



Course descriptions – year 2

International Finance and Accounting 4 year Bachelor programme

Enschede

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YEAR 2

MANAGEMENT ACCOUNTING 2.1

GENERAL INFORMATION

Date: June 8th, 2022

Owner study unit: Mr Robert Slot MSc

Course title IFA: MANAGEMENT ACCOUNTING 2.1

Prerequisite: Management Accounting 1.2 or equal

ECTS: 4

Quarter: 2.1

LECTURER'S INFORMATION

Mr Robert Slot MSc

COURSE DESCRIPTIONS

Management accounting systems provide information to assist managers in their planning and control activities. Management accounting activities include collecting, classifying, processing, analysing, and reporting information to managers. Unlike the financial accounting information prepared for external constituencies, such as investors, creditors, suppliers, and tax and regulatory authorities, management accounting information should be designed to help decision making within the firm.

Therefore, the scope of management accounting extends beyond traditional measures of the costs and revenues from the transactions that have already occurred to include also information on sales backlogs, unit quantities, prices, demands on capacity resources, and extensive performance measures based on physical or nonfinancial measures.

Because the information to aid internal planning and control activities is not constrained by external reporting requirements, the management accounting system can use data that are less objective and less verifiable than the data used in the financial accounting system. Greater use can be made of future-oriented data such as forecasts and estimates, as well as measures of opportunity costs from transactions not taken.

Ultimately, the test of a management accounting system is whether it motivates and assists managers in attaining their organizational objectives in a timely, efficient, and effective manner. Relevance is valued more than objectivity and auditability, though whatever data are used must be defensible and transparent to organizational participants. Management Accounting 2.1 focusses on Planning (budgeting) & Control (variance-analysis), Inventory Costing and Inventory Management. Furthermore, a topic as 'how costs behave' will be explored.

COURSE GOALS

- Describe the master budget and explain its benefits;
- Prepare the operating budget and its supporting schedules;
- Describe responsibility centres and responsibility accounting;
- Recognize the human aspects of budgeting;
- Develop flexible budgets and compute flexible-budget variances, sales-volume variances, price variances and efficiency variances for direct-cost categories;
- Explain why standard costs are often used in variance analysis and how managers use variances;
- Develop budgeted overhead cost rates, for both variable as well as fixed costs and the related variances;
- Show how the four variance analysis approach reconciles the actual overhead incurred with the overhead amounts allocated during the period;
- Compute income under absorption and variable costing, and explain the difference in income;
- Understand how absorption costing can provide undesirable incentives for managers to build up inventory;
- Describe the various capacity concepts that can be used in absorption costing;
- Use the key factors in choosing a capacity level to compute the budgeted fixed manufacturing cost rate;
- Understand various methods of cost estimation;
- Describe three criteria used to evaluate and choose cost drivers;
- Be aware of data problems encountered in estimating cost functions.

COURSE LEARNING OUTCOMES

- The student is able to contribute to the design of the management control systems aimed at monitoring performance and steering an organisation towards its (strategic) goals;

- The student is able to give advice about the optimal design of information systems and business processes aimed at the effectiveness and efficiency of an organisation.

LITERATURE

Cost Accounting, Horngren, 16th, Global edition: Chapters 6, 7, 8, 9 and 10
 Horngren's Cost Accounting, 16/E, Global Edition with My Accounting Lab, Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan, ISBN-10: 1-292-21154-7/ ISBN-13: 978-1-292-21154-1.
 EXAMINATION

DESCRIPTION SUBJECTS	COMPETENCE	CONCEPTS	REPRODUCTIVE SKILLS
The student can explain the benefits and features of budgeting.	FC2	5%	
The student can draw up a budget (balance sheet and P & L), including the underlying purchase and sales budgets.	FC5		5%
The student can explain the different types of responsibility centres.	FC2	5%	
The student can prepare a flexible budget and calculate various differences.	FC2		10%
The student can give a more detailed analysis of differences observed in both direct and indirect costs [P and Q], including the production volume variance.	FC5		20%
The student can calculate rates to cover overhead costs.	FC2		5%
The student can distinguish between variable and absorption costing.	FC2	5%	
The student can draw up a P&L account under both variable and absorption costing and can explain the differences in income using the changes in inventories.	FC5		15%
The student can explain why application of absorption costing can lead to dysfunctional behaviour within the production function in case of performance-related pay.	FC5	5%	
The student can describe the various types of capacity concepts (technical, practical etc.) and explain what effect they have on product costing.	FC2	5%	
The student can explain the different methods for determining cost function (for example regression analysis).	FC2	5%	
The student can explain the cumulative average-time as well as the incremental unit-time learning model used.	FC2		10%

The student can explain the pitfalls in data collection, made in the context of cost estimates, identify and recognize.	FC2	5%	
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LESSON PLAN

WEEK	CHAPTER	HOMEWORK	MAKE IN CLASS
1	CH 6 (excl. Appendix Cash Budget)	MAL	6-21, 6-22, 6-24, 6-27, 6-37, 6-46
2	CH 7 (excl. L.O.6)	MAL	7-22, 7-25, 7-26, 7-34, 7-38, 7-39, 7-41
3	CH 8 (excl. L.O.7)	MAL	8-23, 8-24, 8-26, 8-35, 8-36
4	CH 8 (excl. L.O.7)	MAL	8-28, 8-33, 8-34, 8-40, 7-30
5	CH 10 (excl. ABC and Appendix)	MAL	10-21, 10-27, 10-28, 10-30, 10-37, 10-40, 10-41
6	CH 9	MAL	9-21, 9-23, 9-25, 9-27, 9-28, 9-29, 9-30
7	CH 6, 7, 8, 9, 10	Trial exam!	

COURSE REQUIREMENTS AND EXPECTATIONS

Regulations on attending class

- Come prepared – read the readings assigned;
- Students must attend school on time. Students who are late will not be able to attend the class;
- Turn off cell phones during classes;
- Do not engage in individual discussions.

Class behaviour rules

- The module is based on the principle of respect for the learner and the instructor. All behaviours that affect the teaching and learning process are strictly prohibited;
- Absolutely do not make noise, affect other people in the learning process;
- Do not eat, chew gum, use equipment such as telephone, music player during school hours;
- Notebooks, tablet computers are only made for the purpose of recording lectures, calculations for lectures, exercises, absolutely no other use.

RESEARCH SKILLS 2.1

GENERAL INFORMATION

Date: March 5th, 2020

Owner study unit: Mr Pascal Wittendorp

Course title IFA: Research Skills 2.1

Prerequisite: IFA Research Skills 1.4

ECTS: 3

Quarter: 1.4

LECTURER'S INFORMATION

Mr Pascal Wittendorp

COURSE DESCRIPTIONS

During your studies you will follow three Research Skills courses which will train you in the field of applied research. These courses will take place in year 1 quarter 4 (Research Skills 1.4), year 2 quarter 1 (Research Skills 2.1) and in year 3 quarter 2 (Research Skills 3.2).

These courses will teach you to be a critical professional, who can tackle different problems in his/her field in different settings and on a practical level in runs also preparing you for your final test as a researcher here at Saxion, your Research and Advisory Report. This will be the final report you will write for your graduation in which you tackle a real life problem for which you need to obtain knowledge and produce a well-founded advice. The three different Research Skills courses in theory make up one report. So the content of a normal Research and Advisory Report is split in three parts and you will complete one part each course.

COURSE GOALS

- Research Problem & Research Questions;
- Research Methodology: Literature Review & Data Research;
- Data Matrix: Variables-Indicators-Instruments;
- Discussion Article;
- Research Objective;
- Structured Mind Map;
- Content Paper: Literature Review & Data Research;
- Introduction.

COURSE LEARNING OUTCOMES

1. <u>Problem</u> a. Complex (broad, in-depth) b. Substantial (interesting, meaningful) c. Relevant to the (professional) field, practice d. Current	40%
2. <u>Definition of the problem</u> a. Is placed in context (social, economic, other) b. Is described in sub-problems and/or related facets	30%
3. <u>The research objective</u> a. Is formulated to achieve verifiable results b. Is formulated to achieve the intended effects	0%
4. <u>The main research question</u> a. Is well-defined and specific b. Is divided in sub questions	0%
5. <u>The research design</u> a. Is logical b. The solution strategy is based on current theories and/or models c. The selection of the solution strategy is explained	0%
6. <u>The research method</u> a. Basic principles and presuppositions are made explicit b. The selection of the research instruments is accounted for c. Use of a clear analytical framework d. Data processing is properly carried out e. Results of the data processing are represented correctly f. Student makes critical and transparent use of information sources	0%
7. <u>Information sources</u> a. Are (partly) international, current and relevant, proper use of APA	15%

<p>8. Reporting</p> <p>a. Format is professional, clear and provides insight</p> <p>b. Information is complete, professional, correct and verifiable</p> <p>c. Includes reflection on research set-up, planning and results</p>	<p>15%</p>
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LITERATURE

Specific Literature will be posted in blackboard for the students to use.

EXAMINATION

You will be asked to deliver an "Introduction", which is the first chapter of an entire research report. Broadly speaking this contains a problem description, research questions, methodology, objective and suggested structure for the rest of the report. It will be a description of the problem, how you attempt to tackle this problem and for whom you will provide a solution. Of course a step by step approach and a more detailed explanation of what an Introduction entails will be given during the course itself.

