

ZEUGNIS

Frau Eva Maria Wummel, geboren am 13.08.1994, trat am 01.10.2017 als Research Consultant in unser Unternehmen, Pacific International Recruitment, im Hauptsitz London, ein. Aufgrund ihres besonderen Engagements konnte sie am 01.03.2018 zum Account Manager EMEA befördert werden. In der Zeit vom 01.07.2018 bis zum 30.03.2019 war sie als Account Manager EMEA an unserem Standort in Düsseldorf beschäftigt.

Pacific International Recruitment GmbH ist eine Personalberatung mit einem globalen Netzwerk in über 26 Ländern. Seit 20 Jahren betreiben wir einen Premium Beratungsservice für eine erfolgreiche Vermittlung von Fach- und Führungskräften. Die Betreuung unserer Kunden erfolgt über unseren Hauptsitz in London, sowie unseren Niederlassungen in Philadelphia, Melbourne und Düsseldorf.

Frau Wummels war im Rahmen ihrer Tätigkeit mit folgenden Aufgaben betraut:

- Aufbau eines professionellen Kandidatennetzwerks durch aktives Sourcing und Direktansprache
- Führen von Vorgesprächen, Telefon- und Videointerviews
- Professionelle Betreuung von Kunden und Bewerbern
- Erstellung und Vermarktung von Stellenausschreibungen
- Organisation von Vorstellungsgesprächen
- Operative Betreuung der sozialen Netzwerke (LinkedIn, Xing, Twitter)
- Stärkung der Marke Pacific durch aktives Vernetzen, teilen von relevanten Berichten und von Jobpositionen
- Bewertung anstehender Markttrends und Erstellung von betriebswirtschaftlichen Auswertungen, Berichten und Statistiken
- Mitwirkung in Projekten zur Prozessoptimierung innerhalb des Unternehmens
- Einarbeitung und Training neuer Mitarbeiter
- Aufbau des Standortes Düsseldorf

Frau Wummel arbeitete in ihrer Zeit bei Pacific International Recruitment im höchsten Maße zuverlässig und stets genau und war auch erhöhtem Arbeitsanfall jederzeit gewachsen. Sie zeigte außerdem stets Eigeninitiative und überzeugte durch ihre sehr große Leistungsbereitschaft. Aufgetragene Arbeiten hat sie immer zu unserer vollsten Zufriedenheit erledigt.



Sie verfügt über umfassende Fachkenntnisse und ist in der Lage, auch schwierige Situationen sofort zutreffend zu erfassen und schnell richtige Lösungen zu finden. Besonders hervorzuheben ist ihre Urteilsfähigkeit, die sie insbesondere im Kundenumgang zu einem eigenständigen, abgewogenen und zutreffenden Urteil befähigt.

Das persönliche Verhalten von Frau Wummel war stets sehr vorbildlich. Bei Vorgesetzten, Kollegen und Kunden ist sie sehr geschätzt.

Frau Wummel scheidet aus eigenem Wunsch aus unserem Unternehmen. Wir bedauern diese Entscheidung außerordentlich, da wir eine wertvolle Mitarbeiterin verlieren.

Wir danken ihr für ihre stets sehr erfolgreiche und hervorragende Zusammenarbeit und wünschen ihr weiterhin viel Erfolg und persönlich alles Gute.

Düsseldorf, den 18.03.19

Umair Safdar

Geschäftsführer – Managing Director

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Praktikumszeugnis

Qualität, Innovation, Nachhaltigkeit und starke Marken – das macht Royal FrieslandCampina als eines der weltweit größten Molkereiunternehmen aus. Mit mehr als 24.000 Mitarbeitern sind wir in über 100 Ländern mit einem vielfältigen Sortiment vertreten. Für die Verbraucher in Deutschland stellt FrieslandCampina Germany mit mehr als 1.200 Beschäftigten an vier Standorten hochwertige und leckere Milchprodukte her, vor allem unter den Marken Landliebe und Tuffi.

Frau Eva Wummel war vom 15.07.2019 bis zum 17.01.2020 in der Abteilung Vertrieb Schulmilch als Praktikantin in unserem Unternehmen tätig.

Ihre Aufgaben umfassten im Wesentlichen:

- Unterstützung bei der Weiterentwicklung der Marketingstrategie für den Bereich Schulmilch, durch Markt- und Wettbewerbsanalysen
- Erarbeitung von Kundenanalysen und Recherche zu Kundenprofil und Kaufmotivation
- Erstellung eines Argumentationsleitfadens und Entwicklung, sowie Durchführung eines Verkaufsworkshops für den Schulmilchaußendienst zur Unterstützung bei der Akquise
- Planung, Durchführung und Auswertung eines erstmaligen Testverkaufs der Schulmilch-Produkte in einem neuen Vertriebskanal
- Erstellung von Analysen zur Forecast-Optimierung
- Recherche und Aufbereitung rechtlicher und steuerlicher Themen, mit Absprache der jeweiligen Fachabteilungen, zur externen Kommunikation und Unterstützung des Außendienstes
- Planung und Moderation der halbjährlichen Schulmilchtagung

In jedem Praktikumsabschnitt erwarb Frau Wummel stets in beeindruckend kurzer Zeit ausgezeichnete Fachkenntnisse und konnte diese immer mit sehr gutem Erfolg in die tägliche Arbeit einbringen und umsetzen. Sie hat eine gute Auffassungsgabe, die es ihr jederzeit ermöglichte, auch sehr komplexe Praktikumsinhalte innerhalb kurzer Zeit gut zu erfassen. Frau Wummel zeigte jederzeit hohe Eigeninitiative und identifizierte sich immer voll mit ihren Aufgaben und unserem Unternehmen, wobei sie auch durch ihre sehr große Einsatzfreude überzeugte.

Die gesamte Praktikumszeit war besonders geprägt von ihrer ausgezeichneten Lernbereitschaft. Auch in Situationen mit großem Arbeitsaufkommen erwies sie sich immer als in hohem Maße belastbar.

