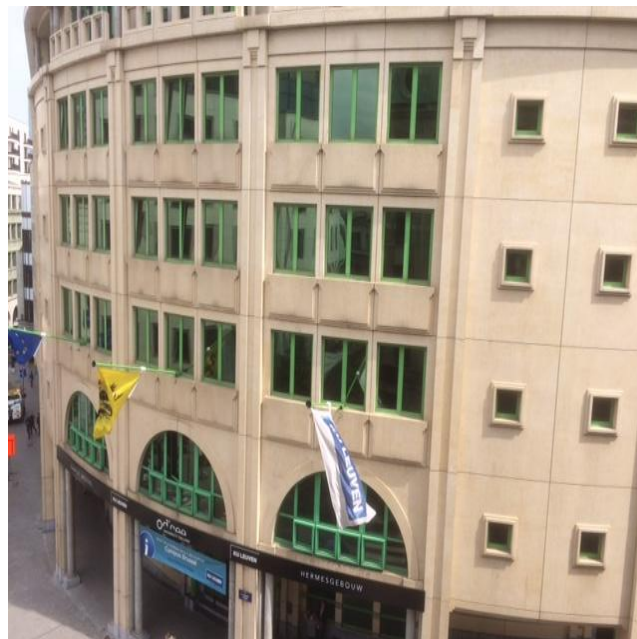


INTERNATIONAL BUSINESS PROGRAMME

Academic year 2017-2018



Odisee University-College Brussels
www.odisee.be

GENERAL SET-UP OF THE INTERNATIONAL BUSINESS PROGRAMME

Dean: : Mr. Walter Roossens
International student coordinator : Mr. Stefaan Debrabandere & Mr. Koen Coonen

From early September till the end of October students follow the international business program on a full time basis only:

- *Students staying until the end of December only are expected to compose a study curriculum which comprises at least 20 ECTS credits.*
- *Those staying until the end of January pick 30 credits.*
- *The student can only choose modules for which the home institution offers full equivalency.*
- *Any derogations must be agreed upon prior to the students' arrival by the international coordinator of the home institution and the receiving institution*
- *The contents of the module, number of credits and number of contact hours may be subject to a number of minor changes.*
- *Modules will be organized provided there are sufficient participants.*
- *It is only possible to deviate from the above rules if the departmental coordinators of the host institute and the sending institute agree.*

Incoming students are expected to apply via the e-application module of Odisee. the digital learning agreement on the website of the International Office stating the lectures they'd prefer to follow. Before 30th June 2017 they also send a scanned printout to the International departmental coordinator of the faculty of Business Management studies

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*They also register their program via the e-application module of Odisee.
Choices incompatible with the time table will be discussed upon the arrival of the student.
The introduction day into life in Belgium is compulsory for all participating students*

2. Attendance:

*Modules are lecture and/or workshop based. As we make use of a lot of permanent assessment students who have not attended the necessary number of lectures may not be allowed for assessment. Lectures are given during day time BUT a number of modules **involve evening sessions and may continue during the work placement period.***

3. The work placement

*The work placement starts at the beginning of November. The student works 4 to 4.5 days a week. One half day per week is reserved for coaching and lectures at college.
As a rule work placements are unpaid. It is common practice, however, that Brussels companies, offer a trainee very elaborate training opportunities.*

4. Credits and certificates

The program leads to a certificate stating the different subjects on the curriculum. The certificate is issued to students on completion of the program. One credit corresponds to a workload of 25-30 hours of work.

6. Timing and schedule

Students are expected to arrive in the weekend of 10th September.

11th November is Armistice Day. All offices and universities are closed.

Winter recess at Odisee University-College is from 22nd December 2017- 8th January 2018

However, as the students are on work placement in the Christmas period, they have to arrange with their employers how many days they can be absent in the Christmas and new Year's period.

7. Resits

In case students need a resit for a subject, a resit can be arranged at the home institution during the second semester. Dates, exam format and modalities are arranged between the lecturer, student, departmental international coordinators of the receiving and sending institutions

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Academic year 2017-2018

This module is advised for students who want to make a combination with a work placement and stops before 1st November

This module runs throughout the semester. Look out for overlap with your work placement. If you choose to take a workplacement you can only be absent from your work placement for 2 half days per week