The deadline for this Introduction is in week 1.8 on a Monday at 9.00 a.m. and the deadline for the retake is in week 2.5 on a Monday at 9.00 a.m. The exact dates will be published on blackboard, in both the announcements as well as in the planning. There is an hand in point available on blackboard for both submissions. So students need to hand in their work on blackboard, but also have to send an email containing their Introduction, to the teacher as well. The following criteria are used to judge your Introduction:

LESSON PLAN

WEEK	LECTURE/WORKSHOP	HOMEWORK
1.1	<ul style="list-style-type: none"> • Introduction • Selection Topic • Repeat Management Problem/ Research Problem • Content Introduction 	<ul style="list-style-type: none"> • Make Groups • Select a Topic • Develop Management Problem • Develop a Research Problem to discuss in class next week • Find five articles
1.2	<ul style="list-style-type: none"> • Research Questions • Research Methodology: Literature review & data research • Discussion Topic & literature 	<ul style="list-style-type: none"> • After Research Problem is approved find five more articles • Summarize the first five articles according to the format of Research Skills 1.4 • Develop your research questions
1.3	<ul style="list-style-type: none"> • Data Matrix: Variables-Indicators-Instruments • Definite Research Problem and Management Problem • Discussion Research Questions 	<ul style="list-style-type: none"> • Summarize five additional articles • Develop data matrix for your research • Start Problem Description
1.4	<ul style="list-style-type: none"> • Discussion Research Questions improvements • Research Objective • Content Paper: Literature Review & Data Research • Structured Mind Map • Writing Process 	<ul style="list-style-type: none"> • Develop Research Objective • State Research Methodology • Continue working on Problem Description
1.5	<ul style="list-style-type: none"> • Presentation Skills • Final Feedback 	<ul style="list-style-type: none"> • Continue working on Problem Description
1.6	<ul style="list-style-type: none"> • Presentations 	<ul style="list-style-type: none"> • Finish Introduction • Prepare Presentation
1.7	<ul style="list-style-type: none"> • Presentations 	<ul style="list-style-type: none"> • Prepare for Presentation • Hand in Introduction in week 1.8 on Monday at 9.00 a.m. (in the morning!) • Hand in Retake of Introduction in week 2.5 on Monday at 9.00 a.m. (in the morning!)

COURSE REQUIREMENTS AND EXPECTATIONS

You need to have followed the lessons of IFA Research Skills 2.1 or have sufficient Research Skills in place to be able to write a Problem Description.

ETHICS 2.1

GENERAL INFORMATION

Date June 18th 2020

Owner study unit: Mr Pascal Wittendorp

Course title IFA: Ethics 2.1

Prerequisite: none

ECTS: 3

Quarter: 2.1

LECTURER'S INFORMATION

Mr Pascal Wittendorp

COURSE DESCRIPTIONS

The course is a mix of theoretical lectures and practical seminars. These seminars are focusing debating and feedback.

(Business) ethics is related to the main question: How is it morally right to behave? This course will have 'behaviour' as locus. This subject is not the easiest one and completely different from a lot of courses students in finance and accounting take.

The main objective of the course is to guide students in moral philosophy in combination with debate and feedback skills. First the focus will be on the individual. After that the students will concentrate on ethics in society, emphasizing business related aspects.

The contents of the course is related to other courses in the IFA(S) programme. Primarily these are the 'Global Economic Awareness' courses as well as the courses 'Communication'.

COURSE GOALS

The course goals are:

- The student makes use of argue techniques;
- The student makes use of responding techniques;
- The student can listen to opponents and colleague debaters;
- The student makes use of examples;
- The student makes use of suitable arguments;
- The student makes use of professional debate language;
- The student can fill in a feedback format;
- The student can provide serviceable feedback;
- The student can formulate advices to improve behaviour;
- The student makes use of professional written language.

COURSE LEARNING OUTCOMES

The student

- Has obtained the key concepts of (business) ethics;
- Has obtained understanding to ethical questions;
- Has obtained understanding in the influence of ethics at individual level, society level and business level;
- Is able to debate in a proper way topics of the course with others, including peers;
- Is able to give feedback to peers in a proper way;
- Is able to reflect on his/her personal behaviour respect to the prospective profession.

LITERATURE

- Blackburn, S. (2001), *Ethics, a very short introduction*, Oxford University Press Inc, New York;
- Subject related articles.

EXAMINATION

Assessment: debating and feedback setting in groups, based on ethical dilemmas.

LESSON PLAN

WEEK	LECTURE	SEMINAR	PRELIMINARY WORK
1	Introduction; General theoretical overview of (Business) Ethics	Introduction Ethics, Debate, Feedback and Assessment	Ethics, a very short Introduction: page 1 - 7
2	Threats to Ethics 1	Rules of debate; Practical training	Chapter 1: page 9 - 48
3	Threats to Ethics 2	Practical training debate	Chapter 1: page 9 - 48
4	Ethical Ideas 1	Practical training debate	Chapter 2: page 49 - 92
5	Ethical ideas 2	Rules of feedback; Practical training	Chapter 2: page 49 - 92
6	Foundations	Practical training debate and feedback	Chapter 3: page 93 - 116
7	Completion of course; Reflection and Evaluation	Preparation Assessment	

COURSE REQUIREMENTS AND EXPECTATIONS

- Active and proper participation during lectures and seminars (compulsory);
- Debate assignment (group session).

No final note will be given to those who did not fulfil all obligations mentioned above.

CORPORATE GOVERNANCE 2.1

GENERAL INFORMATION

Date: March 22nd 2023

Owner study unit: Ms Sandra Hoomans MSc PhD

Course title IFA: Corporate Governance 2.1

Prerequisite: none

ECTS: 3 ECTS

Quarter: 3.1

LECTURER'S INFORMATION

Ms Sandra Hoomans MSc PhD

COURSE DESCRIPTIONS

Due to a still growing number of scandals and crises such as climate change, and to a growing interest in *long term* value creation there is a growing interest in the quality of corporate governance of organizations, be it private companies or public organizations. These global crises results in a financial crisis and in a shift in focus from a primarily board performance perspective towards an approach in which *risk* management, sustainable strategies and *internal control* are central. Moreover, public pressure requires an ethical sound governance from businesses, in order to safeguard a healthy future for all. Businesses are expected to produce integrated (annual) reports and to integrate ecological and social values in their strategies and decisions, for which the boards of those organisations are held responsible.

Corporate governance is defined in many ways. In general corporate governance refers to the framework of rules and practices by which a board of directors ensures accountability, sustainability, and transparency in a company's relationship with its stakeholders. Corporate governance is about the explicit and implicit contracts between the company and its stakeholders such as employees, shareholders and other investors, suppliers, customers and society. These stakeholders should be able to trust the company for taking their interests at heart, for distribution of responsibilities, rights, and rewards, procedures for reconciling sometimes conflicting interests of stakeholders in accordance with their duties, privileges, and roles, and procedures for proper supervision, control, and information-flows to serve as a system of checks-and-balances. The ecological crisis is at present more acknowledged as one of the central principles that guide strategies and risk management of companies.

Topics that are part of the CG course are (but not limited to): - Agency theory, stakeholder theory – Code of conduct & administrative principles - Risk management – Strategy & Sustainability – Performance Management, Integrated reporting - Remuneration – Board structures & diversity.

Subjects are: - The relationship between organization and environment and responsibility of the organization - Risk analysis / management of operational and financial entity objectives - Procedures for financial reporting and management reporting systems.

COURSE GOALS

The learning objectives are directed at the identification and practical application of the entity's responsibility and duty of care for a proper internal management and control system.

This leads to the following learning objectives:

- Define and understand background of Corporate Governance from different perspectives;
- Explain the role of different Boards in relation to Corporate Governance;
- Prove the importance and necessity of Risk Management and Risk Control (and connect it to business strategy and CG);
- Explain reporting requirements for Corporate Governance and Risk Control.
- Describe international; aspects of Corporate Governance
- Describe of the (future) broadening perspective of Corporate Governance.

COURSE LEARNING OUTCOMES

After this course students are able to:

- Describe the role and relevance of Corporate Governance for society and the financial world in particular;
- Describe the objectives and subjects of reporting for Risk Management aspects in relation to Corporate Governance;
- Describe the interdependency and mutual cooperation of the different Boards in relation to Corporate Governance;
- Define the responsibilities of the different Boards and related capabilities;
- Compare the similarities and conflicts in international Corporate Governance Codes;
- Discuss the developments in Corporate Governance.

LITERATURE

We discuss some hot topics in corporate governance. To understand these topics, you will get lectures and discuss cases by which you will get an overview of the present issues in the field of CG. You are expected to look for an actual case that is exemplary of the themes we discuss during our classes. Ultimately in week 7 you will have to show that you understand the basic theoretical concepts and are able to apply these concepts in reality.

For the lectures a variety of relevant articles are used and a summary of chapters from Solomon's book "Corporate Governance and Accountability". This book does not need to be purchased but when more background information is needed, students may borrow it from the library. Literature then for this class exists of:

- A summary (PPT) of some chapters of the textbook by Solomon, J. (2013). Corporate Governance and Accountability (4th Edition). UK: John Wiley & Sons Ltd. ISBN 978-1-118-44910-3;
- Cases (self-found);
- Articles that come up during the lectures.

EXAMINATION

At the end of the term, you will be tested on your knowledge of CG, by a written exam of 120 minutes.

LESSON PLAN

WEEK	TOPICS	LITERATURE
1.1	Introduction of Corporate Governance: definition and relevance of CG.	Solomon's chapter 1
1.2	The role of Boards in CG	chapter 4
1.3	The role of institutional investors	chapter 5
1.4	CG, Risk Management and internal control	chapter 6
1.5	CG and stakeholder accountability: sustainable development	chapter 9
1.6	CG developments: responsible investment strategies	chapter 10

1.7	CG in a wider perspective: (1) international aspects (2) wrap up (3) Trial exam	chapter 7,8
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COURSE REQUIREMENTS AND EXPECTATIONS

Classes consist of two parts.