Wegen ihrer stets sehr umsichtigen und jederzeit in besonders hohem Maße verantwortungsbewussten Arbeitsweise war sie von uns immer besonders geschätzt.

Frau Wummel war in ganz besonders hohem Maße zuverlässig. Für alle auftretenden Probleme fand sie ausnahmslos gute Lösungen. Die während des Praktikums gezeigten Leistungen von Frau Wummel haben jederzeit und in jeder Hinsicht unsere vollste Anerkennung gefunden. Sie wurde wegen ihres stets freundlichen und ausgeglichenen Wesens allseits sehr geschätzt. Sie war immer hilfsbereit, zuvorkommend und stellte, falls erforderlich, auch persönliche Interessen zurück.

Ihr Verhalten zu Vorgesetzten, Ausbildern, Kollegen sowie Kunden war ausnahmslos vorbildlich und loyal. Gegenüber den anderen Praktikanten verhielt sie sich jederzeit kameradschaftlich und hilfsbereit.

Frau Wummel verlässt uns nach Ende ihres Praktikums zum 17.01.2020. Wir bedanken uns bei ihr für die sehr gute und angenehme Mit- und Zusammenarbeit.

Wir freuen uns, wenn das Praktikum sie in ihrem Berufswunsch bestärkt und für die Zukunft motiviert hat, da wir sie für den gewählten Beruf in hohem Maße für geeignet halten. Für die Zukunft wünschen wir Frau Wummel beruflich und privat weiterhin viel Erfolg und alles Gute.

Heilbronn, 17.01.2020
FrieslandCampina Germany GmbH



Christina Linkens
Head of School Milk



Rebecca Heiduk
HR Administrator

ZEUGNIS

Frau Eva Maria Wummel, geboren am 13. August 1994 in Erkelenz, war in der Zeit vom 01. Februar 2017 bis zum 31. Juli 2017 als Praktikantin in unserer Abteilung Marketing, Produktmarketing Wartung, Verschleiß, Räder & Reifen, beschäftigt. Die Sodicam Vertriebs GmbH ist als 100%-ige Tochtergesellschaft der Renault Deutschland AG spezialisiert auf den Vertrieb von Teilen und Zubehör für Renault und Dacia PKW und leichte Nutzfahrzeuge.

Die Hauptaufgaben von Frau Wummel waren:

- Umsatz-Analysen des Verkaufs der Produktgruppen Wartung, Verschleiß und Räder/ Reifen an die Vertragshändler (Sell-In) und des Abverkaufs an Endkunden (Sell-Out)
- Erstellung von Preisstudien und Wettbewerbsanalysen
- Mitarbeit bei der Vorbereitung von Verkaufsaktionen
- Erstellung von regelmäßigen Auswertungen zu segmentspezifischen Verkaufsaktionen und Zielerreichungen
- Kreative Mitarbeit bei der Erstellung von Werbemitteln für Händler und Endkunden
- Mitarbeit bei der Vorbereitung der Einführung neuer Produktlinien mit der Einführung neuer Modelle Renault und Dacia
- Pflege der Abteilungskonten, Kunden- und Produktdatenbanken
- Pflege der Systemprogramme und Online-Bestell- und Informationsportale
- Abwicklung der kaufmännischen Mittel sowie Erstellung einer Wirtschaftlichkeitsanalyse
- Bearbeitung von Rechnungen und Gutschriften in Abstimmung mit den zuständigen Fachabteilungen
- Abwicklung von Reklamationen zwischen Händlern und Herstellern
- Betreuung des Außendienstes zu den Themen Produktinformationen und Aktionsauswertungen
- Enge Abstimmung von Bestellungen, Terminen und Prozessen mit Lieferanten, Vertragshändlern und Dienstleistern

Frau Wummel hat während ihres Praktikums umfassende Fachkenntnisse erworben, welche sie erfolgreich in ihre tägliche Arbeit einbringen konnte. Durch ihre gute Auffassungsgabe konnte sie sich jederzeit schnell in neue Sachverhalte einarbeiten.

Während Ihres Praktikums verfasste Frau Wummel Ihre Bachelorarbeit mit dem Titel „Performance strategy winter complete wheels – A marketing approach for Sodicam Vertriebs mbH“.

Sie zeigte stets ein hohes Maß an Einsatzbereitschaft und Eigeninitiative und war auch in Situationen mit hohem Arbeitsaufkommen sehr belastbar. Aufgrund der Vielzahl an unterschiedlichen Aufgaben war Frau Wummel eine wertvolle Unterstützung für unser Team.

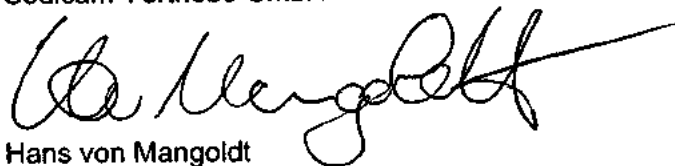
- 2 -

Frau Wummel erledigte ihre Aufgaben zügig, sorgfältig und zuverlässig, sowie stets zu unserer vollen Zufriedenheit. Ihr persönliches Verhalten gegenüber Vorgesetzten und Mitarbeitern war zu jeder Zeit einwandfrei.

Wir bedanken uns bei Frau Wummel für ihr Engagement und die gute Zusammenarbeit und wünschen ihr für ihre berufliche und private Zukunft alles Gute und viel Erfolg.

Brühl, 11.08.2017

Sodicam Vertriebs GmbH



Hans von Mangoldt
Geschäftsführer



The Examination Board, established for International Business and Management Studies of the Fontys International Business School, part of Fontys University of Applied Sciences, certifies that

Eva Maria Wummel

born on 13 August 1994 in Erkelenz, Germany

successfully completed the exams of the Bachelor's Degree programme

International Business and Management Studies

(registered name: International Business and Management Studies)

in the year 2017.

The graduate is authorised to use the degree Bachelor of Business Administration.

