After completing the programme, you will be able to answer questions such as: What exactly is a market-oriented organisation and how do we create such an organisation? Is it possible to establish relationships with customers using brands and if so, how? What is the role of market orientation in the development of truly innovative products? How do we develop the sales function for optimal results? What is the role of globalisation in the above issues?

- *Strategic Human Resource Management*

The importance of personnel management and organisation has grown from a reactive policy area with low strategic priority to a crucial factor for success. Personnel management has grown to become one of the most important strategic policy areas in modern organisations. The Master's specialisation SHRM analyses theories, policies and practices about modern strategic personnel issues in organisations. It takes into account the external institutional context and the internal context of quality of employment relations. SHRM deals with the increasing complexity and interrelatedness of societal and organisational issues, and proposes new ideas and concepts in order to contribute to solving these issues.

- *Organisation Design and Development*

Interventions in organisational infrastructures define the key focus of the Master's specialisation Organisational Design & Development (OD&D). These interventions play a key role in establishing what organisations are and how they function, both internally and in their societal role. The mutual connection between how work is organised and the social practices that establish work organisation plays an essential role not only in the meaningful existence and persistence of organisations themselves, but also in the stability and adaptability of societies.

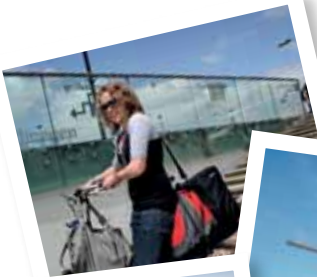
Students in the OD&D programme will be trained to combine a fundamental research perspective with a more practical outlook on how to actually go about designing and developing organisations in a way that increases the chances of organisations to successfully achieve their broad spectrum of goals.

- *Business Analysis and Modelling*

The Master's specialisation Business Analysis and Modelling focuses on resolving complex and messy organisational problems by means of facilitated modelling. Business Analysis and Modelling deals with two aspects of managerial decision making: the individual and social 'biases and heuristics' leading to suboptimal or even low quality decisions and interventions aimed at improving managerial decision making (Group decision support). Two elements are central in the programme: the use of computer simulation models to structure and visualise problems and facilitation of group processes to initiate strategic change. Students will be trained in analysing complex problems and provided with the facilitation skills needed to intervene effectively in decision making processes.

Synergy study association

If your interest in business administration extends beyond your study programme, why not join *Synergy*, the study association for and by students of Business Administration and International Business Administration? *Synergy* aims to bridge the gap between theory and practice, bring students together and address their interests. The association has approximately 1900 members and fulltime management. *Synergy* membership enables you to participate in various formal and informal activities, such as drinks, open BA/IBA parties, skiing trips, company visits, workshops, the annual conference and the Nijmegen Career Event. As a member of *Synergy* you will also receive the quarterly association magazine, *Synjaal*, as well as discounts on books and activities. For additional information, visit us on www.synergy.nu. You can also follow us on Twitter through @SV_Synergy and like us on Facebook: [Facebook.com/SV.Synergy](https://www.facebook.com/SV.Synergy).



Career prospects

International Business Administration provides an extensive educational programme. Graduates of this track often find employment all over the world, in fields varying from financial institutions and the business world to non-profit organisations and governments.

Graduates are well-qualified for filling managerial positions in the international business world, at consultancies and in government. Many graduates combine consultancy and research tasks into one career. One graduate may become an entrepreneur, while another may opt for a career as a policy advisor, manager, or business consultant.

International business policy officer

As an international business policy officer, you will mainly be involved in issues concerning the progress being made as organisations internationalise. You can start working in the policy departments of internationally-operating companies, financial institutions, governments, NGO's and supranational bodies such as the World Bank, the EU, and the UN.

Consultant

As a (junior) consultant, you will provide information and advice for companies about strategic issues, risk management, current state of affairs and future opportunities. You may become a specialist in a specific sector or in a specific theme; from organisational change to human resource management. Whether you take up a position with a consultancy firm or become an internal consultant with an international company, your analytical skills will provide a firm basis for a successful career.

Management trainee

Many companies offer management traineeships in which you are prepared to fill a management function. Such programmes combine training-on-the-job with project assignments and offer many opportunities for further developing your managerial skills. Possible employers include banking and insurance companies, industries, governments and energy companies.



Daniela Patru from Romania

Master's degree in Business Administration (Strategy)

Current PhD candidate at Radboud University Nijmegen

'I earned a Bachelor's degree in Business Administration in Romania. When I decided to study abroad for my Master's degree, Radboud University's Strategy programme offered the socially-oriented curriculum that appealed most to me. It addresses strategy from the perspective of the organisation as a social entity: a strategy that recognises the reality that strategic decisions are made and implemented by people with all their biases and foibles. Looking back, I have very fond memories of my studies in Nijmegen: an intensive, satisfying study programme, a research trip to Morocco and, of course, the biking experience. (I couldn't ride a bike before coming to the Netherlands!)

I decided to stay in Nijmegen and I'm currently a PhD candidate at Radboud University, researching care coordination in the healthcare sector. My Master's programme provided me with both the conceptual basis I needed and the qualitative and quantitative research skills I'll be using in my project. Furthermore, it taught me to think critically, which is a key element in any sub-field of business. My PhD project will take four years. Apart from reading and writing, there are also self-development courses to follow, classes to teach and conferences to attend.'



Getting acquainted

with Radboud
University Nijmegen

2013

19-20 September > Vocation Rhein-Sieg in Bonn, Germany
20-21 September > Einstieg Dortmund, Germany
5-6 October > Education fair ICIEP in Russia
5-6 October > Days of International Education in Baltic countries
19-24 October > Romanian International University Fair
2 November > Open Day, Nijmegen
9-10 November > Horizon Mainz, Germany
7 December > Startschuss Abi in Gelsenkirchen, Germany

Would you like to come and take a look around?

Would you like to accompany one of our students of Business Administration in order to take a look for yourself? Please feel free to contact the Student Affairs Desk, T: +31 (0)24 361 23 45, E: bachelorinformation@ru.nl.

2014

7-8 February > Einstieg Abi Köln, Germany
1 March > Stuzubi Essen, Germany
22 March > Open Day, Nijmegen

For a full overview of educational fairs where you can meet us, please see: www.ru.nl/masters/meet-us For more information about the study programme, please see: www.ru.nl/iba.

Do you have any questions?

For questions about the study programme and the selection procedure, feel free to call or e-mail the study advisor Lucas Meijsen:

T: +31 24 361 1747

E: iba@ru.nl

I: www.ru.nl/iba

For questions about practical matters like visa and housing, feel free to contact the Student Affairs Desk:

Radboud University Nijmegen

Student Affairs Desk

PO Box 9102, 6500 HC, Nijmegen

Visitors' Address: Comeniuslaan 4, Nijmegen

T: +31 (0)24 361 23 45

E: bachelorinformation@ru.nl

You can also stay in touch with us via social media:



facebook.com/radboudnsm



twitter.com/radboudnsm



www.ru.nl/nsm/chat

You can request a Dutch brochure of the Dutch Bachelor's track in Business Administration at

www.studereninnijmegen.nl

(website only in Dutch).



Nijmegen School of Management

- Business Administration
 - International Business Administration
- Economics and Business Economics
 - International Economics and Business
- Geography, Spatial Planning and Environmental Policy
- Political Science
- Public Administration

Please note that with the exception of the IBA track and the IE&B track, all the other Bachelor programmes at the Nijmegen School of Management are mainly taught in Dutch.