In the first part, theoretical concepts will be briefly elaborated upon in accordance with the themes and literature stated in the planning above. This theoretical session will be introduced by a brief test.

In the second part we are going to discuss a business case. In week one we will make a list of cases that will be discussed. In week two to six, cases are introduced and presented by a student team. Each team will chair one debating session. This means that the chairing team prepares a number of topics or statements for debate with the other students, based on the study materials. Each student will have to prepare individually in order to be able to participate in these discussions. This means that you need to investigate the topic, discover what theoretical concepts and statements are central to the topic and what this means for a company. Each student will have to form an opinion based on theory and be able to apply the theory to the debated case. Tip: you may also bring forth an opinion based on theory, that is not your personal opinion, but just an opinion to seek out what your fellow students 'do' with this opinion!

The chairing team prepares the case debate with a presentation with a maximum duration of 30 minutes, in which CG-problems of the chosen company are analysed. This presentation is wrapped up with three to five statements. These statements, or issues, are then debated with class. The objective is to find two or more views of the issue (statement) that were / are either incomplete or the strongest possible opposition to one another. The objective of debating on these views is to gain the ability to analyse complex issues and see the challenges facing companies from different perspectives.

Classes are obligatory. Each student is required to be an active participant in case discussions.

MARKETING AND MANAGEMENT 2.1

GENERAL INFORMATION

Date: June 7th, 2022

Owner study unit: Mr Pascal Wittendorp

Course title IFA: Marketing and Management 2.1

Prerequisite: none

ECTS: 3

Quarter: 2.1

LECTURER'S INFORMATION

Mr Pascal Wittendorp

COURSE DESCRIPTIONS

This course deals with strategy, structure and daily work activities by employees and managers (systems & style). Managers need information for their decision-making. Questions arise like: which strategy possibly leads us in a sensible way to a healthy future? And how should daily activities be organised into efficient and effective processes that run efficiently and effectively? And what organisational structure suits our processes best in order to realise the chosen strategy? In addition, the human resource factor has become a prominent competitive resource nowadays. And, last but not least, the fine-tuning of all of the abovementioned aspects requires management knowledge, skills and experience. The price of not paying (enough) attention to these aspects will eventually be detrimental to financial results and, possibly, ultimately even the organisational continuity.

COURSE GOALS

- The student is able to present their research and advice in a report;
- The student can apply and evaluate the strategic management process;
- The student can understand and improve the functioning and motivation of employees and managers (with the aid of models);
- The student can evaluate and design an organizational structure (with the aid of models);
- The student can analyse and improve organizational processes (with the aid of models);
- In-course research project (organisation scan). Criteria 1-5 to be included in research project proportionally.

COURSE LEARNING OUTCOMES

The objectives for this course are: Students will learn to identify and understand the functioning of organisations. Students will gain insights into the general knowledge of management and organization required to fill a business economist position. The general management content includes: -environmental influences and the strategic management process -functioning and motivation of individuals, teams, management and leadership -designing organisational structure and

LITERATURE

Jos Marcus and Nick van Dam: Handbook Organisation and Management A practical approach (most recent edition)

EXAMINATION

Team report with individual reflection on content and process

LESSON PLAN

WEEK	TOPICS	ASSIGNMENTS
1.1	Introduction, example report	
1.2	Discuss planning with lecturer	
1.3	Use Annual report as input	
1.4	Lecture on content	Students prepare video on exercises
1.5	Leadership and future of work	Students interview BDO Vietnam
1.6	Write report	
1.7	Feedback on report	

COURSE REQUIREMENTS AND EXPECTATIONS

- Behave as a business professional;
- Notebooks, tablet computers are only used for the purpose of recording lectures, calculations for lectures, exercises, absolutely no other use.

MANAGEMENT ACCOUNTING 2.2

GENERAL INFORMATION

Date: June 7th 2020

Owner study unit: Mr Koen Detert Oude Weme

Course title IFA: Management Accounting 2.2

Prerequisite: not applicable

ECTS: 4

Quarter: 2.2

LECTURER'S INFORMATION

Mr Koen Detert Oude Weme

COURSE DESCRIPTIONS

Topics covered will be:

- Activity Based Costing;
- Customer Profitability and Sales Variances;
- Support-Department costs;
- Inventory Management;
- Simplified Costing Methods;
- Pricing Decisions.

COURSE GOALS

- The student can explain the terms over- and under costing related to simple costing systems;
- The student is familiar with the four layers of the cost hierarchy of Activity Based Costing (ABC);
- The student can apply cost calculations based on ABC;
- The student can name and explain several advantages and disadvantages of applying ABC;

- The student can explain the difference between cost commitment based on ABC and the more traditional cost method;
- The student can name and explain between sales price establishment in the short and long term;
- The student can fix sales prices based on both cost-plus and the target costing method;
- The student is able to assign indirect costs pools to that are as homogeneous as possible;
- The student can explain the profitability per customer when there is a great diversity among the customers of a company;
- The student can decompose sales volume variance in the sales mix variance and the sales-quantity variance;
- The student can explain the influence of the choice of actual versus budgeted rates and actual versus budgeted usage in the context of internal rates;
- The student can apply three methods, direct method, step-down method and the reciprocal method, with respect to internal rates;
- The student can calculate the optimal order quantity in two variables, inventory and ordering cost;
- The student can explain concepts like J.I.T. and M.R.P. and Lean Accounting;
- The student can use backflush costing with respect to inventory transactions.

COURSE LEARNING OUTCOMES

- The student is able to contribute to the design of the management control systems aimed at monitoring performance and steering an organisation towards its (strategic) goals;
- The student is able to give advice about the optimal design of information systems and business processes aimed at the effectiveness and efficiency of an organisation.

LITERATURE

Cost Accounting, Horngren, 16th edition.

EXAMINATION

Written exam.

LESSON PLAN

WEEK	TOPICS	LITERATURE	ASSIGNMENTS
1.1	Activity Based Costing	Chapter 5	Introduction to ABC 18.1, 21.1+2+3+5,
1.2	Activity Based Costing	Chapter 5	23, 25.1+2+3, 26.1+2
1.3	Cost Allocation, Customer Profitability, Sales Variance Analysis [exclusive Appendix]	Chapter 14	19, 21, 22, 23 30, 35, 38
1.4	Support-Department Costs	Chapter 15	19, 20 24, 32
1.5	Inventory Management, Simplified Costing Methods	Chapter 20	21, 22, 24 27, 28, 29
1.6	Pricing Decisions and Cost Management	Chapter 13	19, 22 29, 31
1.7	Trial Exam 2.2		Trial exam

COURSE REQUIREMENTS AND EXPECTATIONS

- Regular attendance is expected. Although much learning occurs outside of class, we believe it is not possible to get what you need from this course without being here;
- We expect students to be prepared for all classes.

BUSINESS ENGLISH 2.2

GENERAL INFORMATION

Date: October 24th, 2022
Owner study unit: Mr Hans Leijenaar
Course title IFA: Business English 2.2
Prerequisite: none
ECTS: 3
Quarter: 2.2

LECTURER'S INFORMATION

Mr Hans Leijenaar, lecturer at Saxion UAS, School of Finance and International Business.

COURSE DESCRIPTIONS

The course focuses on two aspects of Business English, writing and reading. What's more, students also have to show that they are capable of creating a well thought-through commercial and financial report, so quite a lot of integration is involved in this course. The entire course is based on the television programme 'Dragons' Den', in which young (starting) entrepreneurs are trying to get an investment from investors (the 'dragons') in order to start producing their new product or to expand the business they already started. This is exactly how the course finishes: students give a presentation (in groups of four) to real dragons, i.e. people from business life, like directors, CFOs, CEOs, well-established entrepreneurs, etc. Before they give this presentation, they have to deliver a website in which they show the product they want to start to produce (which is either completely new or an improvement to an already existing product), how they will handle the marketing and on top of that give (quite a lot of) financial background information.

The course runs through the first seven weeks of quarter two, seven lessons, one per week (two hours). During these lessons students start by thinking of a product. After they have done so, they will start writing the website and start practising the presentation. The lessons are based on consulting moments (students can ask questions or ask for help) and giving theory (especially on presentations). They will also get feedback on their presentations.

COURSE GOALS

The goals of this course are:

- To make students confident in giving a professional presentation;
- To make students aware that, looking from a business perspective, putting a new product in the market is a highly complex process;
- To highlight the important aspects of a professional presentation (and practise them);
- To give students the possibility to show that they can write a clear and consistent business analysis report.

COURSE LEARNING OUTCOMES

- Students can give a professional presentation, related to the audience (in this case: investors);
- Students know and can show the basics of a creative professional presentation;
- Students show that they can consider the (financial) consequences of decisions they make;
- Students show that they are able to write in clear English, so the reader can understand what they mean (level B2 (or even C1) CEFR).

LITERATURE

All literature required will be provided by the teacher. Students don't need an extra course book.

EXAMINATION

The exams will take place in week 2.10. Students get 30 minutes to give their presentation (approx. 10 minutes) and answer questions they will get from the dragons (approx. 20 minutes). The grade of the presentation will be based on the presentation itself (rubric), not on the fact whether dragons want to invest or not. The presentation will be 50% of the grade, the other 50% is given for the website (writing part).