The examination, which covered the subjects as mentioned overleaf, was conducted in virtue of the Education and Examination Regulation as laid down by the Governing Board in accordance with the requirements as decreed in the Higher Education and Research Act (WHW, Stb. 593, 1992).

Date of the latest accreditation report of the programme concerned: June, 2014.

The programme is registered in the Central Register of Higher Education Study Programmes with number: 34936.

VENLO, 23 June 2017

The Examination Board:

Chair:
M.M.H. Simonis LL.M.

Secretary:
Ir. J.H.M. Keulers

The candidate:

2221494-2017-7-004229

The certificate concerning

Eva Maria Wummel

who successfully completed the exams of the Bachelor's Degree programme
International Business and Management Studies, applied to the following
units of study:

Major : International Business and Management Studies
Minor : Studying Abroad

Units of Study:

International Marketing
Project: International Outlook
Quality Management
International Law
Project: Business Research
Business English
Foreign Language Dutch or Spanish
Mini Company
International Finance and Accounting
Project: Financial Analysis
Sustainable Innovation
Economics
Management and Leadership
Study Career Management
Work Placement
Leading Change
Project: E- Marketing
Management and Control
Human Resource Management
Supply Chain Management
Advanced Research Methodology
Elective
Organizational Activities
Graduation Assignment

2221494-2017-7-004229

De volgende elementen kenmerken de echtheid van dit document:

1. De microtekst in de vin aan de onderzijde van het document. Als u dit vlak 10 keer of meer vergroot wordt de tekst leesbaar.
2. Een zilverfoliestrip rechts op het document. In de zilverfolie is het monogram van Fontys Hogescholen (de letter 'F' met Fontysvis) uitgespaard.
3. Een uniek nummer links naast het monogram, tevens uitgevoerd in laserperforatie. Bij twijfel over de echtheid van het document kunt u bij Fontys Hogescholen verifiëren of de naam en het nummer corresponderen.
4. In het papier zit een wereldwijd beschermd watermerk.

This Diploma Supplement follows the model developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

1. Information identifying the holder of the qualification

- 1.1 Given name(s) and Family name** : Eva Maria Wummel
1.2 Date of birth : 13 August 1994
1.3 Place of birth : Erkelenz, Germany
1.4 Student identification number / code : 2221494

2. Information identifying the qualification

2.1 Name of the qualification:

Getuigschrift Hoger Beroepsonderwijs (Degree Certificate of Higher Professional Education);
 Degree: Bachelor of Business Administration;
 Nationally accepted title: Baccalaureus (bc)

2.2 Main field of study:

International Business and Management Studies (International Business and Management Studies), registered in the "Centraal register opleidingen hoger onderwijs" (CROHO) Central Register of Higher Education Study Programmes; Registration No. 34936.

2.3 Name and status of awarding institution:

Fontys Hogescholen; public University of Applied Sciences, state recognized institution, falling within the scope of the Higher Education and Research Act (WHW Stb. 593, 1992 and subsequent amendments and supplements)

2.4 Name and status of institution:

Fontys Hogescholen; public University of Applied Sciences, state recognized institution, falling within the scope of the Higher Education and Research Act (WHW Stb. 593, 1992 and subsequent amendments and supplements)

2.5 Language of instruction:

English

3. Information on the level of the qualification

3.1 Level of qualification:

Bachelor's Degree; University of Applied Sciences; First cycle National Qualifications Framework for Higher Education; Level 6 EQF for LLL.

3.2 Official length of programme:

4 years; study load in ECTS-credits: 240

3.3 Access requirement(s):

For Dutch students: VWO, HAVO or MBO. Prospective students with a foundation year degree or an institute of higher education degree may also enrol at the hogeschool.

For German Students: Fachhochschulreife (or equivalent).

For students of other nationalities: senior high school diploma/GCE or equivalent. Foreign certificates have to be validated. See "Requirements for Admission to Higher Education" of "The Education System in the Netherlands". In order to be able to follow the Dutch study programme successfully, prospective students with a certificate issued outside the Netherlands, must demonstrate, that their command of the Dutch language should be at 'Staatsexamen NT2-level (Dutch as second language, programme II, higher education). For the English study programme (IBMS) the command of the English language should be at Proficiency level [e.g. TOEFL 550 or IELTS 6.0].

4. Information on the contents and results gained

4.1 Mode of study:

Full-time, including work placements

4.2 Programme requirements:

An IBMS-graduate is able to execute or direct different integrated international business operations in the fields of international marketing, finance and management. He himself fulfils these tasks at operational level and is able to direct the tasks at middle management or tactical level. At strategic level he is able to use his visionary and entrepreneurial abilities to contribute to the development of the corporate strategy, taking into account the goals and constraints of the organisation and with respect for the ethical and moral codes of his profession. Performing these tasks in an international setting, the IBMS-graduate is truly aware of the changing international business environment and he has an excellent command of intercultural communication abilities.

The main instrument for assessing a student's progress is the 'tentamen'. This is a written or oral test in one subject. 'Tentamens' are taken at various times throughout the degree programme. A cluster of exams is related to a certain competence. Throughout the degree programme student performance in presentations, reports and during the traineeship / internship is continually assessed. As a part of the graduation requirements of programmes, the report from the traineeship / internship and the graduation project of the main subject must be approved. On top of the major of 210 credits the student has completed one minor of 30 credits. The minor enables the student to either deepen or broaden his competencies within his professional context.

4.3 Programme details:

Study completely in English.

The first year of every programme is referred to as the 'propedeuse', which serves as a foundation, orientation and selection phase. In addition to lectures, seminars, and independent study, students are required to complete an internship or work placement (stage) which takes up part of the third year of study, as well as a final project or a thesis, in the fourth year (see transcript of credits).

4.4 Grading scheme:

Grading system in the Netherlands

Dutch grades range from 1 (very poor) to 10 (outstanding); a 6 is a pass. It should be noted that 9s and 10s are rarely given. On final lists, grades are normally rounded off (above 0.5 is rounded up and below 0.5 is rounded down, thus a 5.5 equals a 6 equals a pass, whereas a 5.4 equals a fail.) However, on exams and course work, it is customary to get a grade that has not been rounded off. The Dutch grading system is listed in the table below.