	Number of contact hours	ECTS- Credits	OPO/OLA-code	Advanced level Basic Medium Advanced	Combination & compatibility
1 THE MARKETING MODULE					
1.1 Sales and customer interaction • Rudy Vanheyghen	24	3	HBI33A/33a	B	Not with mod. 2
1.2 Advertising and promotion • Yvan Rooseleer • Katrien Van Den Broecke	24	3	HBB56E/78e	B	Not with mod. 2
1.3 Consumer behaviour • Chris Yeager	24	3	OH3152/515 2	M	
1.4 Commercial budgeting • Alea Fairchild	16	2	OH6160	M	
1.5 Marketing planning and marketing mix strategy • Igor Nowé	32	4	OH3156 OH5156	A	
1.6 International marketing ?	32	4	OF13A/13a	A	
2 THE ACCOUNTING MODULE	32	4	OF13A/13a	A	
2.1 Belgian versus international accounting • Katrijn Claes	24	3	HBB51E/73e	M	Not with mod. 3 + 5.4
2.2 Financial reporting and management • Kaat Peeters	24	3	HBB52E/74e	A	Not with mod. 1.1+ 3 + 5.4
2.3 An Introduction into IFRS and consolidation ▪ Kelly Goelens	32	3	HBB03A/03a	A	Not with mod. 3 + 5.4
2.4 Financing growth and innovations in SME's • Hans Knol Ten Bensel	24	3	HBB21A/21a	A	
3 THE LOGISTICS MODULE					
3.1 Safety and security in logistics • Tom De Coninck	24	3	HBB34E/47e	A	Not with module 2
3.2 Dangerous Goods: ADR-IMDG Maarten Claes	22	3	HBB57F/91f	M	
3.3 Dangerous goods: IATA. External course leading to certification (fee paying) • Cargo Training Centre	22	3	OH3151/515 1	M	
3.4 Purchasing and logistics • Alea Fairchild	24	3	OH4122/614 7	A	
3.5 Business projects • Katleen Dirickx	48	4	OH3150 OH5150		
4 THE INFORMATICS MODULE					
4.1 Usability & interaction Design	44	4	HBI86B/96b	A	Only For

<i>Geert Vandendriessche</i>					<i>students with advanced IT skills</i>
4.2 ICT Organisation 3: <i>Business Applications</i>	24	3	HBI25B HBI63b	M	
• <i>Wouter Thielemans</i> <i>Ict Bussiness topics & trends 3</i>	20	1			
• <i>Yvan Rooseleer</i>			HBI64b		
4.3 Information management 3	24	3	HBI69B/79b	M	
• <i>Wouter Thielemans</i>					
4.4 ICT & Organisation 5: Creative Entrepreneurship	22	3	HBI12C/33c	A	
• <i>Wouter Thielemans</i>					
4.5 System management 5: Datacenter and Cloud <i>Rooseleer /Marchal</i>	44	4	HBI97B HBIo8c	A	
4.6 Integration project software	26-52	6-9	OH3107/OH5 107	A	
• <i>Yvan Rooseleer</i>					
4.7 Integration project Internet and Cloud <i>Yvan Rooseleer/Cauwenberg</i>	?	6-9	OH3109 OH5109	A	
4.8 Content management	22	3	HBI47B/47b	A	
• <i>Hans Vandenbogaerde</i>					
4.9 Mobile & Internet 5: Smart App	44	4	OH3108/OH5 108	A	
• <i>Steven Ophalvens</i>					
4.10 ICT Organisation 6: ICT Legal Issues	22	3	HBIo6C HBI28c	A	
• <i>Baestaens</i>					
4.11 Software engineering 5: Software Testing	44	4	HBIo3C HBI25c	A	
• <i>Hans Vandenbogaerde</i>					
4.12 Network management 5 & Information Security	44	4	HBI88B HBI98b	A	
• <i>Yvan Rooseleer</i>					
5 THE MANAGEMENT MODULE					
5.1 Business strategy	24	3	HBB17A/17a	A	
• <i>Bruno Coessens</i>					
5.2 Quality management	24	3	HBB09B/09b	B	
• <i>Ingeborg Maes</i>					
5.3. Innovation and the young entrepreneur	27	3		A	
• <i>Raph Verbruggen</i>					
5.4. Communication management	24	3	HBB18A/18a	B	<i>Not with module 2</i>
• <i>Katrien Van Den Broecke</i>					
5.5 Human resources management	24	3	HBB63A/63a	B	
• <i>Dr. Bart Henssen</i>					
5.6 Real estate management	24(3)	3	HBB80E/07f	M	
• <i>Drew Misner</i>					
5.7 Foreign Trade	24	3	HEB19A/19a	M	
• <i>Dr. Alea Fairchild</i>					
5.8 Business Ethics	20	3		M	
• <i>Chris Yeager</i>					
6 THE LAW AND ECONOMICS MODULE	26				
6.1 Doing business in the European Union	24	3	HBB27A/27a	B	
• <i>Iris Weber</i>					
6.2 Micro-macro economics	36	4	HEB61A/61a	B	
• <i>Marc Corner</i>					
6.3 Principles of Law	48	6	HEB02A/02a	M	
• <i>Dr. Stefanie Gardner</i>					
7. LANGUAGES		3			
7.1 Oral and written international communication <i>Advanced French 2</i>	40			A	
• <i>Kathleen Caenen</i>					
7.2. Oral and written international communication	40				

