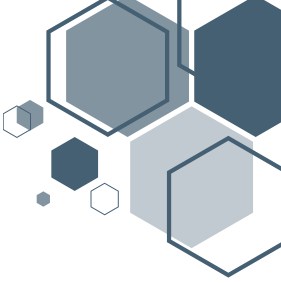


Suggested Body of Knowledge, Skills and Attitudes Framework International Business 2023

The Body of Knowledge, Skills and Attitudes (BoKSA) of International Business (IB) is a set of suggestions for the IB programmes in the Netherlands. Suggestions in the sense that:

- The programmes themselves determine which of the suggestions are suitable to use within their programme.
- The topics can differ in time. Every year the National Platform will review the suggestions. This can lead to new suggestions which will be shared with the programmes. This implies that the BoKSA is not fixed, but changes in time. Therefore this “fluid” BoKSA is apart from the National Framework 2023 for International Business, which is fixed.
- The overview is not exclusive, other suggestions may be added by the programmes themselves.





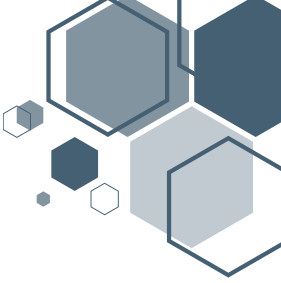
Suggested Body of Knowledge, Skills and Attitudes Framework International Business 2023 (cont.)

Overall

Knowledge (Bloom's Taxonomy)

Understand[1]	Apply	Analyse	Evaluate	Create
<ul style="list-style-type: none"> • Business cycle • Cost pricing • Cultural values and practices • Currency rates • Drivers / (de)motivators • Dynamics of supply and demand • Export principles • Geopolitical, social, technological, natural-ecological phenomena (STIRDEEPER) • Growth and fixed mindset • Historical perspective of international business / trade • Legal, regulatory and fiscal aspects of international business • Motivation • New economic paradigms • Organisational principles and behaviours in international contexts • Products and services • Profit & Loss • Sustainable Development Goals (SDGs) • Taxonomy and dynamics of relationships and stakeholders • Value of data 	<ul style="list-style-type: none"> • Budgeting • Business etiquette • Change management (people and processes) • Cultural knowledge • Data mining • Digital tooling • Environmental, Social & Governance (ESG) metrics • Feedback principles • Forecasting • Leadership principles (pertaining to change) • Marketing mix • Marketing research • Mediation / conflict management • Motivation • Negotiation principles • Personal leadership principles • Principles of intercultural management • Principles of nudging / influence • Principles of self-management • Principles of trust • Project management tools and methods • Quoting • Relationship management • Research design • Research methods • Responsible / ethical practices • Segmentation 	<ul style="list-style-type: none"> • Business / value models • Business analytics / data science • Business processes • Competitor analysis • Country analysis • Internal analysis • Market analysis • Organisation capabilities • Partner profiling • Problem analysis • Reflection methods • Stakeholder mapping • Supply chain • Trend and development analysis • Value aspects • Value chain 	<ul style="list-style-type: none"> • Automation and digitisation • Biases and blind spots • Impact analysis (gap analysis) • Market selection • Negotiation strategies • Networking strategies • Partner selection • Regenerative, restorative, sustainable practices • Responsible / ethical practices 	<ul style="list-style-type: none"> • Business case • International networks • Internationalisation strategies • Personal branding • Self-awareness • Trust & rapport

[1] The level 'knowing' of Bloom's taxonomy is left out. This does not mean IB professional does not need to know things; this levels is implied by the taxonomy levels 'understand', 'apply', 'analyse', 'evaluate' and 'create'



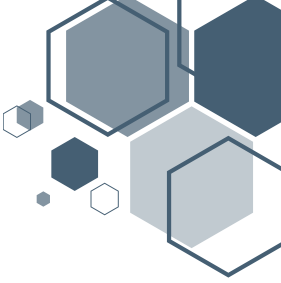
Suggested Body of Knowledge, Skills and Attitudes Framework International Business 2023 (cont.)

Skills (no Bloom's taxonomy, in alphabetical order)