Grade	In words NL	Abbr. NL	Meaning EN	Abbr. EN
10	Uitstekend	U	Outstanding	O
9	Zeer Goed	ZG	Very Good	VG
8	Goed	G	Good	G
7	Ruim Voldoende	RV	More than Satisfactory	MS
6	Voldoende	V	Satisfactory	S
5	Twijfelachtig	T	Almost Satisfactory	AS
4	Onvoldoende	O	Unsatisfactory	U
3	Ruim onvoldoende	RO	Very Unsatisfactory	VU
2	Slecht	S	Poor	P
1	Zeer slecht	ZS	Very Poor	VP

Expression NL	Abbr. NL	Meaning EN	Abbr. EN
Behaald	BEH	Pass	PA
Niet Behaald	NB	Fail	F
Vrijstelling	VR	Exemption	EX

4.5 Overall classification of the qualification:

met goed gevolg (Successfully)

5. Information on the function of the qualification

5.1 Access to further study:

The 'Getuigschrift Hoger Beroepsonderwijs' gives access to several types of further study: Shortened university study programmes leading to the university 'getuigschrift'; Related master degree programmes; Post-HBO courses of varying length.

5.2 Professional status:

HBO graduates are fully qualified to practise their profession without further study, licensing or registration with a professional association.

6. Additional information**6.1 Additional information:**

The degree programme was accredited by the Accreditation Organization of the Netherlands and Flanders (Nederlands-Vlaamse Accreditatie Organisatie, NVAO) on 30 June 2014.

6.2 Further information sources:

For general information about Fontys: <http://www.fontys.nl>

For information in the English language: <http://fontys.edu/about-fontys>

Further information on Higher Professional Education in the Netherlands can be obtained at: Nuffic, Kortenaerkade 11, P.O. Box 29777, 2502 LT Den Haag, The Netherlands: <http://www.epnuffic.nl>

There is also an important site on the Recognition of Diplomas: <http://ec.europa.eu/education>

7. Certification of the supplement

7.1 Date : 23 June 2017

7.2 Signature :



7.3 Capacity : M.M.H. Simonis LL.M. ; Chair of the Examination Board

7.4 Stamp :

**8. Information on the Dutch higher education system: See enclosed information**

Diploma Supplement Transcript of Credits (see No. 4.2/4.3.)

DEGREE PROGRAMME: Bachelor International Business and Management Studies
(registered name: Bachelor International Business and Management Studies)

Given name and Family name : Eva Maria Wummel
Date, place of birth : 13 August 1994 in Erkelenz, Germany
Date of qualification : 23 June 2017
Student identification number : 2221494
Certificate identification number : 2221494-2017-7-004229

	Subject name	Subject name in English
Major	: International Business and Management Studies	International Business and Management Studies
Minor	: Buitenlandminor	Studying Abroad

Course components

Code	Subject name	Subject name in English	Date	Grades	ECTS
	<u>Propaedeutic Package IBMS Cohort 2013</u>	<u>Propaedeutic Package IBMS Cohort 2013</u>			
P01IE13	Project Organisation of Businesses	Project Organisation of Businesses	06/01/2014	6.0	5
P02IE13	Marketing Processes	Marketing Processes	09/01/2014	8.6	5
P03IE13	Introduction to Accounting	Introduction to Accounting	10/03/2014	7.1	5
P04IE13	International Enterprise	International Enterprise	13/01/2014	7.5	5
P05IE13	Business Mathematics	Business Mathematics	15/01/2014	6.8	5
P06IE13	Business English I	Business English I	15/12/2013	8.5	2
P07IE13	Foreign Language I	Foreign Language I	15/12/2013	6.5	2
P08IE13	Study Career Management	Study Career Management	01/06/2014	PA	2
P09IE13	Project Business Plan	Project Business plan	01/06/2014	9.0	5
P10IE13	International Business and Finance	International Business and Finance	02/06/2014	5.9	6
P11IE13	Economic Research	Economic Research	27/06/2014	7.1	5
P12IE13	Economics I	Economics I	10/06/2014	5.8	5
P13IE13	Communication Skills	Communication Skills	04/06/2014	7.0	2
P14IE13	Business English II	Business English II	01/06/2014	7.8	2
P15IE13	Foreign Language II	Foreign Language II	01/09/2013	EX	2
P16IE13	Business and Operations	Business and Operations	12/06/2014	8.3	2
	<u>Group Main Phase IBMS (Phase 2)</u>	<u>Group Main Phase IBMS (Phase 2)</u>			
H01IE13	International Marketing	International Marketing	07/01/2015	6.0	5
H02IE13	Project International Outlook	Project International Outlook	07/12/2014	6.4	5
H03IE13	Quality Management	Quality Management	12/01/2015	7.2	3
H04IE13	International Law	International Law	16/01/2015	7.2	4
H05IE13	Project Business Research	Project Business Research	12/01/2015	7.0	5
H06IE13	Business English III	Business English III	07/12/2014	7.0	2
H07IE13	Foreign Language III	Foreign Language III	07/12/2014	8.5	2
H08IE13	Mini-Company	Mini Company	10/06/2015	7.2	8
H09IE13	International Finance and Accounting	International Finance and Accounting	10/06/2015	6.2	5
H10IE13	Project Financial Analysis	Project Financial Analysis	23/06/2015	6.2	5
H11IE13	Sustainable Innovation	Sustainable Innovation	15/06/2015	5.6	3
H12IE13	Economics II	Economics II	19/06/2015	6.8	5
H13IE13	Management and Leadership	Management and Leadership	22/06/2015	7.3	4
H14IE13	Business English IV	Business English IV	05/06/2015	7.5	2
H15IE13	Foreign Language IV	Foreign Language IV	05/06/2015	8.5	2
H16IE13	Study Career Management	Study Career Management	25/06/2015	PA	2
H17IE13	Work Placement	Work placement	27/06/2016	7.6	28