Advanced French 3 • Kathleen Caenen					
7.3 Oral and written international communication Advanced French (office management) • Goedele Meylaerts - Ariane Vantichelen - Séline Vanhelleputte - Chris Oelbrant	40				
7.2 International and intercultural communication in English • Erica Lutes	26	3	OH3111/OH5 111	A	
8 THE WORKPLACEMENT MODULE					
8.1 Until the end of term 1 • Stefaan Debrabandere		5		A	
8.2 Until the end of semester 1 • Stefaan Debrabandere		10		A	

Disclaimer:

The above information has an indicative value and changes in contact hours, ECTS etc. may apply. It is students' personal responsibility to check the information in the Learning Agreement (LA) prior to signing.

1. THE MARKETING MODULE



HBI33A/33a	1.1 Sales and customer interaction
Lecturer	Rudy Vanheygen
Status	Elective course for Erasmus students only
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	This is a fast, interactive and practical course to develop your sales competencies: sales and the company, the profession and the relation to people. What, why, and how to sell products, services, ideas and yourself.
Competencies	<ul style="list-style-type: none"> - assess a customer's profile, prepare a sales conversation and decide as to which sales techniques should be used - conduct an efficient sales conversation with an eye for product/service/market - analyse and influence processes which are relevant in a sales and marketing context in order - to influence a consumer's decision
Key objectives	<p>On completion of this course the students will be able to describe the position of sales in a macro and micro economic structure. He or she can indicate the different styles of customer relation and sales activities. The student is able to recognise the styles of customers' behaviour and needs in order to adapt the conversing style.</p> <p>The students learn how to prepare an account plan and a sales conversation or a sales pitch. They actually exercise how to carry out efficient sales conversations, knowing how and when to use the specific selling techniques.</p>
Programme contents	<p>1 Sales as part of the business:</p> <ul style="list-style-type: none"> - The importance of sales in the general economic environment, in a B2B as well as consumer market, as with internal customers. - Sales in the chain of activities within an organisation or company, links with all departments - Styles of sales: hunters, farmers & challengers, retail and gross, prospecting, one time selling – consulting and contracting, account management. - Strategic selling & cross selling - Face to face sales, virtual sales, customer service sales. <p>2 Knowing the customer:</p> <ul style="list-style-type: none"> - Behaviour patterns of customers and interlocutors. - Observation and recognizing behaviour patterns. - Primary needs and purchasing motives as a consequence of the behaviour patterns. - Sales conversation preparation: identifying the interlocutors, defining essential product features and benefits. <p>3 The sales discussion:</p> <ul style="list-style-type: none"> - Gather the organisational, functional and personal needs of the customer. Questioning techniques. - Solution selling as an ideal approach to results. - Argumentation, demonstration, sales aids. - Negotiation techniques. - Objective handling. - Closing techniques. - Order follow up and customer loyalty. <p>4 Selling specials:</p> <ul style="list-style-type: none"> - Selling ideas to your boss - Selling as communication in daily life - Selling yourself
Learning paths and methods	<ul style="list-style-type: none"> - 15 contact hours are lecture based - 9 hours of interactivity and workshop work, including role play exercises and simulations - Personal assignments in collecting examples; preparing the workshop discussions; interviewing a salesperson - Pragmatic learning: the practical exam (conducting 2 sales conversations) and the internal observation/evaluation are also part of the learning curve, as is the oral exam. In all situations the understanding and insight of the experience and the verbal exchange of it are the central method of the learning process.

Course material Compulsory course material	Hand-outs of presentations Syllabus Extensive literature lists (all provided by lecturer)
Conditions of evaluation	<ul style="list-style-type: none"> - Written multiple choice examination on theoretical concepts - Paper assignment on sales and/or techniques - Oral examination on theoretical knowledge - Group assignment running a sales conversation

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		25+ 35	
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		25+ 35	