LESSON PLAN

WEEK	TOPICS	ASSIGNMENTS
1.1	Introduction to the topic	Think of a product idea
1.2	Working on the idea, theory presentations	Share product ideas, start making presentation
1.3	Start writing and building a website, more theory on presentations	Start writing a website
1.4	Consulting hours, (short) theory on marketing and finance	Work on website, prepare opening part of presentation
1.5	Consulting hours, practising parts of the presentation (esp. opening)	Work on website/presentation
1.6	Consulting hours, practising entire presentation, feedback on websites	Work on website/presentation
1.7	Consulting hours, practising entire presentation, feedback on websites	Work on website/presentation

COURSE REQUIREMENTS AND EXPECTATIONS

All second year students are enrolled for this course. Lessons are compulsory, because of the fact that the lessons are based on consulting and training, not theory. The course has run in the IFA programme for seven years now and both teachers, students and dragons love it. Students love the creativity they have to show and are excited because they can give a presentation to 'real' people from business life. Teachers love it because they see how much students can learn and grow in seven weeks (from being scared of giving a presentation to giving a presentation with full confidence, for example) and dragons love to see the ideas and presentations students have thought of (and to give them feedback on their investment request).

HUMAN RESOURCE MANAGEMENT 2.2

GENERAL INFORMATION

Date: March 22nd 2023
 Owner study unit: Ms Sandra Hoomans MSc PhD
 Course title IFA: Human Resource Management 2.2
 Prerequisite: none
 ECTS: 3
 Quarter: 2.2

LECTURER'S INFORMATION

Ms Sandra Hoomans MSc PhD

COURSE DESCRIPTIONS

The most commonly described managerial problems are those that deal with people. Within an international context these problems are of an extra multitude. Managers in international settings need to have a clear understanding of the relationship between culture, organizations and management. A central issue for many companies at present is how to measure performance and how to report not only performance of people but the impact of a company on society at large. Especially in a complex and fast changing, digitalized world, it is perhaps surprising for many, that it all comes down to how people act and respond to these changes. The most famous companies are the ones that centralize the human resource and show that the resilience of the company depends on the synergetic performance of the people that make up the organization.

This course is designed for internal finance and business students and is about both the design and competitive advantage of human resource management strategies. The general aim is to think strategically about the most important assets of any company and how to value human capital.

Not every (future) manager is aware of the central role that human capital plays within organizations, or how to deal with this from the senior management perspective (strategy). On top of this not every manager can work around the

added complexity of an international setting. Specifically finance managers need a clear understanding of how Human Resources Management (HRM) drives operational performance and creates competitive advantages from both the manager's as finance department perspective. What specifics should an organization look for in new personnel? How do you align productivity with motivation for the whole organization and/or individuals? What is a good reward? Issues that this course will cover.

COURSE GOALS

This course has two central themes: (1) how to think systematically and strategically about aspects of managing the organization's human assets, and (2) how to design a human resource management strategy that offers an organization the ability to adapt to changes in the environment.

COURSE LEARNING OUTCOMES

The student is able to:

- describe the relation between environment, business strategy and human resource management in a given case.
- relate human resource management with financial performance in a given case.
- determine what selection criteria (organizational culture, environmental characteristics, job design) could and/or should be used to hire new personnel in a given case.
- evaluate the effectiveness of management control tools to motivate employees, measure performance, build a rewarding policy and develop human resources in a given case.
- Reflect on your team member role during class / casework and the values that guide your choices, statements and perspectives.

Throughout the course you'll be sharpening the following **competencies**;

Analytical skills: the mental ability to analyze and diagnose complex situations is crucial to managers. Making complex decisions requires the ability to rationally process and interpret information.

Advisory skills: managers often act as advisors to other managers at a higher echelon. The role of the advisor is to support the rational decision making process by management. This requires the ability to develop alternative solutions to a problem, select criteria for judgement of the alternatives based on theoretical concepts, and select the best alternative to advise senior management.

Cooperative skills: managers need the ability to work together with people from different continents and cultures, since organizations become more and more interrelated all over the world. In this course, students will work together in large and small intercultural groups.

From a **skill** perspective the minority of work will be to know concepts and theories versus the majority of the focus being on (re)productive skills.

LITERATURE

We discuss some hot topics in human resource management. To understand these topics, you will get lectures and discuss cases by which you will get an overview of the present issues in the field of human resource management and development. You can download the free e-book 'Managing the Human Resource in the 21st century' (Senyucel, 2009) to get a quick overview. Furthermore, we will use a summary of chapters from the book of Paauwe, Guest and Wight, 'HRM & Performance, Achievements & Challenges', Wiley, 2013 as well as articles from HRM journals (links to these articles are provided in the lesson plan below).

EXAMINATION

At the end of the term, you will be tested on your knowledge of HRM & performance. Next to that, you will need to write a reflection report (also read course requirements and expectations) about your participation in discussions. This report, in which the test results are included, is a prerequisite to do your oral *assessment*.

You will have the opportunity to demonstrate your mastery of the course material through this oral assessment. Please make an appointment for the assessment as soon as you are ready but ultimately in week seven of the course! In the oral assessment I will ask you to answer some of the case questions (see planning) for one specific case. You can find the assessment manual on blackboard.

LESSON PLAN

There are two sessions each week. In the first session you will get an update of seven topics in Human Resource Management (see planning). In the second session you are going to discuss a Harvard business case or a case of your choice. You will have to prepare yourself to participate in a discussion. You can find the moderator schedule in the presentation 'introduction' of week one.

WEEK	SESSION ONE	SESSION TWO
1 Theme: HRM as competitive strategy	<p>Presentation 'Introduction business strategy, HRM and performance</p> <p>Reading list 'Managing the Human Resource in the 21st century', chapters 1, 2, 3</p> <p>Summary Paauwe et al. Chapters 1 - 4 (Blackboard)</p>	<p>Video college</p>
2 Theme: Strategic HRM and organization dynamics	<p>Presentation 'The organization as a dynamic network; changes in the business environment and impact on HR'</p> <p>Reading List 'Managing the Human Resource in the 21st century', chapters 5 + 6</p> <p>Summary Paauwe et al., Chapter 4 – 8</p> <p>Baumgartner: Organizational culture and Corporate Sustainability</p>	<p>Case Discussion 1</p> <p>Case Harvard Business Case South West Airlines Preparation: What is South West Strategy? What does it take to execute this strategy? How does SW get its competitive advantage with Human Resources?</p>
3 Theme: Recruitment and selection, talent management	<p>Presentation 'Talent management'</p> <p>Reading List: When Hiring, First Test, and Then Interview Harvard Business Review (2013) - you will have to register to see the full article Talent Management for the Twenty-First Century Harvard Business Review (2008) - you will have to register to see the full article</p> <p>Lievens, F., & Chapman, D. (2009). Recruitment and Selection. Fundamentals of Human Resource Management</p>	<p>Case Discussion 2 Extra video-college available (see number 7)</p> <p>Case The war for talent in China Preparation: How can you be attractive for job seekers? What would be the best ways to develop and retain new Chinese hires and existing Chinese managers?</p>
4 Theme: HRD and intellectual capital	<p>Presentation 'Human Resource Development and intellectual capital'</p> <p>Reading List Richman (2015), Human Resource Management and Human Resource Development</p>	<p>Case Discussion 3</p> <p>Case Harvard Business Case: Skandia AFS Preparation:</p>

	<p>Understanding corporate value: managing and reporting intellectual capital (Cranfield University)</p> <p>Extra video-college available (see number 8, 9 and 10)</p>	<p>What are the strengths and vulnerabilities of the AFS business model?</p> <p>Has Carendi created a source of sustainable competitive advantage?</p> <p>How do you evaluate AFS's concept of intellectual capital</p> <p>What changes, if any, should Carendi be contemplating for AFS's strategic, organizational, and managerial model in the future?</p>
5 Theme: control/ motivation & commitment	<p>Presentation 'Control in complex organisations'</p> <p><i>Reading list</i> 'Managing the Human Resource in the 21st century', chapter 4</p> <p>Herzberg, F. (1968). How Do You Motivate Employees, Harvard Business Review.</p> <p>Management control systems. Edinburgh Gate: Financial Times/Prentice Hall</p>	<p>Case Discussion 4</p> <p>Case Harvard Business Case: Engstrom Auto Mirror Plant</p> <p>Preparation: Begin by identifying the key problems/issues for Engstrom, and then identify the key theoretical contributions that a Scanlon plan should bring to a company. Is Scanlon a good solution for Engstrom's challenges? What organizational factors at Engstrom impacted how well Scanlon performed at the plant? Then generalize to other organizations: how are pay-for-performance systems influenced positively or negatively by other organizational factors? How important do you feel money is as a motivator? If you were Bent, how would you solve the problem facing Engstrom?</p>
6 Theme: Measuring performance: pay & reward	<p>Presentation "performance management"</p> <p>Extra video-college available (see nr 15,16,17,18)</p> <p>Reading list Hammer (2007). The 7 deadly sins of performance measurement, MIT Sloan Management Review. Pfeffer (1998). Six dangerous myths about pay. Harvard Business Review (May-June): 109-119. Rynes, Gerhart, & Minette (2004). The importance of pay in employee motivation: Discrepancies between what people say and what they do. Human Resource Management, 43(4), 381-394</p>	<p>Case Discussion 5</p> <p>Case Harvard Business Case: Safelite Auto</p> <p>Preparation: Why was the productivity of the Safelite installers so low? Does the proposed PPP plan address the problems described in question 1? What are the pros and cons of switching from wage rates to piece rate pay? What are the likely consequences of a switch from wage to piece rates for: Turnover, Recruitment, Productivity, Product Quality</p>

7 Theme sustainable strategies	HRM formative test and possibly guest speaker	Trial assessment, case study
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COURSE REQUIREMENTS AND EXPECTATIONS

- Class Participation. The discussion classes are obligatory. Each student is required to be an active participant in case discussions;
- Your participation reflection should assess your total contribution to the learning environment. This includes not only the frequency of your contributions in class, but also their quality. Quality, includes, among other things: (1) sound, rigorous, and insightful diagnosis (e.g. sharpening of key issues, depth and relevance of analysis); (2) ability to draw on course materials and your own experience productively; (3) ability to advance or sharpen in-class discussion and debate, willingness to take risky or unpopular points of view, use of logic, precision, and evidence in making arguments; (4) professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all section members and their class contributions);
- Unexcused absences and lack of preparation will result in extra work to be done for your report.

