



SUMMER COURSE

DOING BUSINESS IN EUROPE

Arnhem Business School
The Netherlands



Syllabus; Summer Course ***Doing Business in Europe*** 2011
Arnhem Business School
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Course Summary:

The course consists of three main parts which are assessed and graded separately. In order to pass the total course, students need to pass all three parts with a minimum of 5,5 Dutch grade (1-10 scale):

1. 9 different subjects/classes are assessed in a multiple choice exam;
 - Dutch Culture, History and Society
 - Dutch Economy
 - European Economy
 - Supply Chain Management
 - Business Processes
 - European Marketing
 - Contract Law in Europe
 - Consumer Behaviour in Europe
 - European Business Culture
- Company Case
- Business Management Game
2. a company case consisting of a company visit, group research, consultation hours and an oral group presentation (powerpoint) in the field of marketing, finance, export.
3. active participation in the Business Management Game which runs over four days. Students work in small groups on various assignments both formal and informal and make executive decisions based on information gathered.

The total amount of contact hours in this programme (lessons, exam, excursions to Burgers Zoo, museums in Amsterdam and company visits) is 75. Students need to spend an additional 25 hours on homework, preparation and self study.

Module title: Dealing with the Dutch. Understanding the Dutch in general and in business

Prerequisite: an open mind

Primary learning objectives:

1. Achieve basis knowledge about Dutch culture and history;
2. Achieve socio-economic background information;
3. Achieve awareness about Dutch mentality;
4. Achieve information about Dutch management & communication style;
5. Achieve information about dress code, (meeting) etiquette and protocol.

Content:

These two seminars combined are intended to give the students an introduction to various specific aspects of the Dutch culture and history. This will enhance their understanding of Dutch society as a whole but it will also provide a historical, cultural and socio-economic background necessary for a better understanding of the nature and content of the business related seminars that follow. The seminars will cover the following (and additional) topics:

Topics:

- Dutch history & crucial historic events
- Dutch mentality
- Images
- the Royal family
- the famous 'polder model'- consensus policies
- doing business with the Dutch – including do's and don'ts

Teaching method/material:

lectures, video and film, group discussions, in-class assignments, small presentations, newspaper articles

Assessment: written exam

Module title: Dutch Economy

Primary learning Objectives:

The workings and achievements of the Dutch economy, explained by macro economical statistics and the Dutch socio-economical structure.

Content:

In a bird's eye view; the Dutch Economy; based on statistical data, the macroeconomic structure of the Dutch Economy is studied during this seminar together with some socioeconomic topics such as the Polder model or third way.

Topics:

- Key macroeconomic data of the Netherlands
- GDP, GDP structure
- Employment/unemployment
- CPI & Interest rates
- Balance of Payments
- Government budget
- Monetary (DNB & ECB) & Fiscal Policy
- Polder model; Government, Trade Unions and Trade and Industry

Teaching method/material: Lecture, hand-out with statistical data

Assessment: written exam

Module title: European Economy

Primary learning Objective:

Study of the strengths and weaknesses of the economies of the different EU-countries, put in a global perspective

Content:

In a bird's eye view: The EU Economy. Based on statistical data the macroeconomic structure of the EU economy will be studied during this lecture along with other economic issues.

Topics:

- Key macroeconomic data of the EU
 - GDP, GDP structure
 - Employment / Unemployment
 - CPI & Interest rates
 - Balance of Payments
 - Government budget
 - Monetary (ECB) & Fiscal Policies
- Economic issues:
 - Regional differences in economic development
 - Common Agricultural Policy (CAP)
 - Competition Policy

Teaching method/material: Lecture, hand-out with statistical data of the EU and ECB

Assessment: written exam

Module title: Supply Chain Management

Objective and content:

Supply Chain Management (SCM) as a concept is very important for companies operating in a global environment. SCM links marketing with production and procurement (Porter's value chain); and links the company in a chain of suppliers / sub-contractors. SCM maps the above mentioned parts of the chain in such a way, that the company performs effectively and efficiently in the global environment.

Topics:

- new trends in logistics
- international pipelines
- international trade, marketing and distribution
- the importance of having a well-organised "back-end" within the company
- how to manage the demands, put forward for the development of a customer oriented organisation
- process perspectives
- SCM-strategy and its implication on the business processes

Teaching method: Lecture & seminar

Assessment: written exam

Module title: Business Processes

Primary learning objective:

Study various aspects of the designing and improvement of business processes.

Content:

Improving efficiency in manufacturing processes; designing and improving service processes; (re)designing organisations for improved process performance.

Topics:

- Lean manufacturing
- Flow-oriented organisation
- Administrative logistics (service processes)

Teaching methods / material: simulation game, lecture, handouts.

Assessment: written exam

Module title: European Marketing

Objective and Content:

During this seminar, International Marketing is displayed as a simple, yet very powerful, decision oriented business approach, which combines both the strategic as well as the operational level of international business. After the short introduction of the theoretical toolbox, the application of this toolbox will be dealt with through interactive casework based on the company assignment.

Topics:

- Concept of International marketing (toolbox)
- International Marketing in the European context
- Is there one European market? Yes / No
- Case studies based on the company assignment

Teaching Method: Lecture & seminar

Assessment: written exam

Seminar title: Contract Law in Europe

Pre-requisites:

There are no requirements.

Objectives and content:

The aim of this course is to introduce students to the basic aspects of international contract law on the one hand, and the legal aspects of doing business in Europe on the other.

