Welcome to Doing Business in Europe 2015!

Doing Business in Europe is our longest-running course. As course participants, you will be fully emerged in the world of European business for the next three and a half weeks.

We will explore three important aspects of this varied subject: we look at European marketing and market entry in Europe, we examine the legal, financial, and political aspects of the Eurozone, and we talk about and let you experience the diverse European cultures.

Parallel to the in-class program, we will take you out into the field and visit large multinational companies in The Netherlands and Germany.

We hope you will fully immerse yourself in this adventurous and exciting program, and come out feeling better prepared to meet the demands of today’s globalized business environment.
# Contents

- **Learning Outcomes** 3
- **Modules and Examination Overview** 4
  - Grading 5
- **Strand 1: Marketing and Market Entry** 6
  - 1.1 Market Entry in the EU 6
  - 1.2 Market Research for European Markets 6
  - 1.3 Sales Training for European Markets 7
  - 1.4 European Business Environment 7
  - 1.5 Real Estate Management in Europe 8
  - 1.6 Sports Tourism Management 8
  - 1.7 International Facility Management 9
- **Strand 2: The Eurozone** 10
  - 2.1 History of the European Union and Future Developments 10
  - 2.2 EU Competition Law and Intellectual Property Rights 10
  - 2.3 Legal Aspects of the Internal EU Market 11
  - 2.4 Cost Price Calculations 11
  - 2.5 The Financial System in the EU 12
- **Strand 3: Intercultural Management** 13
  - 3.1 Intercultural Management in the EU 13
  - 3.2 Country Specials: European Cultures 13
  - 3.3 Leadership in the EU 14
  - 3.4 Preparing for and Wrapping-Up Business Excursions 14
Learning Outcomes
Upon completion of Doing Business in Europe, the student is able to:

1. Develop an understanding of the multifaceted world of European business
2. Explain various marketing and market entry theories used in business in Europe
3. Discuss the complex legal, political, and financial nature of the European Union
4. Reflect on the cultural differences that make Europe a varied platform
5. Apply relevant sales and intercultural skills and market entry techniques in the context of doing business in Europe
6. Write and present a market entry plan for penetrating a European market
## Modules and Examination Overview

<table>
<thead>
<tr>
<th>Module</th>
<th>School</th>
<th>Lecturers</th>
<th>Examination</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Market Entry in the EU</td>
<td>SIBS</td>
<td>Jaan Kets (KETJ)</td>
<td>Presentation &amp; Case Study</td>
<td>The case will be presented prior to the start of the program</td>
</tr>
<tr>
<td>1.2 Market Research for European Markets</td>
<td>SIMM</td>
<td>Monique van der Hulst (HUMO)</td>
<td>Written assignment and presentation</td>
<td>The assignment will be published on Blackboard and will be discussed in class</td>
</tr>
<tr>
<td>1.3 Sales Training for European Markets</td>
<td>SIMM</td>
<td>Anjo Rust (RUAN) Hans Wesselink (WEHS)</td>
<td>Attendance and participation in individual sales meeting</td>
<td>The schedule for the individual sales meetings will be handed out in class</td>
</tr>
<tr>
<td>1.4 European Business Environment</td>
<td>SIBS</td>
<td>Wim Speulman (SPWE)</td>
<td>Written exam</td>
<td>Two (2) open questions on the final exam</td>
</tr>
<tr>
<td>1.5 Real Estate Management in Europe</td>
<td>SIBK</td>
<td>Erik Schutte (SCHD)</td>
<td>Written exam</td>
<td>Two (2) open questions on the final exam</td>
</tr>
<tr>
<td>1.6 Sports Tourism Management</td>
<td>SISP</td>
<td>Tom Robinson (ROTH)</td>
<td>Assignment in class</td>
<td>None</td>
</tr>
<tr>
<td>1.7 International Facility Management</td>
<td>SIFM</td>
<td>Ron van der Weerd Jaap Wijnja (WIJA)</td>
<td>Attendance only</td>
<td>None</td>
</tr>
<tr>
<td>2.1 History of the European Union and Future Developments</td>
<td>SIRE</td>
<td>Harry Smeltekop (SMHW)</td>
<td>Group presentation on 2.1, 2.2, and 2.3</td>
<td>The assessment criteria will be discussed in class</td>
</tr>
<tr>
<td>2.2 EU Competition Law and Intellectual Property Rights</td>
<td>SIRE</td>
<td>Harry Smeltekop (SMHW)</td>
<td>Group presentation on 2.1, 2.2, and 2.3</td>
<td>The assessment criteria will be discussed in class</td>
</tr>
<tr>
<td>2.3 Legal Aspects of the Internal EU Market</td>
<td>SIRE</td>
<td>Lian Rombouts (ROCO)</td>
<td>Group presentation on 2.1, 2.2, and 2.3</td>
<td>The assessment criteria will be discussed in class</td>
</tr>
<tr>
<td>2.4 Cost Price Calculations</td>
<td>SIFE</td>
<td>Edwin Feringa (FEED)</td>
<td>Written exam</td>
<td>Two (2) open questions on the final exam</td>
</tr>
<tr>
<td>2.5 The Financial System in the EU</td>
<td>SIFE</td>
<td>Edwin Feringa (FEED)</td>
<td>Written exam</td>
<td>Two (2) open questions on the final exam</td>
</tr>
</tbody>
</table>
3.1 Intercultural Management in the EU
SIMM
Marco Silvani (SILM)
Written exam
Two (2) open questions on the final exam