HBB56E/78e	1.2 Advertising and promotion
Lecturer	Yvan Rooseleer Katrien Vandenbroeck
Status	Elective course for Erasmus students only
Number of contact hours	24
Number of credits	3
Course rationale	In the present networking economy using internet technology and digital marketing has become an essential competency for marketing and promotion. The course will focus on relevant aspects of marketing and marketing communication and extend this to using the internet and digital tools for specific purposes.
Competencies	<ul style="list-style-type: none"> § Analyse the relevant aspects of marketing and marketing communication of a company § Give advice in order to enhance the internal and external company communication § Give advice in order to select the adequate communication channels and media in order to implement the communication strategy
Key objectives	<p>On completion of this module students are able to</p> <ul style="list-style-type: none"> § select and apply communication tools appropriate for a company's strategy § use internet technology and digital marketing to improve business communication § analyse internet marketing and e-commerce § select tools for a digital marketing project § build a project team with task differentiation to integrate and link various elements of information and communication (text, images, audio, video) § discuss how to achieve a successful internet presence
Learning track and methods	Lecture based course with research activities and case study work (teamwork)

Programme contents	<p>Lecture 1 Today's promotional and advertising environment. What are the current trends? The influence of technological evolutions on the consumer and on our communication approach. The importance of building a strong relationship with our customer and the evolution of the split between theme and action communication.</p> <p>Lecture 2 What are the communication instruments we can use to promote a product and build a brand. What is and when do you use best: advertising, public relations, sponsoring, sales promotion, direct marketing, in-store communication, personal sales, fairs and exhibitions and events.</p> <p>Lecture 3 Paid, earned, owned media: the evolution of our media landscape due to the internet. Interactive marketing – examples of successful campaigns.</p> <p>Lecture 4 E-commerce and e-selling. Viral marketing and social media. Building online visibility and traffic to your site through search engine optimization (SEO). Combining SEO, blogs and social media for a strong online presence and visibility.</p> <p>Lecture 5 Cases of successful business implementation of web and internet-related technologies How to implement information, contact and transaction services Tools of the trade: criteria for selecting tools Strategies for designing an internet presence</p> <p>Session 6 Integrating and linking various elements of information and communication (text, images, audio, video)</p> <p>Session 7 Preparation for group-task</p> <p>Session 8 Group-task + personal portfolio</p> <p>Session 9: Presentation of the case study</p>
Assignments	Groupwork creating Weblogs, blogs and using related technologies. Integrating and linking various elements of information and communication (text, images, audio, video) into a weblog (demo, tools overview and mini-project)
Compulsory course material	Hand-outs and texts on the Toledo learning platform
Recommended study material	Power Up Your Small-Medium Business, A Guide To Enabling Network Technologies, ciscopress.com, ISBN 1-58705-135-4, 2004
Conditions of evaluation	presentation of a case, portfolio Evaluation based on active participation and level of understanding (through small tests) for the first 4 lectures.

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
50%	50%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
			100%

OH3152/5152	1.3 Consumer Behaviour
Lecturer	Chris Yeager
Status	Compulsory for Marketing students of the BBM programme
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	<p>An essential component of marketing is consumer insight – both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level.</p> <p>This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioral sciences within the framework of the consumer decision process and its main influencing factors.</p> <p>You will learn about fundamental theories and concepts in consumer psychology and about exciting new findings to enhance your understanding of how and why people choose, use, and evaluate goods and services the way they do. The understanding of consumer behavior that you develop from this class will form the basis for your subsequent learning on developing marketing strategy.</p>
Competencies	<p>Competency 4: The graduate can work in an international/intercultural environment</p> <p>Competency 18: The student is able to define objectives, product service, pricing, distribution and communication strategies</p> <p>Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy</p>
Key objectives	<p>4.2 Assesses the impact of regional, national, international and intercultural issues on business processes.</p> <p>16.1. Delivers a customer analysis and/or a vendor rating and/or carries out and interprets a competitor analysis.</p> <p>18.7: Determines segments, target groups and defines position.</p> <p>18.8 Takes decisions about products, services and assortment</p> <p>18.9 Takes decisions about distribution channels.</p> <p>18.10 Assesses communication tools and the communication mix</p> <p>18.11 (helps) to develop a communication tool</p> <p>18.12 Prepares decision making relating to pricing policy.</p> <p>19.1: prepares and/or delivers a sales pitch taking into account the specific customer profile.</p>
Programme contents	<p>Part I: Internal Consumer Influences:</p> <ul style="list-style-type: none"> - Personality, identity, self-image and lifestyle - Needs, motivation and values - Perception and processing information - Learning, attitude emergence and change of attitude <p>Part II: External Consumer Influences:</p> <ul style="list-style-type: none"> - Group and interpersonal influence - Theory of consumer culture <p>Part III: Decision Making Dynamics & Consumer Value Framework:</p> <ul style="list-style-type: none"> - Time and place dynamics - Need recognition and search - Consumer choice decision rules and alternatives
Learning track & - methods	
Course material Compulsory course material	Babin & Harris (2016) CB, 7th ed., ISBN-13: 978-1305403222
Conditions of evaluation	<p>1st exam period</p> <p>Case study paper (1000 words) 40%</p> <p>Finbal exam: 60 % written essay response questions</p> <p>3rd exam period (August-September)</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
	40%		60%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
			100%

