

EXAM MATRIX - ASSESSMENT BRIEFS

COMPETENCIES ICBS

Code	Modulenaam	lectures	Study & Apply	Credits	Blok	Jaar	Type tentamen	Assesments: ECTS are only awarded if a pass grade (>5,5) for each part of the assessment has been obtained	DD	BBA	BBA01	BBA02	BBA03	BBA04	BBA05	BBA06	BBA07	BBA08	concepts	
O0001	Organization Principles 1	42	56	3,5	1,0	1	written	MC and open questions (80%), Module assignment (20%)	90 min	KIT	1	1	2	4					Industry chain, DESTEP, Porter's five forces, Organogram, Porter's value chain, SWOT, Mission-Vision-Objectives-Strategy, Balance-Income-Cash Flow statements, Product lifecycle	
M0001	Marketing A 1	42	56	3,5	1,0	1	written	MC and open questions by means of defined cases (80%), Module assignment (20%)	90 min	KIT	1,2	1	2						Ansoff, Boston, Conc. str Porter, Treacy Wiersema, Adoption cure, Marketing planning process, Maslov	
B0001	Business Economics 1	42	56	3,5	1,0	1	written	open questions	90 min	KIT	5				5				Cost budgeting, Profit calculations, cost target calculations, Outcome analysis, Financial calculations including break- even analysis	
MS021	Management Skills 1	42	14	2	1,0	1	presentatie en in class assignment	in class assignments with final presentation, individual	n.v.t.	KITC	3	1		3				7	8	Vision development; Start with why, Ofman, MBTI, 360 O, StART, Reporting Technique, Presenting, Work Meeting, meeting skills
SCS01	Studie-en Career Skills 1	4	24	1	1,0	1	asessment en portfolio	portfolio assessment	20 min assessment	L	8								8	Ofman, Covey, Kolb, MBTI
M0002	Marketing A 2	42	56	3,5	2,0	1	written	MC and open questions (80%), Module assignment (20%)	90 min	KIT	1,2	1	2							Productlevenscyclus, Time to market, Break-even model, Kostprijsbepaling
H0001	HRM 1	42	56	3,5	2,0	1	written	open questions	90 min	KIT	3		2	3		5			8	KPI's, cao, Arbo wetgeving, fiscaal arbeidsrecht, juridisch arbeidsrecht, Balanced Scorecard
P0001	Projectmanagement	42	56	3,5	2,0	1	schriftelijk en mondeling	project design (team) 70% & projecttool research (30%)	in class assignment, final report	KITC	4, 6			4		6	7			GOKIT, projectfasering, Prince2, Gantt Chart, beslissingstabel, RASCI, Risico-analyse, SMART, Belbin, notulen, Plan van Aanpak
QS021	Quickscan	42	70	4	2,0	1	rapport en presentatie	organisation study report (team) 80% , presentation en defence (individually) 20 %.	assessments for the whole period & 20 min final presentation	KITOC	12345678	1	2	3	4	5	6	7	8	Apply knowledge and understanding from all modules
E0001	Economics 1	42	56	3,5	2,0	1	written	open questions	90 min	KT	5		2							competition analysis (meso), environment analysis (meso/macro)
FA021	Financial Arithmetics	42	56	3,5	3,0	1	written	open questions	90 min	KIT	5		2			5				Tijds waarde van geld (contante waarde), berekeningsmodellen
R0001	Research Methods 1	42	56	3,5	3,0	1	written	In class-assignments and final report, individual	final report, in class assignments	KITOC	1	1	2					7		Research design,
EBC01	English for Business Communication 1	42	14	2	3,0	1	written	digital assessment (80%), speaking assessment (in class) 20%	90 min	KITC	2									
SCM01	Supply Chain Management 1	42	56	3,5	3,0	1	written	MC and open questions (80%), Module assignment (20%)	90 min	KITO	4		2	4						industry chain, basic forms, product life cycle, Ansoff PM matrix, service level, logistic concept, contract of sale, control loop, DuPont, Pareto, Camp, stock turnover, Bill of Material, MRP I-II, SLP, SHA
M0003	Marketing A3	42	56	3,5	4,0	1	written	MC and open (80%), Module assignment (20%)	90 min	KIT	1,2	1	2							CRM
BL001	Business Law 1	42	56	3,5	4,0	1	written	open questions	90 min	KIT	2		2							