3.2 Country Specials: European Cultures—Netherlands, Germany, Italy, France, UK, Spain, Scandinavia and Eastern Europe
BONO, SIBS, SIMM, SIBS
Rob Verhofstad Sabrina Orgiu (OSAB)
Lucie Rugers (RULU)
Marco Silvani (SILM)
Louisa Rengers (PLOI)
Yana Percheva (PERY)
Written exam
Two (2) open questions on the final exam; that is, two questions in total on any of the country specials

3.3 Leadership in the EU
SIFM
Ab Reitsma (REAL)
Attendance only
None

3.4 Preparing for and Wrapping-up Business Excursions
SIBS, SIMM
Paul Ganzeboom, Bart Kouwenhoven (KOBA)
Assignment
None

Grading
The following table represents the way grades are weighted to determine the final grades for each of the three strands in the program.

<table>
<thead>
<tr>
<th>Marketing and Market Entry</th>
<th>Eurozone: Legal, political, and financial aspects</th>
<th>Intercultural Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Entry Presentation</td>
<td>Law Presentation</td>
<td>60%</td>
</tr>
<tr>
<td>Market Research Assignment &amp; Presentation</td>
<td>Written Exam</td>
<td>40%</td>
</tr>
<tr>
<td>Written exam</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Strand 1: Marketing and Market Entry

1.1 Market Entry in the EU
Upon completion of this module, the student is able to:
1. Analyze trends and developments in international marketing
2. Carefully perform an analysis of the international environment for market entry purposes
3. Weigh the pros and cons of the different market entry strategies and choose the best strategy in each context
4. Present the best market entry strategy for a specific business case

Course Contents
After surveying the current trends in the world economy, the seminar will enhance the students' knowledge of market entry issues (mainly marketing, but also financial, legal, etc.) in the European Union. Prior to undertaking international business, one has to decide which country to enter and how. There are several entry strategies to do this. International Marketing focuses on the pros and cons of all of them.

<table>
<thead>
<tr>
<th>Duration</th>
<th>5 x 2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Powerpoint presentations, handouts, mini business cases, and writing a market entry plan</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
</tr>
</tbody>
</table>

1.2 Market Research for European Markets
Upon completion of this module, the student is able to:
1. Develop an understanding of and explain how various methods of market research can be used to gain information about European markets
2. Reflect on the practical differences between doing market research in Europe versus the United States and Canada
3. Conduct a small market research to find out whether there is a market for a selected product in the Netherlands

Course Contents
This module covers basic research skills and techniques of market research. Students will gain experience in doing market research in the Netherlands and learn about specific differences between European and North American countries as well as suitable approaches for field and desk research.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 x 2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Powerpoint presentations, handouts, project work</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar and project meetings</td>
</tr>
</tbody>
</table>
1.3 Sales Training for European Markets

Upon completion of this module, the student is able to:
1. Develop an understanding of sales in a European business environment
2. Apply relevant sales techniques in an international environment
3. Carefully analyze the effects of cultural differences on international sales

Course Contents
This module will introduce students to sales in European markets. Through a number of business cases, students will practice sales techniques relevant in international business. Cross cultural issues will be part of the training: By going into relevant cultural differences when conducting business in Europe, students will learn the importance of cultural management in international business.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 x 2 hours + 1 individual sales meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Mini Business Cases</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
</tr>
</tbody>
</table>

1.4 European Business Environment

Upon completion of this module, the student is able to:
1. Understand the differences between various European markets
2. Identify different market structures
3. Understand the challenges the internal European market offers

Course Contents
This module will train students to become aware of what it takes to operate in a number of European countries separated by cultural differences. The module will then provide students with knowledge of important business-related aspects of European markets in order to be able to function adequately in a European environment.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 x 2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Powerpoint presentations, handouts, cases</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
</tr>
</tbody>
</table>
1.5 Real Estate Management in Europe
Upon completion of this module, the student is able to:
1. Apply relevant consulting skills in an international context
2. Build an effective relationship with the client
3. Investigate and understand the specific business goals and requirements of their clients
4. Take effective initiatives to direct the consulting process

Course Contents
Students will learn what real estate professionals have to cope with in an international context. Think, for instance, of American companies that want to concentrate their European activities in a new headquarters in a major European city. What issues play a role in this decision? And how can this move best be organized? Topics such as these will be discussed in this module.