OH6160	1.4 Commercial Budgeting
Lecturer	Dr. Alea Fairchild
Status	Compulsory course for regular marketing students
Number of contact hours	16
Number of credits	2
Course rationale	This course offers a grounding in all financial, budgeting and tracking issues relating to commercial cost management Business economic and financial analysis of projects focusing on the creation, control and monitoring of the commercial budget. -Development of an integrated commercial budget and forecasting this to calculate the cost/revenue both for events as for products
Competencies	Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently 1.2 Preparation, support and monitoring budgets 3.0 Advanced Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies 18.9 Calculation and / or evaluation of marketing-related indicators 3.0 Advanced Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy 19.5 Ability to develop an integrated commercial plan 2.0 Career 19.6 understands the main keys to lead a sales team successfully 2.0 Career 19.7 calculates and analyzes commercial data. 2.0 Career
Learning track and methods	Four homework assignments during the term (20 percent total of grade, 5 percent each) Written examination (80 percent) Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity.
Programme contents	Understanding the commercial plan and its development Drafting a commercial plan and its operating budget Modeling the commercial budget and its components Creating a sales budget and its implementation Evaluating and auditing budgets – control mechanisms and measuring effectiveness Modeling the sales budget and its components
Assignments	Four assignments focusing on cash, sales and operating budgets, with a special emphasis on variance assessments, control mechanisms and analysis
Course material Compulsory course material	Compulsory study material Carey, Knowles, & Towers-Clark: Accounting: A Smart Approach 2nd edition
Conditions of evaluation	1st exam period: 1. Modes of assessment: Written examination 2. Question format: Closed and open questions 3. Additional learning materials that can be used: Closed book 3rd exam period: 1. Modes of assessment: Written examination 2. Question format: Closed and open questions 3. Additional learning materials that can be used: Closed book

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
Oral	Written	Oral	Written
0%	20%	0%	80%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
O	W	O	W
0%	0%	0%	100%

Lecturer	Igor Nowé
Status	Compulsory course for all students of Marketing
Contact hours	30
ECTS credits	3
Language of instruction	English
Competencies	<p>Competency 3: the graduate handles internal and external oral and written communications in three languages 3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.</p> <p>Competency 16: The graduate analyzes the market and words conclusions 16.1: delivers a customer analysis and/or a vendor rating and/or carries out and interprets a competitor analysis. 16.2 : analyzes and interprets the macro-environment.</p> <p>Competency 17: The graduate words advice interpreting the data derived from market research 17.2: interprets the outcomes of a market research, gives advice and reports to the Management</p> <p>Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies</p> <ul style="list-style-type: none"> - determines segments, target groups and defines position. - takes decisions about products, services and assortment - takes decisions about distribution channels. - prepares decision making relating to pricing policy. - drafts a marketing plan integrating strategic elements such as product, services, distribution, communication and pricing. - determines and/or interprets data and trends relating to marketing
Course rationale	<p>Leaving from the module Marketing of the 1st stage we now focus on the different aspects to build a great marketing plan. We will proceed through different steps and make this tangible and concrete by using the learned marketing concepts such as marketing environment, market segmentation, strategic marketing models and the marketing mix tactics. These concepts are always interpreted within the framework of a concrete case that the students will have to choose within a group.</p> <p>The goal is that students leave from real life cases and are able to find relevant information, to analyze, define targets, develop and present a well-structured marketing mix plan, strategy and tactics. They are able carry on campaigns according to the various stages of the marketing plan</p> <p>First of all, we will define what the objective is of a marketing plan and how it can contribute to the business plan of a company. We will also tackle the framework of marketing management, more specifically marketing as the basis for the value-creation philosophy within a company. We will also define the difference between marketing and the other division of a company, without stressing out which synergies are existing between them.</p> <p>Then we move into the structured process of building a perfect marketing plan:</p> <ul style="list-style-type: none"> ● Making up an executive summary ● Making up a situation overview (competition, brands, product analysis) ● Setting goals ● Formulate value-creation strategy ● Delineate the tactical aspects of the offering ● Articulate a plan to implement the tactics ● Define a set of control measures ● Set up relevant exhibits (budget, ...) <p>This process is working on the principles of marketing, set up by Kotler and which is tackled in the 1st stage.</p> <p>During the lectures, we will tackle each step of the process from a theoretical perspective. Afterwards the students will have to implement the theory on their self-chosen group assignment. The students are assigned to a team during the first lecture. During each session, we will tackle the different topics through “real cases”, showing good and wrong</p>

