



## Future Global Business

### *Future Finance*

Course guide 2026-2027

Semester	2
Inholland location(s)	Alkmaar, Amsterdam
Inholland faculty	Business, Finance and Law
Language of instruction	English
Cycle	Bachelor level
Number of ECTS	30

## Subjects

Subject title	ECTS	Course code
Sustainable Business Strategies and Global Trends	5	
Ethical Leadership and Financial Strategies in Emerging Markets	5	
A) Plan of Action Exploration of the case study Or B) Participating in a European BIP	3	
Researching and recommendation of the case study	17	

## Content subjects

The world is changing rapidly, driven by innovation, social developments, economic uncertainties and environmental crises. To thrive in these changing times, organizations must constantly adapt and innovate. Companies are facing new challenges. Opportunities are being sought for: sustainability (multiple value creation). Social outcomes are becoming increasingly important. It is about practical, new ways of managing that create value for people and society.

Examples of companies where this is being applied are Auping, Patagonia, CoolBlue, Tony's Chocolonely and Triodos Bank. As a result of these changes, the role of finance in companies has expanded beyond a purely financial orientation and is being used more broadly. The new finance understands how financial decisions affect the company's social and environmental performance. Increasingly, the finance function will be involved with colleagues in the integration of sustainability objectives into business strategy.

In the Future Finance minor, a concrete practical issue from a industry (e.g. Agri / Technology / Fashion / Food) is used to research and produce a professional product. Examples of such practical issues are reducing the footprint of clothing; Which business models are applicable to sustainable textiles; Which sustainable logistics solutions can contribute to sustainable (returns of) textiles. To deepen this role, attention will be paid to the following aspects: corporate governance and financial management; business improvement in a sustainable chain; international credit management; integrated reporting and transparency; compliance, risk management and ethics; international entrepreneurship. Find out more about this exciting minor soon!

**The study is divided into an initial exploration phase and a comprehensive research and consultancy phase. In parallel with these phases, a foundation is provided that provides tools for the successful completion of the case study.**

### Basic assignment:

**Throughout the entire semester:** Research a current business issue in the industry and propose a (sustainable) solution in at least one of the area of business modelling - governance - risk resilience and sustainable operations.

**Part 1 (Febr - April):** The focus is on innovative models (business models and the circular economy), value creation, integrated reporting, governance, and global business trends, tying them together under a strategic and sustainability-oriented framework.

**Part 2: (April - June):** The focus is on business-ethics, governance, finance, operational sustainability, and emerging market dynamics while emphasizing their interconnectedness.

## Learning outcomes

### **Learning outcome 1 (Sustainable Business):**

Facilitate insight in Sustainable Business Strategies and Global Trends of an organization and advise (line) management with the aim of making the correct business decisions.

Modules: Value Creation, Innovative Business Models & Circular Economy, Global Trends in Business and Finance and Governance & Strategic Decision Making.

### **Learning Outcomes**

- Innovative Business Models and the Circular Economy:
  - Identify and evaluate different business models, including those based on circular economy principles, and their implications for sustainable development.
  - Design innovative business models that align with environmental, social, and economic sustainability goals.
- Value Creation:
  - Analyze the components of value creation, including customer value, financial performance, and societal impact.
  - Apply frameworks to measure and enhance value creation in business strategies and operations.
- Integrated Reporting:
  - Understand the principles and components of integrated reporting, including the six capitals framework and non-financial performance indicators.
  - Develop integrated reporting strategies that align with organizational goals and stakeholder expectations.
- Governance and Strategic Decision-Making:
  - Examine the role of governance in shaping business strategy and ensuring accountability, transparency, and ethical decision-making.
  - Propose governance frameworks that enhance organizational resilience and sustainability.
- Global Trends in Business and Finance:
  - Analyze emerging global trends and their impact on business operations, including technological advancements, geopolitical shifts, and environmental challenges.
  - Develop strategic responses to global trends that leverage innovation and sustainability for competitive advantage.
- Interconnection and Strategic Frameworks:
  - Integrate concepts of business models, value creation, governance, and global trends into a cohesive strategy for long-term organizational success.
  - Critically assess how sustainability-oriented frameworks influence business strategy, operational efficiency, and stakeholder engagement.

### **Learning outcome 2 (Ethical Leadership & Financial Strategies):**

Recognize and reflect on the implications of leadership, governance and operations of international cooperation/cultures for an international company and/or work with international

students on financial issues.

Modules: Business Ethics, Business Control, International Credit Risk Management, Sustainable Operations, Emerging Markets

### **Learning Outcomes**

- Ethics and Leadership:
  - Evaluate ethical dilemmas and apply ethical decision-making frameworks to real-world business scenarios.
  - Demonstrate an understanding of the role of ethical leadership in fostering a culture of integrity and social responsibility.
- Business Control:
  - Analyze the relationship between governance structures, financial accountability, and the role of controllers in ensuring transparency and compliance.
  - Develop strategies to align governance and financial practices with long-term organizational goals.
- Sustainable Operations:
  - Assess the impact of sustainable business operations on organizational performance and societal value creation.
  - Propose improvements to business processes using sustainability-focused frameworks (e.g., Lean, Six Sigma).
- International Credit Management:
  - Evaluate credit risks and design effective credit management strategies that align with organizational objectives.
  - Understand the role of credit management in maintaining financial health and mitigating risks.
- Emerging Markets:
  - Analyze the challenges and opportunities of conducting business in emerging markets, including economic, social, and cultural dynamics.
  - Design strategic approaches to market entry and growth in emerging economies, considering ethical and sustainable business practices.
- Interconnectedness of Themes:
  - Integrate ethical considerations, governance principles, financial strategies, and sustainability into a coherent framework for decision-making.
  - Critically assess how global trends and emerging market dynamics influence governance, finance, and sustainability practices.