DWS01	Dutch Writing Skills 1	42	14	2	4,0	1	written	digital assessment	90 min	KITC	2								7	
EBC02	English for Business Communication 2	42	14	2	4,0	1	written	Speaking, Writing, Reading and Listening skills are tested during weeks 6 and 7, based on the IELTS method (50%), digital assessment (50%)	90 min	KITC	7								7	
SE021	SE Poject	60	52	4	4,0	1	real live case with defense	business canvas - presentation and defence (team)	assessments for the whole period & 20 min final pitch	KITOC	12345678	1	2	3	4	5	6	7	8	aplying Business model Canvas
SCS02	Studie-en Career Skills 2	4	24	1	4,0	1	asessment en portfolio	portfolio assessment	30 min assessment	L	8								8	Ofman, Covey, Kolb, MBTI, RET,
PROPEDEUSE				60	4,5															
B0002	Business Economics 2	42	56	3,5	5,0	2	written	open questions	90 min	KIT	5				5					Financieringsplan, Investeringsplan, Interne en externe jaarrekening/IFRS, Kengetallen, compensabel verlies
M0004	Marketing B 1	42	56	3,5	5,0	2	written	open exam with case studies	120 min	KITO	1,2	1	2		5					value chain, Red & Blue ocean, Porter's five forces model, competition behaviour and approach, culture dimensions, DuPont plan for ratio analysis
DWS02	Dutch Writing Skills 2	42	14	2	5,0	2	written	in class assignment with portfolio	90 min	KITC	3								7	
O0002	Organization Principles 2	42	56	3,5	5,0	2	written	open questions (50%), module assignment (50%)	90 min	KIT	1,4,2	1	2							Scientific mgt, human relations, revisionism, Mintzberg, Peters, Collins, Herzberg, DESTEP, strategic mgt cycle, BCG matrix, Porter 5 forces, Ansoff PM matrix, Porter competition strategies, leadership styles, XY theory, Blake and Mouton, Reddin, Hersey and Blanchard, decision making processes both rational and irrational, balanced scorecard, line-staff organisations, matrix organisations, Handy, Sanders and Neuijen, Hostede, Scott, Greinder, Deming, 7-s model, confrontation matrix

BA001	Business Accountancy	18	80	3,5	7,5	2	written	open questions(cijfer) 50%, case (failed-pased) 50%	90 min	KIT	4,5				4	5			Administratieve processen, administratieve organisatie	
QM001	Quality Management	42	56	3,5	7,0	2	written	Open questions (50%), module assignment (50%)	90 min	KITO	2,4, 6		2		4		6		process description, step-by-step description, procedure (stream) plan, table diagram, status code table, hierarchical procedure plan, main procedure plan for administrative organisations, swimlane diagram, ISO, KPI, Deming, Juran, Crosby, Quality maturity grid, Feigenbaum, Imai, Taguchi, AQL, Ishikawa, cause-relationship diagram, Pareto, INK EFQM, Balanced scorecard, TOC, Lean, SCOR, six sigma, SERVQUAL, Customer service assessment scale	
MS022	Management Skills 2	42	14	2	7,0	2	assessment en presentation	in class assignments: individual presentations/roleplay	n.v.t.	KITOC	3			3				7	8	Covey, Roos van leary, Schutz von Thun, STAR, BRUG, NLP
MR001	Market Research	42	56	3,5	5,5	2	written	open questions	120 min	KITOC	1,2	1			4				Data collection and Data analysis	
EBC03	English for Business Communication 3	42	14	2	6,0	2	written	open questions (60%) & assignment (40%) in clas	90 min	KTIC	3							7		
BL002	Business Law 2	42	56	3,5	6,0	2	written	open questions	90 min	KITO	5	1								
IS001	Internship 1	30	404	15,5	6,0	2	in company internship	research design with reflection 75% , research results, advice & in company presentation 25%	n.v.t.	KITOC	1,2,3,4,5,6,7,8	1	2	3	4	5	6	7	8	Toepassing van geleerde modellen
SS021	Sales Skills	42	14	2	8,0	2	written en oral	sales pitch (b2b, b2c) (50%) and sales plan (50%)	n.v.t.	KITOC	3,7		2	3			6	7		Effective sales conversations, BRUG Model, CSP for needs polling, handling resistance, presenting convincingly.