FINANCIAL MANAGEMENT 2.2

GENERAL INFORMATION

Date: May 10th, 2020

Owner study unit: Mr Edwin van den Berg MSc

Course title IFA: Financial Management 2.2

Prerequisite: none

ECTS: 4

Quarter: 2.2

LECTURER'S INFORMATION

Mr Edwin van den Berg MSc

COURSE DESCRIPTIONS

During this course, we will investigate and discuss the relevance of (Net) Working Capital on the Performance of a Company. We will use a Theoretical Framework (CH 16, 17 & 18 of Corporate Finance, Ross) combined with practical research of listed companies and last, but certainly not least, we will work on a project in which we use Power BI to manage our Working Capital.

COURSE GOALS

The goals for Financial Management 2.2 are to increase our knowledge and awareness of the relevance of Net Working Capital Management and the effect on the profitability of a company.

COURSE LEARNING OUTCOMES

- The student can describe, calculate and analyse the operating and cash cycles;
- The student can discuss the importance of the operating and cash cycles;
- The student can differentiate between the types of short term financial policy;
- The student can identify and calculate the essentials of short term financial planning;
- The student can calculate the effective annual interest rate on a short term financial credit;
- The student can analyse and explain how firms manage their receivables;
- The student can analyse the basic components of a firm's credit policy;
- The student can differentiate between the different types of inventory and inventory management systems used by firms;
- The student can explain what determines the optimal inventory level.

LITERATURE

Ross, 9th edition, corporate finance essentials, chapter 16-18, McGrawhill, ISBN 978-1-259-25480 or newer version.

EXAMINATION

Written exam, survey questions, trial exam available + video of the Power BI assignment.

LESSON PLAN

CLASS	TOPICS	LITERATURE	HOMEWORK	MEETING
1.1	Introduction: course, exam, project	-	-	-
1.2	NWC, operating & cash cycle	16.1 - 16.2	Read 16.1 – 16.2	Teacher will discuss sheets
2.1	NWC, operating & cash cycle	16.1 - 16.2	Prepare Q&P 1 - 6	Students will present their solutions
2.2	ST financial policy	16.3 – 16.5	Read 16.3 – 16.5	Teacher will discuss sheets
3.1	ST financial policy	16.3 – 16.5	Prepare QP 7 - 18	Students will present their solutions
3.2	Credit police & Inventory management	17.3 – 17.5	Read 17.3 – 17.5	Teacher will discuss sheets
4.1	Credit police & Inventory management	17.3 – 17.5	Prepare Q&P 7 – 15	Students will present their solutions
4.2	FX market, arbitrage, CIA	18	Read 18.1 – 18.6	Teacher will discuss sheets
5.1	FX market, arbitrage, CIA	18	Prepare Q&P 1 – 16	Students will present their solutions
5.2	Discuss papers	16 - 18	Read paper 1 and 2	Discuss paper 1 and 2
6.1	Discuss papers	16 - 18	Read paper 3 and 4	Discuss paper 3 and 4
6.2	Discuss papers	16 - 18	Read paper 5 and 6	Discuss paper 5 and 6
7.1	Trial exam	-	Prepare trial exam	Group discussion trial exam
7.2	Trial exam	-	Prepare trial exam	Group discussion trial exam

In addition to the written exam, you will have to make a video for the Working Capital Management using Power BI case. You need at least a sufficient grade for this video to pass this course. For more information, please check blackboard. For the Power BI workshop, please check your schedule.

COURSE REQUIREMENTS AND EXPECTATIONS

- Come prepared – read the reading assigned. Students must arrive on time. If you are late, you are not allowed to enter the class;
- Behave as a business professional;
- Notebooks, tablet and computers are only made for the purpose of recording lectures, calculations for lectures, exercises. Absolutely no other use.

INTERNATIONAL FINANCIAL MANAGEMENT 2.3

GENERAL INFORMATION

Date: May 10th, 2020

Owner study unit: Mr Edwin van den Berg MSc

Course title IFA: International Financial Management 2.3

Course title IFAS: Financial Management 3.3

Prerequisite: none

ECTS: 4

Quarter: 2.3, 3.3

LECTURER'S INFORMATION

Mr Edwin van den Berg MSc

COURSE DESCRIPTIONS

Knowledge of the international financial markets is very important for many businesses that operate internationally. We will discuss, among other things, the functioning of exchange markets (exchange rate risk), international banking, the role of inflation and interest, purchasing power parity, international investments and ways to limit international risks.

This course builds on the Micro macro course in Economics and has things in common with Financial Management.

COURSE GOALS

The goals for International Financial Management 2.3 are to increase our knowledge and awareness of the relevance of doing business internationally and how to manage the financial risks of international business.

COURSE LEARNING OUTCOMES

- The student can discuss the functioning and structure of the FX market;
- The student can interpret spot, forward, swap and future FX market quotations;
- The student can derive cross-rate FX quotations;
- The student can analyse and calculate the concept of triangular arbitrage as a means of ensuring market efficiency;
- The student can explain and apply the interest rate parity condition;
- The student can explain the purchasing power parity;
- The student can explain and apply the (international) fisher effect and forward rate expectations parity;
- The student can explain and calculate (European/American) currency options pay off at expiration;
- The student can distinguish between interest rate and currency swaps;
- The student can explain and calculate interest rate and currency swaps;
- The student can explain the risks associated with interest rate and currency swaps;
- The student can explain why investors diversify their portfolios internationally;
- The student can explain and calculate the effects of fluctuating exchange rates on international portfolio investments;
- The student can explain the possible reasons for "home bias" in actual portfolio holdings.

LITERATURE

International Finance, Eun and Resnick, latest edition, ISBN 9780077161613

EXAMINATION

Written exam, survey questions, trial exam available

LESSON PLAN

MEETING	TOPIC	HOMEWORK
1.1	Introduction IFM 2.3	Read test matrix
1.2	CH 6 (group 1)	Read CH 6, prepare presentation and Q&P 1, 2, 7, 8, 9 and 11
2.1	CH 5 (group 2)	Read CH 5, prepare presentation and Q&P 3, 6, 9, 10 and 11
2.2	CH 5 (group 2)	Mind map CH 5 and prepare Q&P 3, 6, 9, 10 and 11
3.1	CH 7 (group 4)	Read CH 7 and prepare presentation
3.2	CH 7 (group 4)	Mind map CH 7 and prepare Q&P 1, 2, 4, 5, 6, 7, 8 and 9
4.1	CH 7 (group 4)	Prepare Q&P 1, 2, 4, 5, 6, 7, 8 and 9
4.2	CH 7 (group 4)	Prepare Q&P 1, 2, 4, 5, 6, 7, 8, 9 and extra exercise
5.1	CH 14 (group 5)	Read CH 14 and prepare presentation
5.2	CH 14 (group 5)	Mind map CH 14 and prepare Q&P 1 – 3 and 8
6.1	CH 14 (group 5)	Prepare Q&P 1 – 3 and 8
6.2	CH 15 (group 3)	Read CH 15, prepare presentation and Q&P 1 – 5
7.1	Trial exam	
7.2	Trial exam	

COURSE REQUIREMENTS AND EXPECTATIONS

- Come prepared – read the reading assigned. Students must arrive on time. If you are late, you are not allowed to enter the class;
- Behave as a business professional;
- Notebooks, tablet and computers are only made for the purpose of recording lectures, calculations for lectures, exercises. Absolutely no other use.

SUPPLY CHAIN MANAGEMENT 2.3

GENERAL INFORMATION

Date: June 7th, 2022
 Owner study unit: Mr Frank Gruben MSc
 Course title IFA: Supply Chain Management 2.3
 Prerequisite: none
 ECTS: 3
 Quarter: 2.3

LECTURER'S INFORMATION

Mr Frank Gruben MSc

COURSE DESCRIPTIONS

Companies differ in the way they try to deliver value to customers. Ultimate goal is to satisfy consumers (end customers). All companies involve supply chain partners to deliver that value.

COURSE GOALS

- The student shows how supply chains compete on different competitive criteria.
- The student shows how logistics supports development of customer loyalty through quality of service
- The student is able to explain the Economic Order Quantity and calculate the EOQ in a simplified case.
- The student is able to explain the difference between P-time and D-time, the link with the CODP and the consequences for delivering customer expectations.
- The student is able to show how managing supply chains can be leveraged by improving new product introductions, promotions, product ranges and replenishments.
- The student is able to explain the difference between the concepts of Lean and Agile, and show how the combination of these concepts can be applied.

COURSE LEARNING OUTCOMES

Students know how to configure their companies' supply chain or increase the performance in their supply chain

LITERATURE

Alan Harrison, Remko van Hoek, Heather Skipworth: Logistics management and strategy
 Competing through the supply chain Edition 4

EXAMINATION

The exam consist of 2 big exercises. The first one is testing concepts, theory and definitions. The second one translates theory to real life cases.