	<p>examples.</p> <p>Students have the opportunity to already discuss in group. Presence during the working sessions -and the presentation sessions is mandatory (peer evaluation).</p>
Course material	<p>The following book will be used:</p> <p>The Marketing Plan Handbook (Alexander Chernev – 4th edition – Cerebellum Press, USA) ISBN 978-1-936572-39-7</p>
Learning path and methods	<ul style="list-style-type: none"> • Formal lectures and class discussion • Group work
Assessment	<p>1st exam period:</p> <ol style="list-style-type: none"> 1. Modes of assessment: permanent assessment, with a written paper (50%), an oral exam (25%) and oral presentations of the group work (25%) 2. Question format: open questions <p>3rd exam period:</p> <ol style="list-style-type: none"> 1. Modes of assessment: written paper (50%) and oral exam (50%) 2. Question format: open questions <p>This subject cannot be tolerated</p>

OF13A/13a	1.6 International marketing
Lecturer	
Status	Compulsory course for all students of Marketing
Contact hours	32
ECTS credits	4
Language of instruction	English
Course rationale	International marketing is important as the world becomes increasingly globalized. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing. The course is about the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management.
Competencies	Competency 4: The graduate can work in an international environment Competency 18: The bachelor is able to define objectives, product-service-, pricing, distribution, and communications strategies
Key objectives	4.1 Assesses the impact of regional, national, international and intercultural environmental factors on business processes. 4.2 Assesses the impact of intercultural issues on professional activities. 18.2 Makes decisions about products and services and assortment (e.g. assortment expansion). 18.3 Makes decisions about distribution channels. 18.4 Assesses communication tools and the communication mix 18.7 Makes decisions about the pricing policy
Programme contents	-International marketing and international trade -international marketing and culture, values and standards in an international context -join the International market research -international market -International market environment -international trademark law -International marketing strategy, global branding and global advertising
Learning paths and methods	
Course material	
Compulsory course material	
Conditions of evaluation	

THE ACCOUNTING MODULE



HBB51E/73e	2.1 Belgian versus International Accounting
Lecturer	Katrijn Claes
Status	Elective course for Erasmus students only
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	<p>Students get an idea of the Belgian accounting standards applied to all Belgian entities and branches based in Belgium. The focus is on small and medium-sized businesses, which must keep full accounts (double entry bookkeeping), but which can opt for the abridged format. Accounting requirements):</p> <ul style="list-style-type: none"> • Language and currency : Accounting records must be prepared in the relevant official language. • Accounting records : Belgian accounting standards require accounting records to be organised as follows: auxiliary ledgers, a centralisation journal, an inventory ledger. • Accounting practices : Belgian law sets out a number of principles to be complied with. • Chart of accounts : Companies and subsidiaries must conform to the minimum chart of accounts as prescribed by Belgian law. <p>Annual accounts : Companies must file annual accounts with the National Bank of Belgium in a specific, defined format, which includes a balance sheet, an income statement, notes to the accounts and a social balance sheet. Afterwards the Belgian accounting standards will be compared with some other European countries.</p>
Course description	<p>Part one Introduction to and overview of the Belgian balance sheet practical exercises</p> <p>Part two Income statement and the Belgian General Account system Practical exercises</p> <p>Part three Comparative case study of basic business transactions in various European countries introducing the workshop of lecture 4.</p> <p>Part four Workshop: students perform a comparative study of a specific accounting entry (basic business transaction) in various European countries (France, Finland, Portugal, Ireland etc.). Comparative case study</p>
Competencies	<ul style="list-style-type: none"> ▪ identify, analyse and do the basic accounting activities for small and medium sized Belgian companies ▪ identify, analyse the differences in accounting in various European countries for small and medium sized companies
Key objectives	<p>On completion of this module the student is able to</p> <ul style="list-style-type: none"> ▪ distinguish the differences between bookkeeping systems used by various companies ▪ perform basic accounting activities in a small and medium sized Belgian company ▪ make the annual account in the bridged format for small and medium-sized businesses ▪ apply the specific accounting entry for basic business transaction in various countries
Programme contents	<ol style="list-style-type: none"> 1 Belgian balance sheet 2 Belgian income statement 3 Belgian General Account system 4 The differences between EU countries in accounting regulations governing basic business transactions 5 General accounting principles
Learning track and methods	Lecture based course and case study work (teamwork)
Course material Compulsory course material	<ul style="list-style-type: none"> ▪ Handouts ▪ Manual
Conditions of evaluation	<p>Formal examination paper and case study work.</p> <p>Presentation of the case study work relating to the practice in the student's country of origin</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
20%	80%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