<ul style="list-style-type: none"> • Apply knowledge appropriately • Brainstorming • Clear, to the point, concise writing skills for short exchanges • Collaboration skills (interdisciplinary) • Conflict management • Connecting people / networking • Consider different perspectives • Control and regulate self (emotions) • Convincing / argumentation 	<ul style="list-style-type: none"> • Create commitment / 'selling' • Create learning opportunities for themselves • Creativity / design skills /imagination • Critical thinking • Data analysis • Decision making • Design doing • Digital literacy • English language skills (advanced) • Evidence / fact-based reasoning • Feedback skills (also intervision) 	<ul style="list-style-type: none"> • Foreign language skills (basic) • Formulate research questions • Future mapping • Goal-setting • Inner Development Goals skills (IDGs) • Intercultural intelligence / effectiveness • Interdisciplinary / boundary-crossing skills • Interpersonal skills • Interviewing • Learning skills 	<ul style="list-style-type: none"> • Mathematical / quantitative skills, working with numbers • Navigate other (cultural, disciplinary) environment • Negotiation skills • Personal presentation • Planning / prioritising • Practical research skills (problem definition, evaluation, analysis, insights, conclusions) • Presentation skills • Professional communication skills, digital and live, verbal and non-verbal 	<ul style="list-style-type: none"> • Reflection skills • Reporting • Resilience • Sampling • Self-criticism • Self-motivation • System mapping • Taking initiative • Thinking in (interlinking) systems • Time management • Trust building • Unravelling (wicked) problems • Validation (justify) • Work-life balance
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Attitudes (no Bloom's taxonomy, in alphabetical order)

<ul style="list-style-type: none"> • Adaptive / flexible • Compassion • Curiosity • Dealing with setbacks • Dependable / trustworthy / reliable • Empathy (non-judgmental) 	<ul style="list-style-type: none"> • Entrepreneurial / self-starter • Ethical • Eye for detail • Growth mindset • Guts / courage / adventurous / daring • Humility 	<ul style="list-style-type: none"> • Long-term orientation • Objectiveness in context • Open mindedness (perspectives, others, knowledge) • Open to learning / eager to learn 	<ul style="list-style-type: none"> • Patience • Perseverance • Political savvy • Presence • Respectfulness • Responsibility / accountability • Self-awareness 	<ul style="list-style-type: none"> • Sensitivity (organisations, cultural, contextual) • Structured • Win-win attitude
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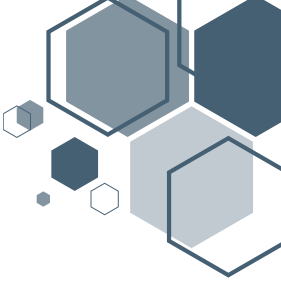
Suggested Body of Knowledge, Skills and Attitudes Framework International Business 2023 (cont.)

1) PLO 1: International business opportunities

The IB professional defines international business opportunities and recommends possible strategies for the organisation to create sustainable multi-sided value for stakeholders.

Knowledge[2]	Skills	Attitudes
<p><i>Apply</i></p> <ul style="list-style-type: none"> Budgeting Segmentation Marketing mix Marketing research Research design Research methods Forecasting ESG metrics 	<ul style="list-style-type: none"> Apply knowledge appropriately Critical thinking Problem definition Validation (justify) Data analysis Formulating research questions Sampling Evidence / fact based reasoning Mathematical / quantitative skills, working with numbers Digital literacy Create commitment / 'selling' Presenting reporting Unravelling (wicked) problems Thinking in (interlinking) systems Consider different perspectives Brainstorming Design doing Intercultural intelligence / effectiveness Future mapping 	<ul style="list-style-type: none"> Open mindedness Objectiveness in context Perseverance Dealing with setbacks Patience Flexibility / adaptability Curiosity Sensitivity (organisational, cultural, context) Respectfulness Political savvy Ethical Long-term orientation
<p><i>Analyse</i></p> <ul style="list-style-type: none"> Market analysis Country analysis Competitor analysis Trend & development analysis Problem analysis Internal analysis 		
<p><i>Evaluate</i></p> <ul style="list-style-type: none"> Regenerative, restorative, sustainable practices Responsible / ethical practices Market selection Impact analysis 		
<p><i>Create</i></p> <ul style="list-style-type: none"> Business case Internationalisation strategies 		

[2] The level 'knowing' of Bloom's taxonomy is left out. This does not mean IB professional does not need to know things; this levels is implied by the taxonomy levels 'understand', 'apply', 'analyse', 'evaluate' and 'create'



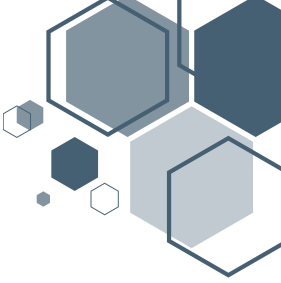
Suggested Body of Knowledge, Skills and Attitudes Framework International Business 2023 (cont.)

2) PLO 2: Business transformation

The IB professional contributes to business (systems) transitions and transformations in order to optimise sustainable international business practices.

