



Export Management (EXM)

Author(s)	Habiba Khan
Programme Manager	John Sterk Director IBMS and TMA Wil Hazelhof Director IBL
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1. Module overview

This guide gives you an overview of the module Export Management. More detailed information can be found on the DLWO (<https://dlwo.dem.hva.nl>)

1.1 Content

The core content of this module is designed to teach students how to develop a structural approach to export in the form of creating an export plan. The learning process includes recognizing, understanding, and dealing with risks associated with exports in the areas of shipping, payment vehicles, foreign exchange, insurance, and product/service pricing. By following this module, students will also develop specific export know-how aimed at mitigating risks at every step of the export process.

Developing and managing exports is not an easy task. Competition has become fierce, and customers and intermediaries abroad have become more professional. This means that great demands are made on those who play a part in the export process. Students who choose to follow this module should therefore have a passion for international trade, a pioneering spirit and the ability and desire to meet challenges.

In groups of four, the students will have to find an existing export oriented company and conceptualize the export plan. This plan is a scenario, a definition of how exports will be built up and expanded. It clarifies the route and also shows which individuals in the company can and should contribute to the process.

Drafting an export policy plan makes clear that export is a multidisciplinary task consisting of many subjects, e.g., market entry, finance, customs, legal affairs, logistics, risk management, cultural diversity, etc. Each group member will have to focus on one or more subjects and contribute to the completion of the export plan.

The Export Management module is optional for IBMS students and compulsory for TMA students. The module is offered as part of the IBMS/TMA minor Global Trade and Supply Chain Management (GTSCM).

1.2 Learning goals

#	You can:
1.	Explain the various aspects regarding export from a European and a global perspective.
2.	Explain the necessity of adopting a structural approach in exporting.
3.	Value the selection of a foreign market for an export oriented company by applying a relevant country selection model.
4.	Explain cultural pitfalls, ethical dilemmas and social corporate responsibility in international business.
5.	Explain important legal aspects of exporting.
6.	Identify and make recommendations regarding the mitigation of risks involved at various stages of export process.
7.	Create a well-structured export plan, applying Business English and APA sourcing, and pitching this plan.

Appendix 1 defines the relationship of the learning goals within this module with your programme's profile competences.



1.3 Coherence with other modules

The Export Management module is offered as part of the IBMS/TMA minor Global Trade and Supply Chain Management (GTSCM). The objective of this minor is to make students think about how Global Trade and Supply Chain Management impacts all of the areas and processes of the firm and its trading partners. The other modules in this minor are: Purchasing, Logistic Concepts, Supply Chain Finance, Supply Chain Innovation, and E-fulfillment. Export Management is relevant for this minor because the module is aimed at advising management on the organisation of entry strategies, logistics, risk, customs and legal aspects of global trading. It is directly related to logistics concepts, supply chain finance, and purchasing.

1.4 Study materials & recommended further reading

Required study materials:

Study books					
Title	Author(s)	Publisher	Year	Edition	ISBN
<i>Export Management. A European Perspective.</i>	Hans Veldman (editor)	Noordhoff Uitgevers	2010	First Edition	978-90-01-70032-4
<i>Handbook of International Trade and Finance</i>	Anders Grath	Kogan Page	2012	Second edition	978-0-7494-6397-7

Recommended further reading:

Books					
Title	Author(s)	Publisher	Year	Edition	ISBN
If needed, additional, recommended reading material will be communicated via the DLWO during the course.					

1.5 Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on the DLWO.



2. Set-up of this module

2.1 Teaching methodology

The module is designed on the basis of 5 ECTS (140 study hours) and will be spread over one semester (12 weeks). In every lecture week, class sessions will be planned. Each class session has a duration of 3 hours. The first part of the class session will be devoted to lectures about the theory. During the second part of the class session the groups of students will be working on (parts of) their export plan. Students are expected to come to class prepared, having studied the necessary theory.