HBB52E:74e	2.2 Financial Reporting and Management
Regular Teaching Staff	Katrijn Claes
Number of contact hours	24
Number of credits	3
Course rationale	<p>Financial reporting is a process in which the firm's management systematically reports information about the underlying economic conditions of the firm to internal or/and external parties such as directors, shareholders, creditors, customers, financial institutions and government.</p> <p>This financial information is used primarily for the purpose of decision making, budgeting, planning, control, investment and performance measurement activities.</p> <p>Financial reports use the language of valuation, taking the time value of money into consideration, by reporting values of assets and liabilities in the balance, by reporting future cashflows, etc.</p> <p>Gathering the required information and a sound understanding of the reporting mechanisms belongs to the basic competences of any accountant.</p>
Competencies	<p><input checked="" type="checkbox"/> make up budgets on the basis of figures, to justify and keep track of these budgets and report on all this;</p> <p><input checked="" type="checkbox"/> give clear advice to optimize the financial health of a company;</p> <p><input checked="" type="checkbox"/> assess the influence of the monetary policy on the company management and give specific advice.</p>
Key objectives	<p>On completion of this module the student is able to</p> <p><input checked="" type="checkbox"/> give financial advice to a company relating to capital investments decisions;</p> <p><input checked="" type="checkbox"/> understand the purposes of the financial statements such as statements of cash flows as part of the valuation process etc;</p> <p><input checked="" type="checkbox"/> use and calculate commonly financial ratios, financial functions and financial models in excel.</p>
Methodology	Lecture based course and short case studies
Programme contents	<p>Part 1 Overview</p> <p>Chapter 1 Introduction to corporate Finance</p> <p>Chapter 2 Corporate Governance</p> <p>Chapter 3 Financial Analyses and Planning</p> <p>Part 2 Valuation of Future Cash Flows</p> <p>Chapter 4 Introduction to valuation: the time value of money</p> <p>Chapter 5 Discounted cash flow valuation</p> <p>Chapter 6 Bond valuation</p> <p>Chapter 8 Equity valuation</p> <p>Part 3 Capital Budgeting</p> <p>Chapter 9 Net Present Value and other investment criteria</p> <p>Chapter 10 Making capital investment decisions</p> <p>Chapter 11 Project analysis and evaluation</p>
Learning track and methods	<p>Lecture based course with ample opportunity for discussion.</p> <p>Case study work in excel.</p> <ul style="list-style-type: none"> • Two case studies in small groups. • After each chapter they have <ul style="list-style-type: none"> o Concepts review and critical thinking questions. o End-of-chapter questions and problems o Web exercises o New end-of-chapter cases
Course material Compulsory course material	DAVID HILLER, IAN CLACHER, STEPHEN ROSS, RANDOLPH WESTERFIELD, BRADFORD JORDAN, "Fundamentals of Corporate Finance", - European Edition - Mc Graw Hill.- Berkshire 2014-715 p
Conditions of evaluation	In small groups, students solve different cases. Next to that there's an individual written exam.

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
	30		30
Assessment period 2			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
	20		40

HBB03A/03a	2.3 An introduction into IFRS/IAS and Consolidation
Lecturer	Kelly Goelens
Status	Regular course 3 rd Bachelor year
Contact hours	32
ECTS credits	3
Language of instruction	English
Course rationale	<p>In the part on consolidation we start out with an overview of the legal framework for consolidation that has been adopted in the E.U. and in Belgium. The focus is on new concepts that were introduced by the Royal Decree of 6 March 1990.</p> <p>Then we proceed with the consolidation methods: full consolidation, proportionate consolidation, and the equity method and we also deal with the equity method.</p> <p>Case studies are used to discuss the various consolidation techniques, to illustrate the calculation of consolidation differences and to analyse the interests of third parties. The course also deals with topics such as harmonisation of data, conversion problems, Intragroup transactions.</p> <p>In the part on International Accounting Standards and on International Financial reporting Standards students get familiar with the fact that there are differences locally between the accounting norms. They learn to apply the international accounting standards, mandatory for all listed-companies in the European Union and their application in consolidation.</p>
Competencies	<ul style="list-style-type: none"> ▪ identify, analyses accounts and annual report and do the basic consolidation activities ▪ identify, analyse the differences in accounting in various European countries for small and medium sized companies ▪ will have a basic knowledge of IAS rule and IFRS reporting
Key objectives	<p>On completion of this module students will be able :</p> <ul style="list-style-type: none"> ▪ to perform simple consolidation tasks ▪ provide basic advice on legislation regarding consolidation ▪ apply the IAS/IFRS accounting norms on sample business situations
Programme contents	<ol style="list-style-type: none"> 1 consolidation methods 2 legislation regarding consolidation 3 practicalities of consolidating accounts 4 IASC and its history 5 Structure of IFRS 6 future developments 7 IFRS IAS basic concepts , 8 conventions and principles accounting 9 Balance sheet and income statement IFRS 10 IFRS in Belgium and EU 11 Overview main differences
Learning track & methods	Lecture based course and case study work (teamwork)
Generic competences	<ul style="list-style-type: none"> ▪ Accuracy ▪ Analytical ability ▪ problem solving ability
Course material Compulsory course material	Handouts taken from website http://europa.eu/scadplus/leg/nl/lvb/l26040.htm
Recommended literature	Alfredson, K., Leo, K., Picker, R., Loftus, J., Clark, K., and Wise, V. (2012). Applying international financial reporting standards, 3rd edition, John Wiley & Sons Australia Ltd. Voor consolidatie: Carl Rombaut, consolidatie -, Uitgeverij De Boeck ..
Conditions of evaluation	Formal examination paper and case study work