Knowledge[3]	Skills	Attitudes
<p><i>Apply</i></p> <ul style="list-style-type: none"> Budgeting Leadership principles (pertaining to change) Change management (people & process) Data mining Project management tools and methods Digital tooling Principles of nudging / influence Motivation ESG metrics 	<ul style="list-style-type: none"> Decision making Reporting Presenting Convincing / argumentation Digital literacy Mathematical / quantitative skills, working with numbers/data Data analysis Practical research skills (problem definition, evaluation, analysis, insights, conclusions) Creativity / Design skills / imagination Intercultural intelligence / effectiveness System mapping 	<ul style="list-style-type: none"> Sensitivity (context, organisational, cultural) Political savvy Ethical Reliable Structured Dependable / trustworthy Eye for detail Enthusing Presence Integrity
<p><i>Analyse</i></p> <ul style="list-style-type: none"> Value chain Supply chain Business processes Organisation capabilities Business / value model Value aspects Business analytics / data science 		
<p><i>Evaluate</i></p> <ul style="list-style-type: none"> Regenerative, restorative, sustainable practices Impact analysis (gap analysis) Automation & digitisation 		
<p><i>Create</i></p> <ul style="list-style-type: none"> Business case 		

[3] The level 'knowing' of Bloom's taxonomy is left out. This does not mean IB professional does not need to know things; this levels is implied by the taxonomy levels 'understand', 'apply', 'analyse', 'evaluate' and 'create'



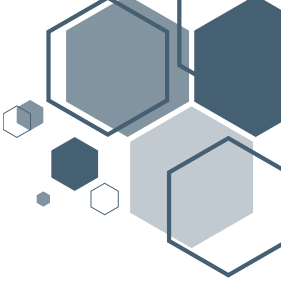
Suggested Body of Knowledge, Skills and Attitudes Framework International Business 2023 (cont.)

3) PLO 3: Relationship management

The IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals.

Knowledge[4]	Skills	Attitudes
<p><i>Apply</i></p> <ul style="list-style-type: none"> • Quoting • Cultural knowledge • Responsible / ethical practices • Principles of trust • Principles of nudging / influence • Principles of intercultural management • Relationship management • Negotiation principles • Mediation / conflict management • Digital tooling for communication • Business etiquette • Responsible / ethical practices • ESG metrics 	<ul style="list-style-type: none"> • Negotiation skills • Trust building • Working with people from different backgrounds (roles, responsibilities, departments, disciplines) • Conflict management • Cultural skills • English language skills • Foreign language skills (basic) • Navigate other (cultural, disciplinary) environment • Interviewing • (interdisciplinary) Collaboration skills • Interpersonal skills • Interdisciplinary / boundary crossing skills • Professional communication skills, digital and live, verbal and non-verbal • Clear, to the point, concise writing skills for short exchanges • Connecting people / networking • Crossing 'borders' 	<ul style="list-style-type: none"> • Sensitivity (context, cultural) • Respectfulness • Political savvy • Empathy (non-judgemental) • Compassion • Curiosity • Self-awareness • Perseverance • Win-win attitude • Trustworthy / dependable • Adaptive / flexible • Open to different perspectives / others / other knowledge • Humility • Integrity • Presence
<p><i>Analyse</i></p> <ul style="list-style-type: none"> • Stakeholder mapping • Partner profiling 		
<p><i>Evaluate</i></p> <ul style="list-style-type: none"> • Partner selection • Negotiation / networking strategies 		
<p><i>Create</i></p> <ul style="list-style-type: none"> • Trust & rapport • International networks 		

[4] The level 'knowing' of Bloom's taxonomy is left out. This does not mean IB professional does not need to know things; this levels is implied by the taxonomy levels 'understand', 'apply', 'analyse', 'evaluate' and 'create'



Suggested Body of Knowledge, Skills and Attitudes Framework International Business 2023 (cont.)

4) PLO 4: Self-management

The IB professional manages themselves in complex surroundings and continuously develop their professionalism for the benefit of the organisation, the field of international business and themselves.

Knowledge[5]	Skills	Attitudes
<p><i>Apply</i></p> <ul style="list-style-type: none"> • Feedback principles • Basic principles of personality (psychology) • Motivation • Drivers / (de)motivators • Personal leadership principles • Principles of self-management • Personal presentation • Business etiquette 	<ul style="list-style-type: none"> • Planning / prioritising • Feedback skills (also intervision) • Self-motivation • Time management • Control and regulate self (emotions) • Resilience • Personal presentation • Reflection skills • Learning skills • Work-life balance • Self-criticism • Goal-setting • Creating learning opportunities for themselves • Taking initiative • Inner Development Goals skills 	<ul style="list-style-type: none"> • Growth mindset • Perseverance • Dealing with setbacks • Patience • Responsibility / accountability: • Guts / courage / adventurous / daring • Open to different perspectives • Willing to look at himself / his actions critically • Open to learning / eager to learn • Inquisitive • Entrepreneurial (self-starter, proactive)
<p><i>Analyse</i></p> <ul style="list-style-type: none"> • Reflection methods 		
<p><i>Evaluate</i></p> <ul style="list-style-type: none"> • Biases and blind spots 		
<p><i>Create</i></p> <ul style="list-style-type: none"> • Personal branding • Self-awareness 		

[5] The level 'knowing' of Bloom's taxonomy is left out. This does not mean IB professional does not need to know things; this levels is implied by the taxonomy levels 'understand', 'apply', 'analyse', 'evaluate' and 'create'