Activity	Study hours per semester
Lectures, working in class, feedback sessions during class	36
Preparation for the lecture, self study, using the library and business cases	54
Preparation for the project, group meetings, writing the export plan	40
Preparation for presentations	10
Total study hours (1 credit = 28 study hours)	140

2.2 Assignments

Individual assignment (30% of the total grade)

The individual assignment will be devoted to researching and selecting foreign markets for one and the same product of the company in different countries by making use of the country selection model as described in the theory. This assignment receives a grade based on the assessment rubric in Appendix 2. The individual assignment prevents any kind of free-riding by individual students and will form the input for the group report (the export plan).

Group assignment (60% of the total grade)

On the basis of the individual assignment the group of four students will select the most promising foreign market and produce the export plan in a structured manner based on the theory and the market access database (madb.europa.eu). An outline of the report will be handed out in class. The group assignment will be graded on the basis of the assessment rubric in Appendix 2.

The deliverables of this module have to be in accordance with the IBS guidelines as described in the document 'Reporting – Guidelines for writing and styling business reports'. To increase your chances of obtaining a satisfactory grade for the assignment, you will have the opportunity to ask for help and feedback before or after each lesson throughout the semester in which the course is offered. More specific information about what is expected of you in the assignments will be made available on the course website on the DLWO at the start of the module.

Presentation (10% of the total grade)

As a closing element of this module, group presentations will be organized in the twelfth week where the groups will have to pitch their export plan. For the presentation two lecturers connected to the GTSCM minor will be present, along with the other groups who have followed the module. The presentation will be graded on the basis of the assessment rubric in Appendix 2.



2.3 Exams

The exams of this module will be decentral.
There will be no centrally administered exam.

2.4 Assessment

The assessment methods used in this module are summarised below. The table also shows how the grade for this module will be calculated.

#	Description	Form	Learning goal(s) #	Lecture week	Weight (%)
1	Individual assignment	Report	1,2,3	4	30%
2	Group report	Report	4,5,6,7	11	60%
3	Group presentation	Presentation	7	12	10%
					100%

2.5 Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.

Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1 • Average grade for the module (the individual assignment, the group report and the presentation) is ≥ 5.5	No resit needed.	N.A.	N.A.
2 • Average grade for the module (the individual assignment, the group report and the presentation) is < 5.5	The students can resit by improving the part(s) of the deliverables which were found to be insufficient.	The previously mentioned weights apply.	The period until when a student may submit the improved deliverable will be decided by the lecturer.



2.6 General regulations

- 1 You are required to prepare for lessons. If you come to class unprepared, the lecturer has the right to deny you access to the lesson. What is requested of you in terms of lesson preparation is stated below and/or on the DLWO for this module.
- 2 You must bring a laptop to school for each class. It is your responsibility to make sure that the battery lasts throughout each lesson. If you fail to bring a laptop to class and/or if the battery does not last throughout class, this is regarded as not being prepared. A lecturer then has the right to deny you (further) access to that lesson.
- 3 The assignments will not be graded if the level of English is inadequate or if other non-compliance with the IBS Reporting Guidelines is verified. If that is the case, you have to hand in your assignment again in the appointed resit period.

2.7 Lesson plan

Lecture week	Prepare for lesson	Lesson
1	Chapter 1 – Veldman	Export from a European and global perspective
2	Chapter 2 – Veldman	Exporting, a structural approach
3	Chapter 3 – Veldman	Researching and selecting foreign markets
4	Chapter 4 – Veldman Finalize individual assignment	Export planning Submit individual assignment
5	Chapter 1 – Grath	Trade risks and risk assessment Feedback on individual assignment
6	Chapter 2 – Grath	Methods of payment
7	Chapter 4 – Grath	Export pricing and currency risk management
8	Chapter 8 – Veldman	Cultural pitfalls in international business
9	Chapter 9 – Veldman	Important legal aspects of exporting
10	Work on group report	Joint feedback session regarding draft group report Submit draft group report
11	Work on group report	Joint feedback session regarding draft group report Submit final group report
12	Prepare presentation	Presentation group report Module evaluation

The table above states the topics, activities and assignments that are scheduled for each lesson and the materials that you have to study prior to the particular lesson. Please note that this concerns a preliminary lesson plan; information about the nature and focus of each particular lesson and about the required preparations is subject to change until the actual start of the course.