The lectures will be focused on the contract provisions of an international sales contract. Some examples of international sales contracts and the general conditions will be discussed in class.

Other important aspects are the Incoterms 2000, the different payment options that may be negotiated, and the form of dispute resolution in and out of Europe. The European Union legislation on the topic will be explained as well.

At the end of the course you will be able to successfully negotiate an international sales contract yourself.

Primary learning objectives:

Students will learn about the legal aspects of international contract law. They will study topics like contract drafting, general terms and conditions, INCO-terms, international payment methods and specific European legislation concerning business activity in Europe. The European law is concerned with the free movement principle, import duties and economic integration.

Topics:

- The different families of private law around the world
- The most important conditions of an international sales contract
- The UN Convention on the international Sale of Goods
- Incoterms 2000
- International payment conditions
- (Alternative) dispute resolution: litigation versus arbitration
- EU-law on international contracts

Teaching methods:

In this course you will be acquainted with the most important legal aspects of the international sales by examples and cases out of the international trade. During the 2 day course you will be taught about the conditions of an international sales contract, after which you will be to negotiate and conclude an international sales contract in pairs.

Assessment: written exam

Module title: Consumer Behaviour in Europe

Prerequisite: basic understanding of marketing principles

Primary Learning Objectives:

Consumers in different countries in Europe behave in different ways. To be able to develop an effective marketing and promotional strategy it's important to learn how to distinguish between different national characteristics. Buying behaviour and the sensitivity to commercials are dependent on historical and cultural background. In addition to the general Kotler theory on consumer marketing the lecturer will explain the results of scientific experiments on advertising appeals. The student is asked then to browse on Internet for national characteristics and adapt an existing commercial or advertorial to a specific European country.

Content:

1. After an introduction on 'Consumer buying behaviour' according to Kotler's *principles of Marketing*, video examples of commercials will illustrate how consumers from different cultures yield to different advertising appeals.
2. Advertising in masculine and feminine cultures: should the advertising appeal be adapted? Results of a scientific experiment among Dutch, German and English participants, conducted by the University of Nijmegen. According to articles of Schwartz in the *Journal of social issues* cultural differences between European countries are relatively unimportant.
3. Presentation of ideas for new or adapted commercials or advertisements.

Assessment: written exam

Module title: European Business Culture

Pre-requisites:

Curiosity about other business people, their habits and values

Primary learning Objectives:

- Students understand Hofstede's and Trompenaars' Dimensions model of national cultures and know how to apply them to cross-cultural encounters
- Students have made an analysis of their own cultural competences, by using Rosinski's Cultural Orientation Framework
- Students understand how diversity influences business communication processes, like first encounters, communication, meetings, negotiation and feedback.

Content:

During this lecture we will discuss the role of cultural differences in individual business contacts. We will show the practical value of theoretical models of Dutch scholars such as Hofstede, Trompenaars, who made an important contribution to cross cultural management or even invented it! You will apply these models in a business case.

You will also assess yourself by using the Cultural Orientation Framework of Philippe Rosinski to see where your strengths and pitfalls lie in European cross-cultural business and how to improve them.

Topics:

- Double perspective, stereotyping and the core qualities model
- Models of national and business cultures
- Application of these models in video case (business travel / expat manager) and in marketing issues (product positioning, "global" commercials)

Teaching methods: Interactive lecture and video case

Assessment: written exam

Module title: Company case

Objectives and content

Students will work together in groups on a specific company case. The Dutch flower auction in Aalsmeer **Flora Holland** provides our case. Gathering relevant data, doing research, proposing a particular strategy and coming up with solutions for real life business issues all come together in the final assignment.

Teaching method/material

Company visit, company data and consultancy workshop on topics such as Marketing, Sales, Distribution, Logistics, Finance, Cost Prices, Forecasting etc.

Assessment: group assignment, presentations and oral defence

Module title: Business Management Game

Prerequisites Basics of marketing, accounting and finance

Objectives and content; Running a company by making strategic and tactical decisions, experiencing the reality of management, management training, that is what this simulation is about. Management Games are played within the framework of business economics. Economics is a complex collection of interrelated factors, of which only the most essential elements can be embraced in a management game.

You will play this game according to rules representing the economic laws to which many international companies are subject. The course provides insight into financial and economic aspects, into interaction of business sections and it develops teamwork and presentation skills.

The participants of the management simulation deal with a variety of products and markets. It is important to know what the market position of a product is, how quickly the market reacts to price changes, promotion and advertising, the market's expectations, the cost price, etc. Each company may have research or studies carried out and the results can be used for the new decisions of the company.

Ultimately, the most important dividends this management simulation will pay its participants are:

- Insight into the financial and economic aspects of a business
- A sound understanding of the interaction of business
- Awareness of the need for policy planning and adjustment
- The ability to work as a team member; which type of team player are you?

Topics:

- the company/business model;
- interpretation management information
- decisions concerning procurement; production; marketing and personnel;
- decisions concerning finance; how to make a liquidity survey;
- financial ratios
- report writing; presenting results in the newspaper
- creating and presenting a commercial

Learning methods; Workshop; during a period of four days students will participate in this simulation. A management team should at least consist of: general manager, marketing manager, logistics manager and a financial manager.

Ranking; The results of the companies will be ranked on the basis of a number of criteria, which include profits, market shares, valuation of the company's continuity and paid dividends.

Assessment:

Final ranking of your team 60 % weighting factor
Assignments during the game 40 % weighting factor

The final peer assessment will determine your individual score.

Please note that the content of these course descriptions could be subject to change.