Code	Subject name	Subject name in English	Date	Grades	ECTS
	Group Graduation Phase IBMS (Phase 3)	Group Graduation Phase IBMS (Phase 3)			
A01IE13	Leading Change	Leading Change	16/01/2017	7.0	5
A02IE13	Project E-Marketing	Project E-Marketing	16/01/2017	6.6	4
A03IE13	Management and Control	Management and Control	13/01/2017	6.0	5
A04IE13	Human Resource Management	Human Resource Management	16/01/2017	7.8	5
A05IE13	Supply Chain Management	Supply Chain Management	19/01/2017	9.1	5
A06IE13	Advanced Research Methodology	Advanced Research Methodology	16/01/2017	5.6	2
A07IE13	Elective	Elective	16/01/2017	7.2	3
A10IE13	Study Career Management	Study Career Management	10/01/2017	PA	1
A11IE13	Organizational Activities	Organizational Activities	13/10/2016	PA	2
A12IE13	Graduation Assignment	Graduation Assignment	23/06/2017	6.6	28
	Minor group	Minor group			
2557FMBUIT	Buitenlandminor	Studying Abroad	22/02/2016	PA	30
	Totaal aantal behaalde ECTS-studiepunten	Total number of ECTS-credits achieved			240

Diploma Supplement Appendix Competences

DEGREE PROGRAMME: Bachelor International Business and Management Studies
(registration number and name: 34936 "Bachelor International Business and Management Studies")
Valid for qualification date: 23 June 2017

The IBMS competencies provide the filling in of the BBA domain competencies in the sense that the IBMS-context and the description of the professional tasks and responsibilities are given. The profession-related competencies refer to competencies specific for an IBMS professional. They specify the tasks and responsibilities that distinguish an IBMS professional from others. In order to perform the professional's tasks described in the former section a graduate needs to have general competencies: behaviour and skills that are general for professionals operating at bachelor's (HBO) level. Often they are referred to as personal effectiveness or personal skills. On the basis of the 10 generic HBO-qualifications IBMS will focus on interpersonal, task-oriented and intra-personal competencies.

IBMS will concentrate on 9 professional competencies and 7 generic competencies:

Profession-related competencies

I International business competencies

1. International business awareness
2. Intercultural competence

II General management competencies

3. International strategic vision development
4. Business processes & change management
5. Entrepreneurial management

III Functional key-areas competencies

6. International marketing and sales management
7. International supply chain management
8. International finance & accounting
9. International human resource management (HRM)

Generic competencies

IV Interpersonal competencies

1. Leadership
2. Co-operation
3. Business Communication

V Task-oriented competencies

4. Business research methods
5. Planning and organizing

VI Intra-personal competencies

6. Learning and self-development
7. Ethical and corporate responsibility

Professional Competencies

I.1 International Business Awareness:

International Business Competencies	International Business Awareness	The ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalization, the influence of increasing globalization, international trade systems and financial relations and the role of several principal institutions (e.g. WTO, EU, IMF, World Bank) on international business. He can assess the impact of these trends on his own activities as well on the business policy.
	Task and Context	The IBMS graduate should be a true generalist in the theory of international business. He needs to have a great awareness of the universal aspects of international business trends and the role of principal institutions. The IBMS-graduate is internationally oriented, shows a clear interest in international developments beyond the immediate scope of his own activities, reads specialist literature and is able to make a transparent synopsis of an international study. This should be combined with a broad application of knowledge, insight and skills and a multidisciplinary integration. With this knowledge and insight he will be able to attune his own activities and the business policy to the opportunities and threats in the international developments. His role will be that of an advisor.
Level	Level 1	The ability to research, describe and understand the key patterns and trends in international business, to identify the role and importance of MNEs and to explain the role of globalization. The ability to examine the impact of governmental policies and practices on international trade and the role of the EU and other principal international institutions like WTO, IMF and World bank. The student has the legal knowledge to understand legal terminology and basic legal arguments. The student shows interest in international developments.
	Level 2	The ability to evaluate patterns and trends in international business, elaborate further on the theory and practice of international trade and financial markets. The ability to explain various methods to enter foreign markets, outline the arguments to support free trade, identify the sources of comparative and competitive advantage among nations. The student can research and assess political risks, economic variables and legal systems of foreign markets. The ability to make legal statements and support those statements with legal arguments. The student is aware of recent international developments in specific regions.
	Level 3	The ability to do an extensive research and to make a transparent synopsis of an international study. On this basis he can advise management on the opportunities and threats in the international legal and business environment. The student shows a clear interest in international developments beyond the immediate scope of his own activities and reads specialist literature on this topic. The ability to attune his own activities and those of the company to international trends.
Further Specification	International Business awareness refers to the knowledge and skills in the fields of international business research, economics and law. Students should have an integrated view on trends in the international business environment and apply this knowledge in his role as an advisor on international aspects essential for a company.	

I.2 Intercultural competence

International Business Competencies	Intercultural adaptability	The ability to explain the differences between national, organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. human resources management, marketing and intercultural communication. The student can identify the relevant dimensions of cultures and has developed self-awareness of his own cultural background. He is able to adapt his behaviour to the standards in other cultures and can maintain an international network essential to his tasks. (SEE ABOVE)
	Task and Context	The IBMS graduate should be aware of cultural differences, be able to identify relevant dimensions of culture, to develop a self-awareness of his own cultural background and be able to adapt his behaviour to a variety of situations. (SEE ABOVE) The IBMS-graduate will often work abroad or he will work with people from another cultural background. His tasks, whether those will be in general management or in key functional areas like marketing and finance, require a high degree of awareness of cultural differences and an ability to adapt his behaviour to the standards of another culture. He can maintain an international network essential to his tasks and to the company he works for. His role will be that of an advisor, visionary
Level	Level 1 Awareness	The student is aware of cultural differences, can indicate if different behaviour could be based on difference in cultural background, shows interest in the cultural background of others and is aware of basic elements of his own cultural background He is aware of the role of an international network for himself and for the company.
	Level 2 Identify Self awareness Behavioural adaptation	The student can identify dimensions of culture (communication, time perspective, power, individualism etc) within context. He has self-awareness of his own norms, values and behaviour and shows tact and understanding for others. He adapts his behaviour to the standards of the prevailing culture. He can indicate the importance of the viable international relations of a company within the total value chain.
	Level 3 Recognize Appreciate	The student can recognise and appreciate cultural differences in behaviour and values. He has developed an open attitude and is motivated to work abroad. He can make effective use of empathy, or 'frame of reference shifting', to understand and be understood across cultural boundaries. He can maintain an international network essential to his tasks and to the company.
Further Specification		