E0002	Economics 2	42	56	3,5	8,0	2	written & presentation	open questions (100%) mark, case-presentation (pased)	90 min	KITO	5		2			5				Environment analysis (international)
SCS03	Studie-en career skills 3	2	40	1,5	8,0	2	assessment en portfolio	portfolio assessment	30 min assessment	L	8								8	Ofman, Covey, Kolb, MBTI, RET, STAR, SWOT
H0002	HRM 2 / Human Behavior	42	56	3,5	8,0	2	written	open questions (80%), case (20%)	90 min	KIT	3, 6		2	3			6			Behaviour, motivation, Maslow, Herzberg, De Caluwé, 7S model McKinsey
SCM02	Supply Chain Management 2	42	56	3,5	8,0	2	written	open questions (50%), module assignment (50%)	90 min	KITO	4	1	2		4					Kraljic, Porter 5 krachten, TCO, PvE, contractmgt, MSU model, v Weele, prestatiemeting, KPI, Deming, INK, Kaizen, Lean, Agile, Six Sigma, TOC, ISO, basismodel info verwerking, gegevensnormalisatie, SPIN model, ADOF model
	Niveau AD			60	8,5															
S0001	Strategic Management	42	70	4	9,0	3	written and oral	group report and presentation with individual defense, 50%-50%	individual defence 20 min	KITO	1,2,4,6	1	2	3	4	5	6			Ansoff, Boston Consultancy matrix , Porter, Portfolio management, Cultuurdimensies (bijv. Hofstede, Handy), Break even model, Budgetmodellen, Kotter -change mgt. modellen Zeven-S model van McKinsey Mintzberg configuratiemodellen
M0005	Marketing B 2 (Nieuwe principes van Marketing)	42	56	3,5	9,0	3	written and oral	group report and presentation with individual defense, 50%-50%	individual defence 20 min	KITO	1	1	2			5	6			imagineering, Portfolio management,Zeven-S model van McKinsey , MABA
F0001	Financial Management	42	56	3,5	9,0	3	written	open questions (80%), module assignment (20%)	90 min	KITO	5		2			5				Financial planning, Risk analysis, Valuation (regarding merges and takeovers)
SC001	Study Company Opstart	25	31	2	9,0	3	assessment-pitch	Business model with pitch (team)	teampitch 20 min	KITOC	12345678	1	2	3	4	5	6	7	8	
C0001	Change Management	42	56	3,5	9,0	3	written	open questions	90 min	KITO	6	1		3			6			Harrison, Quinn en Cameron, de Caluwe, Tracy en Wiersma, Mintzberg, McKinsey, Porter, Ansoff, Hersey en Blanchard, Hamel en Prahalad, Balanced Scordecard, INK model
IB001	Business Succession	42	56	3,5	11,0	3	written and oral	BSP (Business Succession Plan), presentation(team) and defense indivually	assessments for the whole period & 30 min. final pitch	KITOC	1,2,3,6	1	2							BOP
IP001	Investmentplan	42	42	3	10,0	3	written and oral	in class assignment (competition game, 2-teams) & defense (individually)	assessments for the whole period & 30 min final pitch	KITO	2,5	1	2			5		7		Application of known investment and calculation models
M0006	Marketing B 3 (incl SMP)	42	56	3,5	10,0	3	written	Individual assignment: Strategic Marketing Plan	n.v.t.	KITOC	1,2	1	2				6			DESTEP, PORTER, Tracy and Wiersma, SWOT, Blue & red Ocean, Ansoff, Kotter, Kim and Mouborgne, Johnson and Scholes, Bouwman
SCS04	Studie-en career skills 4	2	26	1	10,0	3	assessment en portfolio	entrepreneur assessment	30 min assessment	L									8	Entrepreneurship, zelfevaluating, teambuilding
CSR01	Corporate & Social Responsibility	42	98	5	10,0	3	written	open questions 80% and in class assignment (20%) (individual)	120 min	KITOC	1,2	1	2							Economic footprint, growth models, Triple P