Appendix 1: Relationship with your programme's profile competencies

LG	You can:	IBMS Profile Competencies (level)	TMA Competencies (level)
1.	Explain the various aspects regarding export from a European and a global perspective.	I.1 International business awareness (3) I.2 Intercultural competency (2) II.3 International Strategic Vision Development (3) II.5 Entrepreneurial management (3)	1. Intercultural intelligence (2) 2. Entrepreneurship (3) 3. Export management (3)
2.	Explain the necessity of adopting a structural approach in exporting.	V.4 Business research methods (3) V.5 Planning and organizing (3)	6. Project management (3) 8. Consultancy (3)
3.	Value the selection of a foreign market for an export oriented company by applying a relevant country selection model.	I.1 International business awareness (3) II.5 Entrepreneurial management (3) V.4 Business research methods (3) V.5 Planning and organizing (3)	1. Intercultural intelligence (3) 2. Entrepreneurship (3) 3. Export management (3) 6. Project management (3) 8. Consultancy (3)
4.	Explain cultural pitfalls, ethical dilemmas and social corporate responsibility in international business.	I.1 International business awareness (3) I.2 Intercultural competency (3) II.5 Entrepreneurial management (3)	1. Intercultural intelligence (3) 2. Entrepreneurship (3) 3. Export management (3)
5.	Explain important legal aspects of exporting.	I.1 International business awareness (3) II.5 Entrepreneurial management (3)	1. Intercultural intelligence (3) 2. Entrepreneurship (3) 3. Export management (3)
6.	Identify and make recommendations regarding the mitigation of risks involved at various stages of export process.	I.1 International business awareness (3) II.5 Entrepreneurial management (3) III.7 International supply chain management (3)	1. Intercultural intelligence (3) 2. Entrepreneurship (3) 3. Export management (3)
7.	Create a well-structured export plan, applying Business English and APA sourcing, and pitching this plan.	IV.2 Co-operation (3) IV.3 Business Communication (3) V.4 Business research methods (3) V.5 Planning and organizing (3)	1. Intercultural intelligence (3) 2. Entrepreneurship (3) 3. Export management (3) 6. Project management (3) 8. Consultancy (3)

Appendix 2: Assessment model(s)

Individual assignment (30% of the final grade of the module)

Criteria	Unsatisfactory (< 5.5)	Partially Proficient ($5.5 < 6.5$)	Proficient ($6.5 < 7.5$)	Exemplary (≥ 7.5)	Rating
Structure and Argumentation LG1, LG2, LG7	Often unclear and disorganized. The report is confusing and difficult to follow. Conceptually confused. Project is poorly written and shows a serious inability to present a logical argumentation. Superficial presentation of content.	Not always clear or concise. Organization is adequate, but weak. Occasionally wandered and was sometimes difficult to follow. Generally competently written, although some problems exist in logical organization of arguments and text. Imprecise presentation of content.	Usually clear, concise, well organized. Most of the project was easy to follow. Good command of expression and logical argument. Adequate presentation of content.	Consistently clear, concise, well organized. Points were easy to follow because of the organizations. Outstanding command of expression and logical argument. Concise and precise presentation of content.	40%
Project content LG3, LG4, LG5, LG6	Displayed a poor grasp of the material. Demonstrated a superficial handling of content, application and implications. Little depth of research	Displayed some problems with the understanding of the material. Handling of content, application and implications OK. Adequate depth of research.	Displayed a general grasp of the material. Demonstrated good mastery of content, application and implications. Good research depth.	Displayed an excellent grasp of the material. Demonstrated excellent mastery of content, application and implications. Excellent research depth.	60%
English* Prerequisite	The assignment is written in clear, concise and correct Business English				
Layout & Style* Prerequisite	According to the IBS guidelines described in the document 'Reporting - Guidelines for writing and styling business reports'				
TOTAL					100%
* These criteria will not be graded, but if missing or incomplete, the assignment will be rejected. The use of proper business English (as described in the IBS Reporting Guidelines) is required in all written work. In case of a 'weak' score on the business English and layout criterion, the report will be directly graded with a '1' without further taking into account the other grading criteria.					