II.3 International Strategic Vision development

General Management Competencies	International Strategic Vision Development	The ability to use his conceptual and visionary skills to contribute to the development and evaluation of the internationalization strategy of a company.
	Task and Context	The graduate performs his tasks within the constraints of a company's mission/vision and internationalization strategy. He must be able to recognize and understand this mission/vision and be aware of the impact it has on his own activities. On the basis of his own knowledge and awareness of international trends and developments he must be able to contribute to adjustments in the mission/vision and internationalization strategy of a company, while also being able to evaluate, assess and defend various possible strategic choices. His role will be that of a strategist
Level	Level 1	The ability to identify the basic components and concepts of a vision and an internationalization strategy. He can describe this vision and strategy and can indicate the consequences of this vision and strategy for his immediate activities.
	Level 2	The ability to recognize topical trends and the consequences they could have for the vision and internationalization strategy. He can outline and explain several methods to enter foreign markets. He can assess the consequences of an internationalization strategy for the evaluation of management options.
	Level 3	The ability to translate trends in the environment to opportunities and threats for the organisation. He should be able to assess an international strategic policy for a company, clearly defining the strategic limits. He can contribute to the adjustment of a vision and strategy. He can assess the consequences of a vision and strategy for business policies and processes.
Further Specification		

I.4 Business Processes & Change Management

General Management Competencies	Business Processes & Change Management	The ability to research and analyse relevant international business problems, to propose policy goals and objectives and to prepare alternative solutions in order to optimise business and human resources processes in order to strengthen the synergy between strategic, structural and cultural aspects of the organisation. His role will combine the 4 quadrants
	Task and Context	In his task as (assistant to the) general manager or in the key- functional areas the graduate holds a process-view. He is able to analyse the relevant business processes (e.g. by flowcharting or blue printing) and can define possible problems within these processes. He can also indicate the interdependence between company strategy, business structure and human resources processes. He can advise management on the development of organisational goals, objectives and policies and contribute to the development, implementation and evaluation of organisational change processes.
Level	Level 1	The ability to describe and analyse simple processes in the field of business operations and human resources. The student can recognize and describe company goals, objectives and policies.
	Level 2	The ability to analyse and evaluate relevant information on business and human resource processes and to define problems within these processes. The ability to prepare alternative solutions for independent processes: change management.
	Level 3	The ability to create and change organisational policy while respecting the interdependence between company strategy, business structure and human resources processes.
Further Specification		

II.5 Entrepreneurial Management

General Management Competencies	Entrepreneurial Management	The ability to pro-actively seek and commercially evaluate business opportunities for both new and existing products/services. The ability to take risks in order to optimize business profit. To ability to write and defend a business plan for a (start-up) company.
	Task and Context	Graduates are generalists with a truly international orientation. Consequently, they will usually end up in one of the many different management positions ranging from account manager, export manager to international project manager. Some graduates prefer to start their own businesses or become consultants. Performing these tasks, the graduate will be truly aware of the changing international business environment and will be able to make effective use of his visionary and entrepreneurial abilities to achieve company goals. His role will be that of an advisor, visionary, strategist, producer
Level	Level 1	The student understands the trends/developments in the market and is able to formulate suggestions for improvement for his own products/services on the basis of this information.
	Level 2	The ability to independently take actions and risks to create opportunities for both existing and new products/services in the market. To ability to write and defend a business plan for a (start-up) company.
	Level 3	The ability to contribute, in cooperation with others, to an optimal exploration by the company of the opportunities for both new and existing products/services in the market and the necessary risks involved. The student contributes to a pro-active opportunity-seeking attitude in the company and encourages the company to make effective use of these opportunities.
Further Specification		

III.6. International marketing and sales

Functional Key-Areas Competencies	International marketing and sales	The ability to perform a country-analysis on macro, industry and micro level, to conduct an international market survey in order to assess foreign market opportunities and competition. The ability to formulate market-entry strategies, to draft an international marketing plan and to implement, co-ordinate and control the international marketing program.
	Task and Context	The graduate must be able to make a consistent marketing/export plan taking into account decisions on 'why' a company should internationalize, 'where' it should enter, 'how' it should enter (entry modes). On the basis of international market research he is able to draft an international marketing plan. He will be able to implement (parts) of the marketing and sales program and control the outcomes. He must be able to oversee the impact of international marketing activities on all relevant aspects of the internal business environment. His role will be that of a strategist, producer
Level	Level 1	The ability to evaluate and assess the contribution of marketing to a firm in an international business environment, including the decisions on price, product, distribution and communication
	Level 2	The ability to evaluate and implement marketing decisions based on an analysis of the internal and external factors influencing a company in an international business environment. The ability to structure these decisions in a marketing planning in accordance with the corporate planning of the company.
	Level 3	The ability to create, change and implement a strategic international marketing plan which includes an analysis of the international environment of the company's position. The plan contains strategies in product development, pricing, distribution and international advertising and promotion.
Further Specification	A sales training is carried out as part of the IBMS program, to include the different but complementary roles of the marketing and sales functions in a company, sales preparations, bid management and a practical training in sales negotiations.	