### **Learning Outcome 3 (Blending Theory and Practice):**

Create an action plan based on which you will investigate the business problem. This plan should include the theory, methodology, and interpretation of the problem.

Or (for the Dutch participants in the Group)

Participate in a Blended intensive Programme.

### **Learning Outcome 4 (Blending Theory and Practice):**

Analyzing a complex financial or governance issue. Based on this analysis, advising the organization on the application of a financial or governance model in a sustainable context.

### **Learning Outcomes 3 & 4**

- Identify the current situation of the organization.
- Describe the problem situation and provide appropriate main and sub-questions.
- Select and analyze relevant theory for the problem situation.
- Substantiate the method of analysis selected and established.
- Describe the results of the analysis carried out and conclude on the current situation.
- Provide substantiated advice to the organization, taking into account a sustainable context.

Learning in a living lab is an engaging, hands-on, and impactful approach where students tackle real-world problems, blending theoretical knowledge with practical application in collaboration with diverse stakeholders.

## Mode of delivery, planned activities and teaching methods

Student journey:

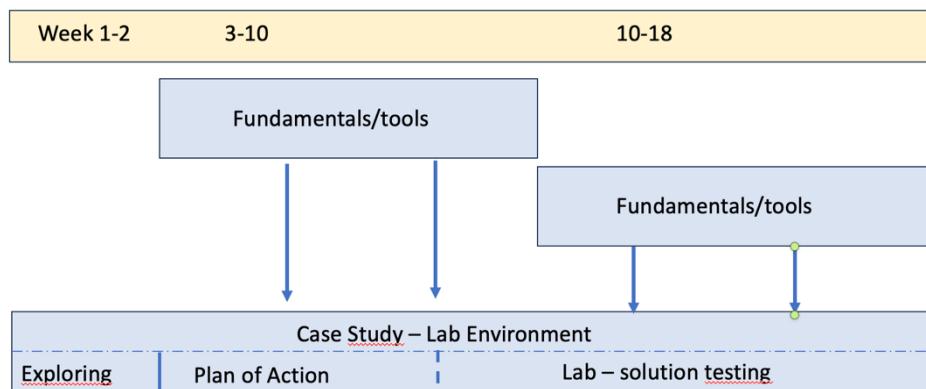
Week 1-2: Exploring the case study in lab environment

Week 3-10: Fundamentals

Week 11-18: Fundamentals

Week 3-18: Research and advisory of the case study

There are two separate weeks of university lukewarm phases in the semester.



### Fundamentals / Tools

- General: Guest lectures and company visits are part of the program
- Business Models & Circular Economy: (guest) lectures, self-study
- Value Creation: (guest) lectures, self-study
- Integrated Reporting: (guest) lectures, self-study
- Governance & Strategic Decision Making: (guest) lectures, self-study
- Trends in Global Business and Finance: (guest) lectures, self-study
- Business ethics: (guest) lectures, self-study
- Business Control: (guest) lectures, self-study
- International Credit Management: (guest) lectures, self-study
- Sustainable Operations: (guest) lectures, self-study
- Emerging Markets: (guest) lectures, self-study

**Exploring and researching the case study:** a Living lab learning environment. Learning in a living lab is an engaging, hands-on, and impactful approach where students tackle real-world problems, blending theoretical knowledge with practical application in collaboration with

diverse stakeholders.

### **Prerequisites and co-requisites**

A good command of the English language.

### **Recommended or required reading and/or other learning resources/tools**

To be announced.

### **Assessment methods and criteria**

#### **Tools or fundamentals:**

- Business Models & Circular Economy;
- Value Creation;
- Integrated Reporting;
- Governance & Strategic Decision Making;
- Trends in Global Business and Finance;
- Business ethics;
- Business Control;
- International Credit Management;
- Sustainable Operations;
- Emerging Markets

The solution and advice from the case study should be written up in a report and presented to the client. The presentation and report will be assessed by an oral examination. In the report, it is important to show relevant descriptions of the theory and clearly indicate its implications for practice.

Components/subjects covered as tools but not directly reflected in the advice can be tested separately in the oral assessment.

After the exploration phase, students develop a Plan of Approach in which the theoretical framework of the research and advice, as well as the methodological rationale can be found.

On this, they receive a Go or No Go on which they can proceed with the research.

### **Lecturer(s)**

Luc Salemans - [Luc.Salemans@inholland.nl](mailto:Luc.Salemans@inholland.nl)