

Level 3	How and what to learn?	Assessment criteria
<p>Complexity and guidance</p> <p><i>How will you work on business challenges to complete your levels in collaboration with the peers in your community, guided by your personal coach and supported by the IB business coaches?</i></p>	<p>The complexity of your business challenges represents real-life international business. They provide a comprehensive view on all IB worlds with a focus on your specialisation.</p> <p>You take the lead in consulting with your coach and with the relevant business coaches and provide guidance to lower-level students with whom you collaborate in some of your challenges.</p>	<p>A challenge which represents the complexity and uncertainty of a real-life international business context, in a specialized field of study or work.</p> <p>High degree of autonomy / limited guidance.</p>
<p>Gaining knowledge and understanding</p> <p><i>What you do to gain and deepen knowledge on</i></p> <ul style="list-style-type: none"> • <i>International Business,</i> • <i>business ethics, responsibility, and sustainability (ERS), and</i> • <i>international and global perspectives, and intercultural sensitivity' (Global Minds).'</i> 	<p>Reflect on the limitations of business concepts, models, and tools as simplifications of reality and what this implies for problem solving (e.g., a confrontation matrix).</p> <p>Search for innovative knowledge and insights and how these are applied in practice (e.g., the use of data and AI; block chain; chat bots).</p> <p>Research case studies applying business scenarios based on different value propositions related to the ERS dimensions (e.g., growth – degrowth; sustainable – regenerative), cultural contexts and globalisation.</p>	<p>Demonstrate a critical understanding of current international business concepts and models and the distinctive IB lens, which are partly informed by the forefront of a specialised business field.</p>
<p>Applying knowledge and understanding</p> <p><i>How to use knowledge and experience to solve an international business challenge in an ethical, sustainable and beneficial way?</i></p>	<p>Ask yourself which knowledge gap you need to address in your challenges and reflect on how you can apply new insights from business research to existing theories and models, or how you can combine existing IB concepts and models to develop innovative solutions for newly arising business issues (e.g., How to decouple business success from economic growth or an increasing use of resources?).</p>	<p>Develop new perspectives and innovative solutions, while integrating the dimensions of the distinctive IB lens.</p>

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<p>Research informed problem solving</p> <p><i>How to collect new information and evidence to answer my research question in an ethical, sustainable, and mutual beneficial way?</i></p>	<p>Ask yourself who the relevant stakeholders are and their possibly conflicting business goals.</p> <p>You develop research questions and collect evidence that will provide you with a broad, multifaceted understanding of the challenge and its root causes (e.g., the root cause is not the lack of resources to develop a social media strategy, but a lack of systematic evidence to convince the CFO of its potential positive impact).</p> <p>You evaluate possible solutions or scenarios using evidence-based criteria (e.g., cost-benefit analysis; organisational capability) and develop action plans and timelines for implementing the optimal solutions sensitive to the local context.</p>	<p>Based on a multi-perspective analysis of the business challenges you formulate research questions. You develop your own ILOs related to the IB programme learning outcomes in which you integrate all IB worlds</p> <p>Systematically collect evidence to inform desired business goals and associated innovative strategic options / scenarios, critically weigh the strategic options on the best solution, demonstrate mastery to implement an innovative solution considering multiple stakeholders, their interests, and worldviews.</p>
<p>Collaboration, convincing others and creating buy in</p> <p><i>How do I effectively and appropriately work with others to achieve my goals in an ethical, sustainable and beneficial way?</i></p>	<p>From the start of a challenge, you actively consult with multiple stakeholders on their view and perspectives.</p> <p>You move beyond their stated positions and seek out their underlying goals and opportunities for reconciliation in case of conflicting goals (e.g., the CMO aims to boost reputation through a social media campaign; the CFO aims to run cost efficient operations).</p> <p>You seek out win-win solutions with jointly developed and agreed success criteria, realizing collaboration is about give and take. Thereby you aim to mitigate the impact of cultural differences on business decisions.</p>	<p>Demonstrate leadership to collaboratively develop common reference towards strategic goals and ways of working.</p> <p>Engage in a critical dialogue (why, what if, so what) on a challenge, possible problem-solving approaches/methods, and related solutions, their benefits, and limitations in the context of desired business goals with experts, fellow student, and challenge owners, while integrating the dimensions of the distinctive IB lens.</p>

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Keep learning <i>How do I keep learning and ensure my currency as a business professional with a responsible global mind?</i>	<p>You plan and initiate regular and timely feedback, sensitive and aware of your own needs and the needs of other stakeholders in the challenge and in the learning process.</p> <p>The feedback takes the form of a value driven dialogue in which you demonstrate the capability to reflect on the progress of the challenge and the own and others' learning processes in the context of the IB values as expressed in IB's mission and vision.</p>	<p>Know when to initiate feedback from appropriate stakeholders, grounded in a reflection on the progress of your own learning process.</p>