III.7. International supply chain management

Functional Key-Areas Competencies	International supply chain management	The ability to assess processes and decisions involved in developing international, i.e. export/import operations, focussing on supply chain management and to explain the meaning and application of key logistical concepts.
	Task and Context	The IBMS student should be able to take into account the implications of the decisions: 'why' a company should internationalize, 'where' it should set up its international business, 'how' it should enter the international market (entry modes) and 'what' it should do on the international market (international marketing mix), he is able to make a consistent plan on 'how' it should structure and organize itself in order to be successful in an international environment. Special attention is given to logistical aspects, focusing on key- questions on supply chain management Including the possibilities of IT tooling, such as: customer relationship management applications, enterprise resource planning applications and database management and control. His role will be that of a controller, coordinator.
Level	Level 1	The ability to describe and understand <ul style="list-style-type: none"> - how the company should structure itself when being involved in international business; - the importance of logistical aspects and supply chain management. - the possibilities of IT tooling for the marketing and sales performance in a company
	Level 2	Apply the understandings of Level 1 in concrete business situations regarding international business operations.
	Level 3	The ability to assess international business operations and to advise management on the key issues of supply chain management.
Further Specification		

III.8. International Finance & Accounting

Functional Key-Areas Competencies	International finance and accounting	The ability to perform and evaluate a wide variety of cost and revenue calculations, to transform (cost and revenue) data into information needed for decision making and to contribute to the budgeting process. (management accounting) The ability to evaluate and to contribute to key accounting summaries (profit & loss account, balance sheet, and cash-flow statement), to outline the differences between various (external) reporting standards (among which IFRS). (financial accounting) The ability to evaluate investment opportunities (capital budgeting), to contribute to and assess the mixture of long-term (international) debt and equity financing (capital structure), to contribute to and evaluate short-term assets and liabilities (working capital management), to contribute to managing (financial) risks. (financial management)
	Task and Context	The graduate should be familiar with a multi-disciplinary attitude towards and application of the various control and treasury activities of a (multinational) enterprise. The graduate is internationally oriented, and shows a clear interest in international developments both within and beyond the immediate scope of his activities. His role will be that of a controller, coordinator
Level	Level 1	The ability to understand and describe the various classifications of costs and revenues, to perform –mainly simple- cost (and revenue) calculations. The ability to translate simple financial activities into journal entries and to prepare a balance sheet and profit & loss account for an SME (small and medium-sized enterprise). The ability to determine and to work with the information needs of an SME, among which the chart of accounts; The ability to translate more complex financial activities into journal entries and to prepare a balance sheet and profit & loss account.
	Level 2	The ability to perform cost calculations involving indirect costs and to understand the implications of these. The ability to prepare a budget for a department of an organisation. The ability to perform calculations regarding working capital management. The ability to prepare a liquidity prognosis, and a ratio-analysis and to assess the value of an investment proposal. The ability to describe and work with various forms of long- term financing (equity and debt)
	Level 3	The ability to describe and understand the consequences of the various risks inherent to international business. The ability to contribute to management control of a multinational organisation by means of an integrated application of his knowledge of business accounting, management accounting, financial management, and other relevant aspects.
Further Specification		

III.9. International Human Resource Management (HRM)

Functional Key-Areas Competencies	International Human Resource Management (HRM)	<p>The ability to understand and integrate the availability, employability, motivation and vitality of people (employees) as the key factors of (I)HRM.</p> <p>The ability to identify, evaluate and develop the broad spectrum of functions and responsibilities related to the management of Human Resources.</p> <p>The ability to formulate the responsibilities and tasks for the proper running of a HR Department; the ability to formulate the relevant leadership features in resolving HR related issues. The ability to understand the importance of generating (quantitative) HR data and HR information relevant for the evaluation and development of corporate or organisational strategy.</p>
	Task and Context	<p>The graduate is able to explain - and perform - general HR tasks related to job analysis, planning of labor needs, recruitment, selection, training & development, compensation, (international) performance management, communication, (international) labor relations, staff health & welfare, HR strategy development, and intercultural competencies.</p> <p>The graduate is able to align HR strategies with the corporate or organisational strategies, with relevant international developments, and with intercultural diversity, and assess the effectiveness and efficiency of existing HR tools & instruments in these contexts.</p> <p>The graduate is able to assume the ethical responsibility for developing and executing HR policies & practices, also – and in particular – in international context. His role will be that of a mentor, facilitator</p>
Level	Level 1	The ability to describe, understand and evaluate the general HRM functions and responsibilities. The ability to relate HR policies & practices to overall organisational or corporate objectives in accordance with international labor law.
	Level 2	As level 1, plus the ability to assume the responsibility for the development and integration of HR functions in organisational or corporate strategic context
	Level 3	As level 2, plus the ability to assume strategic responsibility in formulating relevant HR policies & practices for the further development of the organisation or corporation in international and intercultural context.
Further Specification	IHRM must be positioned in the context of the four functional areas of International Management: Finance, Marketing, Operations , and IHRM.	

4.2 Level specification: generic competencies

IV.1. Leadership

Interpersonal Competency	Leadership	The ability to take initiative and a leading role within a (project) team in order to reach a defined goal. As well as the skill to create and maintain productive relationships within teams. His role will be that of a mentor, facilitator
Level	Level 1	The ability to supervise and guide a small team when daily duties and the situation require this.
	Level 2	The ability to supervise and guide a team/group in such a way that it leads to an optimal group result.
	Level 3	The ability to choose a role as a leader depending on the situation. He needs to have a great awareness of the different styles of leadership, conflict models and negotiating techniques. He is able to convince others easily by using arguments. He is able to make decisions even when the outcome is unsure and he is able to motivate persons to work in a team.
Further Specification		

IV.2. Co-operation

Domain	Business Administration	
ID	International Business and Management Studies	
Interpersonal Competency	Co- operation	The ability to actively contribute to a group product or result. As well as procuring a constructive cooperation climate/environment. His role will be that of a mentor, facilitator
Level	Level 1	The ability to reflect and work with others when asked or when the situation requires this. The ability to react to the contribution of others. The ability to concentrate on the realization of the group goals.
	Level 2	The ability to initiate co-operation with others, to ask for input of team members, to exchange information/knowledge and ideas with them and the ability to actively inquire whether he can be of help for the group. The ability to elaborate on the input of others and to keep working on achieving a situation that is profitable both for the group and himself.
	Level 3	The ability to encourage others to obtain results through co- operation by sharing ideas and giving in to the wishes of others, when necessary to progress as a group. The ability to fulfil an exemplary role within the team. The ability to keep contributing and participating, even when he is no longer directly involved. The ability to provide new ideas to improve results collectively.
Further Specification		