Duration | 2 hours  
Methodology | Lecture  
Type | Seminar

1.6 Sports Tourism Management
Upon completion of this module, the student is able to:
1. Create a vision of changes and trends in the European sport tourism industry
2. Understand the significance and relevance of sport tourism in Europe

Course Contents
Sports is the world’s greatest phenomenon and tourism the world’s biggest industry but is sports tourism management more than the sum of its parts?

This seminar describes the importance of Sports Tourism in the business sector in Europe. Over the last twenty years the two disciplines of Sport and Tourism have been moving closer together. The popularity of international and national sporting events, together with an increase in sport related tourism packages act as appropriate examples. The module analyzes the reasons behind this trend and provides a snapshot into Urban Sport Tourism, sporting events, the sport vacation markets, globalization, and sport nostalgia, all from a European management perspective.

Duration | 2 hours  
Methodology | Lecture and group assignment  
Type | Seminar
1.7 International Facility Management
Upon completion of this module, the student is able to:
1. Develop an understanding of the role of facility management in everyday working and living environments
2. Reflect on the importance of well-maintained facilities to the well-being of occupants

Course Contents
This seminar explains the importance of Facility Management in the business sector in Europe: In 2009, the European FM sector contributed 655 Billion Euro to the European economy. In Europe, we nowadays see a tendency to follow the Dutch approach to Facility Management: It is a Facility Manager’s job to organize good facilities where people feel comfortable and energized to work. Following this Dutch view, every person needs a pleasant, safe, and well-equipped environment to live, work, and relax. At home, people can create their living environments perfectly tailored to their own needs. The majority of people, however, spend a great deal of time in public places or office environments where other people are around. It is up to the Facility Manager to accommodate to the best of their ability every person in the building, whether this is a factory or office, a school or university, or even care facilities and recreational institutions.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 hours</th>
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<tbody>
<tr>
<td>Methodology</td>
<td>Lecture</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
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</table>
Strand 2: The Eurozone

2.1 History of the European Union and Future Developments

Upon completion of this module, the student is able to:
1. Develop an understanding of the historic development of the European Union and explain the political choices and expansion of the EU
2. Explain how the European Union is organized following the Lisbon Treaty

Course Contents
In this module, students will examine the European Union. First, a historic overview of the EU will be presented (from 1945 onwards). Factors that are discussed relate to political choices, expansion of the European Union, and more. Then, students will learn about the legal organization of the EU, focusing on the Lisbon Treaty and its impact on the European Union as we now know it.

<table>
<thead>
<tr>
<th>Duration</th>
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<tbody>
<tr>
<td>Methodology</td>
<td>Lecture</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
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</tbody>
</table>

2.2 EU Competition Law and Intellectual Property Rights

Upon completion of this module, the student is able to:
1. Talk about EU competition law
2. Explain the role and effects of the customs union on intellectual property law

Course Contents
This module deals with law in a European context. The focus of this module is on competition law and intellectual property rights. How are the legal aspects of doing business in Europe organized? Which laws are more relevant: national or European laws? First, EU competition law and principles are examined through a case study of a multinational corporation. Then, students will be introduced to intellectual property law. What is the role of the EU customs union? And what are the legal aspects of trademarks in the EU? Lastly, the course looks at harmonization of law, the role of the ECJ, and counterfeiting and piracy laws in the EU.

<table>
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<tr>
<th>Duration</th>
<th>2 hours</th>
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<tbody>
<tr>
<td>Methodology</td>
<td>Lecture</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
</tr>
</tbody>
</table>
2.3 Legal Aspects of the Internal EU Market
Upon completion of this module, the student is able to:
1. Develop an understanding of the freedom of goods, workers, and services
2. Recognize the key differences in EU and national legislation, and explain why these differences exist
3. Describe the relation between European and national legislation

Course Contents
This module examines two key legal aspects of the European Union. First, students are introduced to the principle of freedom of goods, workers, and services. In all EU member states, people can travel freely, work where they desire, and buy and ship goods. This makes Europe one of the largest open markets in the world. Then, students examine the issue of “one Europe, 28 member states”: How are European laws implemented in national legislation? What are the key differences between European and national legislation? And what is the relation between these two distinct bodies of legislation? This module aims to answer those questions.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 hours</th>
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<tbody>
<tr>
<td>Methodology</td>
<td>Lecture</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
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</tbody>
</table>