LESSON PLAN

Week	Chapter	Case Studies
1	1	1.1, 1.2 and 1.6
2	2, 3 and 4	2.3, 2.5, 3.3, 3.4, 3.5, 3.6, 4.3, 4.4, 4.6 and 4.11
3	5 and 6	5.1, 5.2, 6.1, 6.2, 6.3, 6.4 and 6.5
4	7	7.1, 7.2, 7.3 and 7.4
5	Preparing company visit Discuss DVD on supply chain problems at HEMA	
6	Company visit	
7	Trial exam	

COURSE REQUIREMENTS AND EXPECTATIONS

- Come prepared – read the reading assigned. Students must arrive on time. If you are late, you are not allowed to enter the class;
- Behave as a business professional;
- Notebooks, tablet and computers are only made for the purpose of recording lectures, calculations for lectures, exercises. Absolutely no other use.

ACCOUNTING INFORMATION SYSTEMS 2.3

GENERAL INFORMATION

Date: June 8th, 2022

Owner study unit: Mr Marten Bruining MSc MBA

Course title IFA: Accounting Information Systems 2.3

Prerequisite: none

ECTS: 3

Quarter: 2.3

LECTURER'S INFORMATION

Mr Marten Bruining MSc MBA gets assisted by an assistant (student from previous years).

COURSE DESCRIPTIONS

Accounting Information Systems is a course that contributes to the competence Information Management. Accounting Information Systems 2.3 and/or 4.3 deals with the following topics:

- Data, transaction data processing and information;
- (relational) Databases;
- Risks with respect to information and controls to reduce those risks;
- Audit and evaluation of information systems.

COURSE GOALS

The lifeblood of the administrative and operational environment of any organisation is the data it collects, processes, stores, and reports as useful information to both internal and external users. All levels of an organisation are affected both directly and indirectly by the input, flow and output of such information. Management of organisations needs purposeful and reliable information to control business processes. This mainly includes the quality aspects of effectiveness, efficiency, reliability, availability and controllability.

COURSE LEARNING OUTCOMES

Accounting Information Systems is a course that contributes to the competence Information Management.

The course is chiefly focused on data, transaction data processing and information, and is heavily IT-based. It applies a web based ERP application for trade companies: Exact Online Handel Premium. The spreadsheet application Excel will be used for additional analysis and reporting purposes.

The course aims to bridge financial accounting with the controlling aspects of accounting information systems.

LITERATURE

- Romney, Marshall B., Accounting Information Systems (14th, Global ed.). Essex, England: Pearson Education; 15th, Global edition ISBN 978 1292 353 364
- Bruining, M., Syllabus Accounting Information Systems 2.3 (4.3), Exact Online (EOL) Handel Premium: Saxion UAS.

EXAMINATION

Report (Excel downloads from Exact companies plus answers to 100 so-called reflection questions).

LESSON PLAN

Practice:

WEEK	TOPICS	LITERATURE	ASSIGNMENTS
1.1	General introduction, sales (including bookkeeping control), purchases and fixed assets	Syllabus EOL	#1
1.2	Sales (including turnover bonus), purchases (including purchase order advices and bookkeeping control)	Syllabus EOL	#2
1.3	Purchasing (reconciling the control account and transferring purchase price variances to the P&L), permanence and liquid assets	Syllabus EOL	#3
1.4	Fixed assets, current assets and VAT returns	Syllabus EOL	#4
1.5	Stock counts and cost price changes	Syllabus EOL	#5
1.6	P&L by item group, budgets and capita selecta	Syllabus EOL	#6
1.7	All of the above; loose ends	Syllabus EOL	All of the above

Accompanying theory:

ASSIGNMENT#	CHAPTER	PAGE(S)
#1	2 Overview of Transaction Processing and ERP Systems	55, 59
	4 Conceptual Foundations of Accounting Information Systems	116
	7 Control and Accounting Information Systems	224
	8 Controls for Information Security	263 - 264
	10 Processing Integrity and Availability Controls	323 - 327
	13 The Expenditure Cycle: Purchasing to Cash Disbursements	425 - 427
#2	-	-
#3	7 Control and Accounting Information Systems	239
	10 Processing Integrity and Availability Controls	323
#4	2 Overview of Transaction Processing and ERP Systems	54, 58
	4 Conceptual Foundations of Accounting Information Systems	117
	8 Controls for Information Security	263 - 264
	12 The Revenue Cycle: Sales to Cash Collections	388 - 390
#5	10 Processing Integrity and Availability Controls	326 - 327
	12 The Revenue Cycle: Sales to Cash Collections	383
	13 The Expenditure Cycle: Purchasing to Cash Disbursements	426
#6	10 Processing Integrity and Availability Controls	329
	16 General Ledger and Reporting System	529, 536 - 537

COURSE REQUIREMENTS AND EXPECTATIONS

Preparation of homework, attend classes and have fun during the course.

BUSINESS COMMUNICATION 2.3

GENERAL INFORMATION

Date: June 9th, 2022

Owner study unit: Ms Mathilde Saaltink-Gorter

Course title IFA: Business Communication 2.3

ECTS: 3

Quarter: 2.3

LECTURER'S INFORMATION

Ms Mathilde Saaltink-Gorter. Lecturer Communication skills in the School of Finance and International Business, Saxion UAS,.

COURSE DESCRIPTIONS

The course of Business Communication 2.3 will cover a weekly skills training about negotiating in a professional setting.

The subjects are:

- Different negotiation techniques;
- Conversational techniques that are needed in a negotiation to acquire information: listening, asking open ended questions, closed questions and follow-up questions;
- Structure of a negotiation: different phases and skills & requirements per phase;
- Convincing negotiation; how to use the right arguments in a negotiation.

Five classes of 90 minutes (week 1-5) with a focus on skills: conversation and negotiation skills. Therefore these classes are compulsory. In case more than one class is missed, the student cannot take part in the final negotiation assessment.

Final negotiation assessments in week six (½ group of students) or in week seven (other ½ group of students), at Saxion.

COURSE GOALS

The course goal is to learn students how to use essential skills in a negotiation to reach a situation that is useful for both negotiation partners. In class different negotiation situations will be practiced so students can experience and get feedback on how to handle and use the skills.

COURSE GOALS	FACTS IN %	REPRODUCTIVE ABILITY IN %	PRODUCTIVE ABILITY IN %	ATTITUDE IN %	MAX SCORE
The student can mention four phases in a negotiation	10%				10%
The student can use these four phases during a negotiation		10%			10%
The student can ask probing questions in a negotiation			10%		10%
The student can summarize during a negotiation			10%		10%
The students shows he can listen during a negotiation			10%		10%
The student can determine his goal(s) in a negotiation		10%			10%
The student can use arguments to support his proposals (and goals) during a negotiation			20%		20%
The student can find common goals during the negotiation and create new possibilities				10%	10%
The student has an open and professional attitude during the negotiation				10%	10%
	10%	20%	50%	20%	100%

LITERATURE

This course focusses on skills and theory. The acquired background information on conversation techniques and negotiation techniques will be provided by the teacher in class and/or on Blackboard.

EXAMINATION

The final negotiation takes place in week six or in week seven. The student takes part in the negotiation in a (self-chosen) team of two students. The exam takes 30 minutes. After the negotiation the student receives an individual grade.

A week before the exam the students receive the case of the final negotiation. The teams prepare both parties in the negotiation. At the time the assessment starts, the teams receive information about the party they represent in the negotiation. Also, the teams receive little extra information about the party they represent. The teams are given an extra five minutes time preparation, before the final negotiation assessment starts.

LESSON PLAN

Week	Topics	Assignments
1.1	Introduction and history of negotiating. Four different styles of negotiating. Practice session with these different styles.	
1.2	Practice a negotiation and evaluate on the learning points to improve. Theory on four phases in negotiating + explanation of requirements in each phase. Practice phase 1 + 2 on a new case + feedback.	
1.3	Conversation techniques to find out common interests (in phase 2) + practice session (continuation of the case in class 2). Explanation of the Harvard method and how to use that in practice.	
1.4	Practice session of finding the right arguments. Making specific proposals in a negotiation. Practice with four phases in a negotiation case.	Prepare a case for the trial negotiation assessment in week 5.
1.5	Trial Negotiation assessment + feedback.	Prepare final negotiation for week 6 or 7.
1.6	Final negotiation assessment (30 min) per group (four students, two teams).	
1.7	Final negotiation assessment (30 min) per group (four students, two teams).	

COURSE REQUIREMENTS AND EXPECTATIONS

- Attendance of the classes is compulsory. In case it is not possible to attend class: contact the teacher by e-mail. At least four out of six classes should be attended to receive the grade for Business Communication 2.3;
- Negotiation cases should be prepared in order to participate in class;
- Active participation in class during different practice sessions is needed to learn the skills explained;
- The input of students is important in class, to learn from each other. Students can ask questions or share their opinion anytime in class.

INTERNATIONAL FINANCIAL MANAGEMENT 2.4

GENERAL INFORMATION

Date: May 10th, 2020

Owner study unit: Mr Kees Tesselhof MSc MSc

Course title IFA: International Financial Management 2.4

Prerequisite: International Financial Management 2.3

ECTS: 4

Quarter: 2.4

LECTURER'S INFORMATION

Mr Kees Tesselhof MSc MSc

COURSE DESCRIPTIONS

Knowledge of the international financial markets is very important for many businesses that operate internationally. We will discuss, among other things, the functioning of exchange markets (exchange rate risks), international banking, the role of inflation and interest, purchasing power parity, international investments and ways to limit international risks.

COURSE GOALS

The goals for International Financial Management 2.4 are to increase our knowledge and awareness of the relevance of doing business internationally and how to manage transaction and economic risk.