Group assignment (60% of the final grade of the module)

Criteria	Unsatisfactory (< 5.5)	Partially Proficient (5.5 < 6.5)	Proficient (6.5 < 7.5)	Exemplary (≥ 7.5)	Rating
Structure and Argumentation LG1, LG2, LG7	Often unclear and disorganized. The report is confusing and difficult to follow. Conceptually confused. Project is poorly written and shows a serious inability to present a logical argumentation. Superficial presentation of content.	Not always clear or concise. Organization is adequate, but weak. Occasionally wandered and was sometimes difficult to follow. Generally competently written, although some problems exist in logical organization of arguments and text. Imprecise presentation of content.	Usually clear, concise, well organized. Most of the project was easy to follow. Good command of expression and logical argument. Adequate presentation of content.	Consistently clear, concise, well organized. Points were easy to follow because of the organizations. Outstanding command of expression and logical argument. Concise and precise presentation of content.	40%
Project content LG3, LG4, LG5, LG6	Displayed a poor grasp of the material. Demonstrated a superficial handling of content, application and implications. Little depth of research	Displayed some problems with the understanding of the material. Handling of content, application and implications OK. Adequate depth of research.	Displayed a general grasp of the material. Demonstrated good mastery of content, application and implications. Good research depth.	Displayed an excellent grasp of the material. Demonstrated excellent mastery of content, application and implications. Excellent research depth.	60%
English* Prerequisite	The assignment is written in clear, concise and correct Business English				
Layout & Style* Prerequisite	According to the IBS guidelines described in the document 'Reporting - Guidelines for writing and styling business reports'				
TOTAL					100%
<p>* These criteria will not be graded, but if missing or incomplete, the assignment will be rejected. The use of proper business English (as described in the IBS Reporting Guidelines) is required in all written work. In case of a 'weak' score on the business English and layout criterion, the report will be directly graded with a '1' without further taking into account the other grading criteria.</p>					



Presentation (10% of the final grade of the module)

Criteria	Unsatisfactory (< 5.5)	Partially Proficient ($5.5 < 6.5$)	Proficient ($6.5 < 7.5$)	Exemplary (≥ 7.5)	Rating
Presentation structure LG7	Poor quality slides, hard to read, technically inaccurate, poorly constructed. Poor coordination with content. Doesn't seem to know how to prepare slides effectively. No or weak focus on important aspects.	Slides are marginally acceptable, too complex, crowded, and difficult to read or interpret. Insufficient coordination with content. Showed little understanding of how to prepare slides. Poor focus on important aspects.	Slides are usually clear, easy to interpret and easy to read. Generally well-coordinated with content, design was okay. Demonstrated some understanding of how to prepare slides. Mostly focused and consistent.	Slides are clear, easy to interpret and easy to read. Well-coordinated with content, well designed. Excellent example of how to prepare good slides. Focused but consistent.	30%
Presentation skills LG7	Slides used poorly. Presenter did not seem to know how to use slides effectively. Poor stage presence. Poor time management, time management did not fit the requirements at large.	Slides used insufficiently. Showed little understanding of how to use slides. Insufficient stage presence. Acceptable time management (max +/- 25%), weak time balance between sections.	Slides generally used effectively. Balance between usage of slides to support storytelling and free speech usually good. Sufficient stage presence. Overall good time management (max +/- 10%), fairly good time balance between sections.	Slides used very effectively. Excellent example of how to use slides to support own storytelling. Excellent stage presence. Excellent time management, good time balance between sections.	20%
Presentation content LG7	Displayed a poor grasp of the material. Demonstrated a weak handling of content, application and implications.	Displayed an insufficient grasp of the material. Demonstrated a superficial handling of content, application and implications.	Displayed a general grasp of the material. Demonstrated good mastery of content, application and implications.	Displayed an excellent grasp of the material. Demonstrated excellent mastery of content, application and implications.	50%
TOTAL					100%