MS003	Management Skills 3	42	14	2	11,0	3	oral & written	in class assignment (f.e. rolplay) & portfolio	in class	KITOC	3,7			3				7	8	Harvard negotiating, Dilemma clinic (Nijenrode-method), MBTI, leadership
DT001	Digital Transformation & Business Development	42	56	3,5	10,0	3	written-oral	in class assignments: study design (team) & individual defense	90 min	KITOC	4				4		6			Keen model, ERP, Balanced scorecard, Application of known models
H0003	HRM 3 Strategic HRM	42	56	3,5	11,0	3	written	open questions (80%), module assignment (20%)	90 min	KITO	3			3	4		6			Kotter, STAR, competencie management, knowledgemanagement, De Caluwé,

RM002	Research Methods 2	42	56	3,5	11,0	3	written	research (design) report analyses	n.v.t.	KITOC	2	1	2						Apply methods and systems	
SCS05	Study- en Career Skills 5	2	26	1	12,0	3	written	assessment - reflection report	30 min assessment	L								8	Selfevaluation and teamevaluation	
DWS03	Dutch Writing Skills 3	42	14	2	12,0	3	written	open questions-essay	180 min	KITC	3							7	n.v.t.	
SC0022	Study Company-uitvoering	42	294	12	12,0	3	real live project with portfolio-analyses	project with portfolio (team) and reflection (individual)	assessments for the whole period of the project.	KITOC	1,2,3,4,5,6,7,8	1	2	3	4	5	6	7	8	
	JAAR 3			60	12,5															
MA001	Mergers en Acquisitions	35	105	5	13,0	4	written and oral	sub-assignments and final report (in 2-teams)with individual defence	45 min presentation & defence	KITO	2,4,5,7	1	2				5		Application of all analysis instruments, including valuation system	
CG001	Corporate Governance	35	63	3,5	13,0	4	written	open questions	150 min	KITO	1,2,5,6	1	2		4	5			Act on Management and Supervision and the Act on Corporate Governance, integrated reporting and governance in the SME. Stewardship Code and the COSO framework.Sarbanes-Oxley	
I002	Innovation Management	35	63	3,5	13,0	4	written and oral	open questions 80% and in presentation with defence (20%) (individual)	90 min	KITO	1,3	1	2						Cultuurmodellen Hofstede, Trompenaar	
SCS26	Study- en Careerskills 6	4	38	2	13,0	4	written	graduation plan	n.v.t.	L								8		
MS004	Management Skills 4	35	21	2	13,0	4	div. assessments	in class assessments & portfolio	n.v.t.	C	3,7			3				7	8	Leadership, teamcoaching , efficiency (Belbin, Lencioni), conflict management
I0021	International Management	35	63	5	14,0	4	written and oral	open questions 80% and in presentation with defence (20%) (individual)	120 min	KITO	1,2	1	2	3	4	5	6		Relation modelling Huizingh, Value Chain Tracy & Wiersema ,Inovationradar, client vaule Chain	
RMM21	Risk Management	35	63	5	14,0	4	written and oral	open exam en oral defence in relation to cases(50% - 50%)	120 min	KITO	1,4,5,6	1	2	3	4	5	6		Risk analysis, cost-benefit analysis, static and dynamic risk model	
DWS04	Dutch Writing Skills 4	35	21	2	14,0	4	written	open questions	180 minuten	KITC	3							7		
EBC04	English for Business Communication 4	35	21	2	14,0	4	graduation internship	In class assignments: written 40 %, oral 20% management presentation 40%	90 minuten	C	3							7		
GI021	Graduation Internship	40	898	30	15,0	4	graduation internship	final assessment, research report, defence	final assessment 45 min	KITOC	12345678	1	2	3	4	5	6	7	8	Applying al models and methodsfor Research and graduation thesis