2.4 Cost Price Calculations
Upon completion of this module, the student is able to:
1. Make a basic cost price calculation for a specific business case

Course Contents
This module focuses on cost price calculations. What is the role of cost price in international business in general and in this course specifically? Why focus on cost price calculations in this course? And how is cost price calculated in international business? Students will be able to answer these questions and practice with calculations within a specific assignment.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Case study</td>
</tr>
<tr>
<td>Type</td>
<td>Lecture</td>
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</tbody>
</table>
2.5 The Financial System in the EU
Upon completion of this module, the student is able to:
1. Develop an understanding of the different monetary systems in Europe
2. Explain how exchange rates are determined and what its implications are on international business

Course Contents
Doing business in Europe entails conducting business transactions in other currencies than the US Dollar. The Dollar and Euro have a floating exchange rate, which should be monitored well before undertaking transactions. However, not all European countries are member of the EU, and not all countries in the EU are members of the European Monetary Union. Hence, not all business in Europe in transacted in Euros. Some European currencies float against the Euro, while others are pegged, thus exacerbating transactional exposure to currency losses. During the first lecture we shall investigate Europe’s financial system, as well as elucidate the origins of the Euro crisis and how this affects global business. In the second lecture, we shall expound on exchange rate determination and the implications for conducting business internationally as well as what risks are involved and how to minimize these risks by hedging techniques.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 x 2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Presentations, handouts, case studies</td>
</tr>
<tr>
<td>Type</td>
<td>Lecture</td>
</tr>
</tbody>
</table>
Strand 3: Intercultural Management

3.1 Intercultural Management in the EU
Upon completion of this module, the student is able to:
1. Develop an understanding of theories of culture awareness
2. Understand the implications of cultural differences on international business

Course Contents
This module is an introduction into seeing, understanding, and appreciating cultural differences and its effects on (doing) business in Europe. The future business manager is aware of the role cultural differences play at work and is able to consider possible approaches to manage them in a professional situation. Students will learn more about what culture is, and are introduced to theoretical approaches of defining culture. The theory of Mr Geert Hofstede is the most important of these theories. This seminar, then, is a presentation on cultural awareness according to Hofstede’s cultural dimensions.

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 x 2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Smart board presentation with TV commercials from Europe</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
</tr>
</tbody>
</table>

3.2 Country Specials: European Cultures
Upon completion of this module, the student is able to:
1. Discern between the different European cultures
2. Apply do’s and don’ts in the different cultures of Europe

Course Contents
Discover your roots in Europe! This course will introduce you to the diverse histories, cultures, and languages of many European countries. A variety of different regions and countries will be discussed in these one-hour sessions. We will see windmills and dikes in the Netherlands, introduce British politeness, talk about German punctuality, learn about the relation between government and business in France, examine the rich traditions of Spain, go back in time to historic Italy, experience Scandinavian thinking, and look at Eastern European hospitality. We will discuss the do’s and don’ts in each of these cultures to help you survive doing business in Europe.

<table>
<thead>
<tr>
<th>Duration</th>
<th>8 x 1 hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Presentation</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar and workshops</td>
</tr>
</tbody>
</table>
3.3 Leadership in the EU
Upon completion of this module, the student is able to:
1. Discuss the different styles of leadership
2. Explain how balancing the four types of intelligence will lead to effective leadership

Course Contents
This seminar will go into the differences between leadership and management. Differences between world leaders say much about their cultural backgrounds, but do not tell the whole story. What matters even more is striking a balance between IQ (Mind, or mental intelligence), PQ (Body, or physical intelligence), EQ (Heart, or socio-emotional intelligence), and SQ (Spirit, or spiritual intelligence). What are the leadership styles and theories involved here? Which leaders exemplify these qualities? What is situational leadership and what is directive leadership?

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodology</td>
<td>Lecture and training</td>
</tr>
<tr>
<td>Type</td>
<td>Seminar</td>
</tr>
</tbody>
</table>

3.4 Preparing for and Wrapping-Up Business Excursions
Upon completion of this module, the student is able to:
1. Prepare for business excursions
2. Effectively reflect on business excursions and discuss lessons learned

Course Contents
In this module, students will prepare for the business excursions to Papenburg, Amsterdam, and Groningen. Students will look at the typology of the companies in question, find out what business they are in, examine what the challenges are that these companies are facing, and prepare the kind of questions they can ask on the business trips. After each visit, students will make an inventory of lessons learned.

<table>
<thead>
<tr>
<th>Duration</th>
<th>6 x 1 hour</th>
</tr>
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<tbody>
<tr>
<td>Methodology</td>
<td>Interactive</td>
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<tr>
<td>Type</td>
<td>Workshop</td>
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