COURSE LEARNING OUTCOMES

- The student can describe the services international & domestic banks provide to their clients;
- The student can describe and calculate money market instruments such as Eurodollar interest rate futures contracts, FRA, Euro notes and Euro commercial paper;
- The student can describe the various types of international bonds (foreign bond, Eurobond, global bond, straight fixed-rate bond, Euro MTN, FRNs, equity related bonds, dual currency bonds);
- The student can define the measure of liquidity and market concentration regarding the international equity market;
- The student can define the market structure and the different types of orders;
- The student can define cross-listing & ADRs, the reasons for it and the advantages;
- The student can define and calculate economic/operating, transaction and translation exposure;
- The student can define the strategies a firm can use for managing the operating exposure;
- The student can define and calculate the payoff of the strategies that a firm can use for managing the transaction exposure.

LITERATURE

International Finance, Eun and Resnick, latest edition, ISBN 9780077161613.

EXAMINATION

Written exam, survey questions, trial exam available.

LESSON PLAN

WEEK	CHAPTER	MEETING ONE	MEETING TWO
1	8	Introduction IFM 2.4	Management of transaction exposure: forward hedge and problem 1
2.1	8	Management of transaction exposure: money market hedge and problem 2	
2.2	8		Management of transaction exposure: option hedge and problem 3
3.1	8	Management of transaction exposure: problems 6, 7 and 8	

3.2	9		Management of economic exposure: operational hedge vs financial hedge and problem 1a, 1c, 3a and 3c
4.1	10	Management of translation exposure: balance sheet hedge vs derivatives hedge	
4.2	11		Forward rate agreements and problem 1, 2, 3 and 4
5.1	8-11	Remaining Q&P CH 8 – 11 and WSS	
5.2	12		International bond markets: problem 1, 2 and 3
6.1	13	International equity markets: problem 1 and 2	
6.2			Remaining Q&P and WSS
7.1 & 7.2		Casus preparation	

COURSE REQUIREMENTS AND EXPECTATIONS

- Come prepared – read the reading assigned. Students must arrive on time. If you are late, you are not allowed to enter the class;
- Behave as a business professional;
- Notebooks, tablet and computers are only made for the purpose of recording lectures, calculations for lectures, exercises. Absolutely no other use.

SUPPLY CHAIN MANAGEMENT 2.4

GENERAL INFORMATION

Date: June 7th, 2022

Owner study unit: Mr Frank Gruben MSc

Course title IFA: Supply Chain Management 2.4

Prerequisite: none

ECTS: 3

Quarter: 2.4

LECTURER'S INFORMATION

Mr Frank Gruben MSc

COURSE DESCRIPTIONS

Companies differ in the way they try to deliver value to customers. Ultimate goal is to satisfy consumers (end customers). All companies involve supply chain partners to deliver that value.

In this second part of Supply Chain Management, the focus is on:

- Integrating the Supply Chain;
- Purchasing;
- Future challenges and opportunities.

COURSE GOALS

- The student is able to explain the need for aligning processes between organisations and to identify the benefits of integrating the supply chain;
- The student is able to explain the different types of intercompany relationships that exist in the context of supply chain management and argue how the appropriate relationship can be selected;
- The student is able to discuss and weigh the potential benefits and difficulties of operating supply chain partners;

- The student is able to explain the role of procurement in a focal firm, and why this role is a key factor in logistic and supply chain management;
- The student is able to explore the drivers of procurement value, showing how the traditional cost-down role has expanded to a broader basis in the firm;
- The student shows how the concept of supplier segmentation can be applied;
- The student shows how management of supply chains will be affected by future structures and future approaches to aligning organisations, and how this will impact competitiveness of supply chain in the future;
- The student is able to identify key management challenges of competing through the supply chain.

COURSE LEARNING OUTCOMES

Students know how to deal with different types of partners, suppliers and challenges.

LITERATURE

Alan Harrison, Remko van Hoek, Heather Skipworth: Logistics management and strategy Competing through the supply chain Edition 4

EXAMINATION

The exam consist of 2 big exercises. The first one is testing concepts, theory and definitions. The second one translates theory to real life cases.

LESSON PLAN

Week	Topic	Meeting	Cases
1	Chapter 8	Theory and cases	8.1, 8.2, 8.3, 8.4, 8.5, 8.7, 8.8 and 8.9
2	Chapter 9 and 10	Theory and cases	9.1, 9.2, 9.3, 9.4, 10.1, 10.3 and 10.4
3	Guest lecture 1 on new developments	Preparing guest lecture 1 Team 1	
4	Guest lecture 1	Guest lecture 1 Team 1 delivers	
5	Guest lecture 2	Preparing guest lecture 2 Team 2	
6	Guest lecture 2	Guest lecture 2 Team 2 delivers	
7	Trial Exam	Discuss answers	

COURSE REQUIREMENTS AND EXPECTATIONS

- Come prepared – read the reading assigned. Students must arrive on time. If you are late, you are not allowed to enter the class;
- Behave as a business professional;
- Notebooks, tablet and computers are only made for the purpose of recording lectures, calculations for lectures, exercises. Absolutely no other use.

ACCOUNTING INFORMATION SYSTEMS 2.4

GENERAL INFORMATION

Date: June 26th 2022

Owner study unit: Mr Maikel Snijder

Course title IFA: Accounting Information Systems 2.4

Prerequisite: none

ECTS: 3

Quarter: 2.4

LECTURER'S INFORMATION

Mr Maikel Snijder

COURSE DESCRIPTIONS

Accounting Information Systems is a course that contributes to the competence Information Management. This course provides a basic knowledge of how accounting information systems function in today's business environment.

This course is primarily focused on the quality of management, administrative and logistic information.

This mainly includes the quality aspects of: effectiveness, efficiency, reliability, availability and controllability.

This implies that the management of organisations needs purposeful and reliable information to control business processes.

Therefore, this course emphasizes the internal control features necessary to produce accurate and reliable accounting data as they look at how accounting information is recorded, summarized, and reported in both manual and computerized systems.

The information needs to be available at the desired times and needs to be subsequently verifiable. This means that requirements need to be determined with regard to the design, construction, implementation and management of data systems, from which the management information emanates.

This course therefore has a lot in common with MIS/ICT.

The following topics are covered in Accounting Information Systems courses: systems concepts, tools, development processes, analysis, design, implementation and operation, computer software and configurations, data storage and processing methods, file processing, implementing data base management systems, internal control, information system controls, data security and integrity, accounting transaction cycles, revenue cycle applications, and expenditure cycle applications.

System concepts, including the theory, principles, controls, practical application and numerical calculations inherent in accounting systems analysis, design, and development. System development life cycle includes system analysis, conceptual design, physical design, operation and maintenance, implementation and conversion. Topics of system controls will include the study of security, accessibility, processing integrity, confidentiality, privacy being fundamental to the system integrity and reliability. Other topics include computer fraud, auditing system and relational databases.

Accounting Information Systems this fourth quarter deals with the following topics:

- Data, transaction data processing and information;
- Setup and management of systems;
- Business activities, information and controls with respect to various transaction cycles;
- Cost accounting system;
- General ledger, reporting, use of IT for reporting, use of management tools for performance monitoring;
- Risks with respect to information and controls to reduce those risks;
- Audit and evaluation of information systems;
- Systems development.

COURSE GOALS

Learning objectives for Accounting Information Systems 2.4 are as follows:

- The student is able to describe: - difference between data and information; - different aspects regarding information; - different aspects regarding accounting information system (AIS); and - major business processes within most organizations;
- The student is able to describe different aspects regarding transaction data processing;
- The student is able to describe: - threats, fraud and types of fraud with respect to information; and - illicit approach or access to computers;
- The student is able to describe different aspects regarding risks and controls;
- The student is able to describe different aspects regarding controls for security of information systems, information systems' reliability, information protection, controls for processing integrity and controls for systems availability;
- The student is able to design a plan for study and evaluation of internal control in an AIS;
- The student is able to describe and/or identify business activities, information aspects, key decisions and threats, with respect to various transaction cycles, and the student is able to evaluate adequacy of controls for dealing with threats regarding various transaction cycles;
- The student is able to describe different aspects and phases regarding systems development process

COURSE LEARNING OUTCOMES

- The student is able to describe: - threats, fraud and types of fraud with respect to information; and - illicit approach or access to computers;
- The student is able to describe different aspects regarding risks and controls;

LITERATURE

Romney, M.B. & Steinbart, P.J. Accounting Information Systems (15th, Global ed.). Essex, England: Pearson Education, ISBN: 978-1-292-35336-4.

The following Chapters are in scope of this course:
Chapters 1, 2, 8-18, 22.

EXAMINATION

The exam of Accounting Information Systems 2.4 is an end-semester exam and:

- Will be a written exam consisting of essay questions;
- Will take 120 minutes;
- Will be graded on a 1 to 10 scale.