IV.3 Business Communication

Interpersonal Competency	Business Communication	<p>The ability to express himself fluently and correctly in English, both in speech and in writing. The ability to lead discussions, express his ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in his presentations. The ability to make use of a wide range of communicative skills. His role will be that of a mentor, facilitator</p> <p>Optional: The ability to express himself at a basic level in a second foreign language (in addition to English and his native language). (level A1-A2)</p>
Level	Level 1	Business Communication: Generally effective command of the English language in a range of situations, e.g. can make a contribution to discussions on practical matters. (level B2)
	Level 2	Business Communication: Good operational command of the English language in a wide range of real world situations, e.g. can participate effectively in discussions and meetings. (Level B2 to C1)
	Level 3	Business Communication: Good operational command of the English language in a wide range of real world situations, e.g. can participate effectively in discussions and meetings (level C1)
Further Specification	<p>The Common European Framework (six levels from A1 (lowest) – C2 (highest)) established by the Association of Language Testers in Europe (ALTE) is used for a wide range of European languages. Universities in Britain, North America and throughout the world accept the certificates awarded to successful candidates at Levels C1 and C2 as evidence of an adequate standard of English for admission to undergraduate and postgraduate degree courses. (source: www.alte.org)</p>	

V.4. Business Research Methods

Task- oriented Competency	Business research methods	<p>The ability to apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective manner. The ability to act carefully and punctually and to produce output that is literate, numerate and coherent. His role will combine the 4 quadrants</p>
Level	Level 1	<p>To be able to formulate a problem definition and research question in a relatively simple situation; the use of several information resources and to be able to assess the relevance of these sources. To be able to present research findings and to translate them into useful information. The use of simple theoretical concepts.</p>
	Level 2	<p>To be able to work in a more complex situation and to systematically execute a research, report on the findings and to translate them into useful conclusions. To use theoretical concepts and the ability to translate these concepts into an information need.</p>
	Level 3	<p>To spot complex issues and to search information from a broad range of resources. To be able to integrate theory and practice. To be able to indicate the information needs in complex situations. To draw conclusions from complex research data.</p>
Further Specification	<p>In the process students are to acquire basic consultancy skills. In the process students create a solution to a simple problem and develop the ability to find (new and/or alternative) solutions regarding more complex problems and dare to look and search outside the given context.</p>	

V.5. Planning and organizing

Task- oriented Competency	Planning and organising	The ability to plan, manage, control and evaluate personal work activities and group work in projects. The ability to make use of relevant techniques in his activities to monitor his own performance. His role will be that of a controller, coordinator
Level	Level 1	The ability to make a realistic and effective planning of his own activities.
	Level 2	The ability to independently make a realistic and effective planning and to determine the required time, actions, tools and priorities in relation to the activities of others.
	Level 3	The ability to stimulate others to harmonize the planning and organisation of projects and activities in an effective manner, in relation to his own activities.
Further Specification	In the process students are to acquire project management skills	

VI.6. Learning and self development

Intra- personal Competency	Learning and self- development	The ability to know his strengths and weaknesses and to indicate how and when he intends to improve his weaknesses; he knows the limits of his competencies and can critically evaluate and account for his own actions-can take criticism and put it to good use. Takes initiative and works independently. His role will be that of a mentor, facilitator
Level	Level 1	The ability to make a simple strengths and weaknesses analysis, to use the SMART method to indicate in a practical learning situation how and when he intends to improve his weaknesses and to describe this in a basic personal activity plan.
	Level 2	The ability to know his strengths and weaknesses and to indicate by using the SMART method how and when he intends to improve his weaknesses in any situation, to reflect on his achievements by using the STAR method. Works independently.
	Level 3	The ability to know the limits of his competencies, to critically evaluate and account for his own actions, to take criticism and put it to good use. The ability to take feedback, take initiative and work independently.
Further Specification		

VI.7. Ethical responsibility

	Ethical responsibility Corporate Responsibility	The ability to act in accordance with the accepted principles of right and wrong that govern the conduct of a profession.
Intra- personal Competency	Task and context	In international business an IBMS graduate has to deal with the international aspects of ethical behavior. A graduate has to deal with issues like transparency, increasing stakeholders demands, environmental issues, cultural differences, corruption and bribery and social responsibility. On the job the graduate would also have to deal with personal issues like integrity, moral dilemmas, trustworthiness, and to work related to own values. His role will be that of an advisor, visionary
Level	Level 1	The graduate understands the ethical issues at hand in international business. He has an understanding of his own values and how they relate to his surroundings. He has an understanding of the theory, concepts and principles of business ethics. The graduate can act as a responsible person.
	Level 2	The graduate is able to align its own values with that of the group and corporate policy. He can align the corporate policy with societal norms and values. He understands the ethical implications of the job in several fields of international business and several departments, like HRM, general management, customer relations and financial management.
	Level 3	The graduate should be able to contribute actively to a corporate social responsibility policy, like an ethics work group or committee. He is able to handle dilemmas in a manner that he shows that he is responsible for and can be held accountable for.
Further Specification		

Student : Wummel, Eva
Student number : 2221494

RE: Average grade

Fontys International Business School hereby officially declares that
aforementioned student has successfully completed the Bachelor study
International Business and Management Studies with an average grade
of:

7,0

The average grade is based on the Main Phase and Graduation Phase
results *.

Venlo, 3 July 2017.

** The average grade is calculated by weighing the credits multiplied by the obtained
grades per LA, divided by the number of credits. The number of credits in the
calculation of the average is 150.*