LESSON PLAN

LESSON	CONTENT PER WEEK	HOMEWORK	IN CLASS	PROBLEMS FROM BOOK (not mandatory)
1.1	Introduction, AIS an overview	None	Introduction	-
1.2	Transaction processing and ERP systems	Read CH 1, 2 and 22 Weekly assignment BB*	Assignment on AIS and ERP	1.3 excl E, 1.4, 1.5 excl G & H, 1.6, 1.8, 2.1, 2.3, 2.8 and 22.13
2.1	AIS and risk: internal control	Prepare case 2.1	Discuss case 2.1	-
2.2	Cycles: revenue	Read CH 10 and 14 Weekly assignment BB*	Group 1: presentation internal control and revenue	14.7a, 14.8a, 14.9a, 14.10
3.1	Cycles: expenditure	Prepare case 3.1	Discuss case 3.1	-
3.2	Cycles: production	Read CH 15 and 16 Weekly assignment BB*	Group 2: presentation internal control and expenditure / production cycle	15.1, 15.4, 15.9, 15.10, 16.1, 16.2 and 16.5
4.1	Cycles: HR	Prepare case 4.1	Discuss case 4.1	-
4.2	Cycles: reporting	Read CH 17 and 18 Weekly assignment BB*	Group 3: presentation internal control and HR / reporting cycle	17.2, 17.5, 17.9, 18.2 and 18.5
5.1	Cycles: what can go wrong (threats and control)	Prepare case 5.1	Discuss case 5.1	-
5.2	Cycles: what can go wrong (threats and control)	Read CH 8 and 9 Weekly assignment BB*	Group 4: presentation (computer) Fraud	8.1, 8.2, 8.7, 9.1, 9.3 and 9.4
6.1	Trust services framework	Prepare case 6.1	Discuss case 6.1	-
6.2	Trust services framework	Read CH 11, 12 and 13	Group 5: presentation trust	11.3, 11.4, 12.1, 13.1, 13.7 and 13.8

		Weekly assignment BB*	services framework part 1	
			Group 6: presentation trust services framework part 2	
7.1	Internal control and internal audit	Prepare case 7.1	Discuss case 7.1	-
7.2	Recap	-	Summary	-

*All assignments (including the weekly cases) are available in the folder 'Weekly Assignments'. Here you will find all the online assignments and hand-in-points.

COURSE REQUIREMENTS AND EXPECTATIONS

The classes after the introduction do require extensive preparation, therefore please prepare yourselves by reading through the preparation materials (published in 'Weekly Assignments') and summarizing questions/remarks you have.

Just some practical notes in general:

- Everything you need to know about the weekly workload and assignments, you can find in the folder 'Weekly Assignments'. We kindly ask you to take note of this folder and the planning of course. Preparation of each class (studying video's, working on assignments etc.) is an important prerequisite for useful participation in class. There is time available during the lesson to discuss any questions or difficulties you may encountered;
- In our introduction class we will make some important agreements on forming groups and a rotation schedule for presentations. Each group will present cases/theory throughout this course to the rest of the group;
- The theoretical sheets (prepared by the author of the book) will be published at the end of each week and contain guidance with respect to the learning objectives and a summary of theory.

FINANCIAL ACCOUNTING 2.4

GENERAL INFORMATION

Date: May 8th 2020

Owner study unit: Mr Kees Tesselhof MSc MSc

Course title IFA: Financial Accounting 2.4

Prerequisite: none

ECTS: 4

Quarter: 2.4

LECTURER'S INFORMATION

Mr Kees Tesselhof MSc MSc

COURSE DESCRIPTIONS

The workload of this course is in total 580 hours in six courses. Three courses in the first year, a course in year two and two courses in the third year. In these courses you build the competence Financial Reporting.

Financial Reporting is about:

- Designing, set-up and maintaining (automated) financial and non-financial data systems;
- Supply financial and non-financial information to the benefit of stakeholders outside the organization;
- Apply the accounting principles and accounting standards in making the annual report of an enterprise;
- Determining and managing financial-economic and fiscal risks;
- Use financial statement analysis to the decision-making process and to evaluate firm performance.

Financial Accounting 2.4 deals with three important topics on designing the annual report of an organization:

- the preparing of the Statement of Cash Flows;
- financial analysis to evaluate firm performance;

- corporate governance and IFRS.

Unlike the textbook we use the double-entry bookkeeping system for dealing the problems.

The workload is four credits times 28 hours is 112 hours. The number of lessons is four per week, so in total seven weeks times four lessons is 28 lessons.

The 112 hours are allocated to visiting lessons (22 hours), preparations of the lessons (60 hours) and preparing and taking the exam (30 hours).

COURSE GOALS

The student is able to:

- Prepare the statement of cash flows using the direct method and the indirect method;
- Perform and interpret a horizontal analysis and a vertical analysis of financial statement information;
- Explain how a firm's investments in other firm's marketable securities are valued and reported;
- Evaluate a firm's corporate governance and describe the differences between IFRS and U.S. GAAP.

NO	TAXONOMY CODE	CONTENT	CONCEPTS IN %	REPRODUCTIVE ABILITY IN %	MAXIMUM SCORE
1	RV	The student can prepare the statement of cash flows using the direct method and the indirect method		30	30
2	RV	The student can perform and interpret a horizontal analysis and a vertical analysis of financial statement information		20	20
3	B	The student is able to explain how a firm's investments in other firm's marketable securities are valued and reported	30		30
4	B	The student is able to evaluate a firm's corporate governance and describe the differences between IFRS and U.S. GAAP	20		20
	TOTAL		50	50	100

COURSE LEARNING OUTCOMES

- Governance, Risk, Compliance: the student can give advice about the design of information systems and business processes of an organisation aimed at managing risk;
- Finance & Operations: the student can give advice about financial issues, taking into account fiscal aspects and financial risks.

LITERATURE

Reimers, Jane L.(2010). Financial Accounting, a business process approach. Third edition. New Jersey: Pearson Prentice Hall, ISBN: 9781292040141.

Chapters 9, 10 (incl. Appendix) and 11 are the topics / subjects of the exam.

In each chapter you find the learning objectives of the discussed theory.

EXAMINATION

The exam will be a written exam of 120 minutes.

LESSON PLAN

WEEK	CONTENT	PREPARE	DURING CLASS
1.1	Summery 1 -8 CH9	CH 9: MC 1 - 3	CH 9: 2, 10, 19, 21 and 34
2.1	CH 9	CH 9: 39, 40, 45 and 46	CH 9: 22, 50, (54 and 55)
2.2	CH 9	CH 9: 54 and 55	CH 9: 49
3.1	CH 10	CH 9: FSA 9-3	CH 10: 15, 16 and 41
3.2			
4.1	CH 10	CH 10: 17 and 18	CH 10: 19 and 44
4.2	CH 10	CH 10: 23 and 36	-
5.1	Appendix 10a	CH 10: 45 and 47	Appendix 10a: 1 and 2
5.2	Appendix 10b	CH 10: 53	Assignment Books-a-Million (format available in library)
6.1	CH 11	Appendix 10B: 3, 4, 5 and 6	CH 11: 14 and 15
6.2	CH 11	CH 11: 16 and 17	-
7.1	CH 11	CH 11: MC 1-5, exercises 6, 7 and 8	-
7.2	Recap	Summary, questions etc	-

COURSE REQUIREMENTS AND EXPECTATIONS

During the classes we will guide you through a range of topics related to financial reporting, such as cash flow statements, market securities, analysing a firm's performance, corporate governance and IFRS versus US GAAP. *We build on the knowledge you have gathered on the topic of financial reporting in year one at IFA.* We start our first lesson with the topic of cash flow statements. Please prepare yourselves by reading through Chapter nine and summarizing questions/remarks you have. In our first lesson we will also reserve some time for introductions etc.

Just some practical notes in general:

- We kindly ask you to take note of the planning and the cases which need to be prepared;
- Preparation of these cases is an important prerequisite for useful participation in class;
- There is time available during the lesson to discuss any questions or difficulties you may encountered;
- The sheets are already available and contain guidance with respect to the learning objectives and a summary of theory.

INTERNATIONAL PROJECT 2.3 & 2.4

GENERAL INFORMATION

Date: May 10TH, 2020
 Owner study unit: Mr Edwin van den Berg MSc
 Course title IFA: International Project 2.3 & 2.4
 Prerequisite: none
 ECTS: 3
 Quarter: 2.3 and 2.4

LECTURER'S INFORMATION

Mr Edwin van den Berg MSc

COURSE DESCRIPTIONS

You will be hired as a team of financial specialist by one of the largest pension funds in the world situated in the Netherlands, the 'Algemeen Burgerlijk Pensioenfonds (ABP)', to draw up a (financial) analysis of a company listed on major stock exchange (NYSE, LSE, DAX, etc.).

This analysis has to include a target stock price.

The ABP has total assets under management of approximately € 210 billion in its pension fund.

This is spread over both fixed income securities (such as government and corporate bonds, term deposits) and equities (stock, private equity, venture capital).

For the listed equity portfolio ABP requires your support and advice regarding a possible investment in the company of your choice (see also chapter further remarks).

COURSE GOALS

The goals for International Project 2.3 & 2.4 are to bring Real Life into our classroom by doing the work of a Financial Analyst: Analyse, Value, Communicate and Sell Your Story.

COURSE LEARNING OUTCOMES

- The student is able to set up a Plan of Approach based on an analysis of the assignment;
- The student is able to perform a company and market analysis on a specific organisation;
- The student is able to perform a historical financial analysis based on ratios discussed during class (liquidity, solvability, profitability);
- The student is able to describe and apply the most used valuation methods (DCF, P/E, Intrinsic Value) to value a company/investment project;
- The student is able to deliver a written report in which it defends the choices that have been made;
- The student is able to develop a positive, but critical view/attitude and act pro-active during the meetings;
- The student is able to perform a 360 and group evaluation;
- The student is able to present their research and advice in an end presentation.

LITERATURE

No required literature

EXAMINATION

Written report, presentation & assessment.

LESSON PLAN

Q3 - WEEK	CONTENT OF MEETING
1	Introduction project
2	Content and questions
3	Presentation 1: plan of approach
4	Content and questions
5	Presentation 2: business and market analysis, parts A-E
6	Content and questions
7	Presentation 3: business and market analysis, parts F-H

Q4 - WEEK	CONTENT OF MEETING
1	Historical analysis
2	Forwarded guidance & outlook
3	Valuation methodology & investment advice
4	Final report
5	Final report
6	
7	Assessments

COURSE REQUIREMENTS AND EXPECTATIONS

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