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
			100%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	

O	W	O	W
			100%

HBB21A/21a	2.4 Financing growth and innovations in SME's. How to obtain the right finance & venture capital for startup companies?
Lecturer	Hans Knol
Status	Elective course 3 rd Bachelor year
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	<p>Today's European businesses managers are facing a lot of challenges in the present (global) economic environment.</p> <p>This is certainly so when you are starting up a new business and/or want to expand your growing business.</p> <p>Not only is it necessary to assess the financing opportunities the European financial and more specifically the European and international credit and (venture) capital markets have to offer, but also how to obtain and make best use of them in everyday corporate business practice.</p> <p>A good insight in the credit and financing products available to start-ups and growing businesses is of paramount importance.</p> <p>Therefore the student(s) will receive full information about the programs the European Institutions have set up to provide financing instruments to small and medium size companies and/or startups and young entrepreneurs.</p> <p>More than ever, modern-day students need to acquire a keen understanding of the financial products available to the (young) entrepreneur. And this not only in theory, but more importantly in everyday business life.</p> <p>Also a good insight in the financing opportunities open to businesses in the European economic environment is crucial. Therefore, a study will also be made of the different (capital) markets open to them; besides this, it is also important to know when to tap or enter these markets, in function of the state of development the business is in.</p> <p>For instance, a study will be made of the different venture capital markets in the European economic sphere, more specifically in the different EU countries.</p> <p>Further, a good and efficient use of these products is paramount and a key towards success in business.</p> <p>As mentioned, a full, hands-on, practical overview of the financing products open to startups in the European economic area is provided in this course.</p>
Contents	<p>In this course, the student has a close look at the credit and investment products available to a European entrepreneur, as offered by the major banks and institutions in the Eurozone.</p> <p>The student will in this course also acquire the tools to make a well-founded comparison between the products offered in the EU and the (national) home market of his choice.</p> <p>Along with this practically oriented insight in the available financial products, the student will also gain a macroeconomic insight in the main global, international and more especially EU financial markets, their interaction with important economic and political developments, and also focus on EU central bank and financial policies.</p> <p>This module actually prepares students for their work placement in a Belgian bank as they get a good understanding of Belgian banking system, the domestic financial markets and products.</p>
Competencies	<p>A. To be able to distinguish, choose and apply the right financial products to address the financial needs of a startup/growing (smaller) company in the European economic environment, i.e. EU and its major economies.</p> <p>B. To efficiently look up and collect financial information to facilitate the policy of a company or a client</p>
Key objectives	<p>On completion of this module students will be able to :</p> <p>Distinguish between the various financial products at the disposal of small and medium-sized companies and businesses, in major Eurozone countries and specifically Belgium as a country member of the Eurozone, in terms of both the definition and the practical use and application of these products.</p> <p>Have an insight in the latest financing techniques, offered by EU venture capital markets in the main European economies.</p>
Programme contents	A. Practical knowledge about the financial products and capital/credit markets available to the young entrepreneurs.

	<p>1. The main European institutions and EU programmes dealing with EU based upstarts and young expanding companies.</p> <p>2 An overview of the national programmes and institutions promoting and financing upstart companies, offered by the national institutions, banks and financial groups in the main Eurozone countries.</p> <p>3 an overview and practical info about the following products, how to obtain and use them.</p> <p>Products pertaining to:</p> <p>A. short and long term finance</p> <p>B. Equity, capital</p> <p>C. Working capital</p> <p>Description of:</p> <p>Venture capital finance opportunities and markets in the various EU countries.</p> <p>Comparison of these European VC markets with the US VC market.</p> <p>The European Financing Programmes available to EU based Small and Medium Enterprises, through EU banks, national agencies and EU financial intermediaries.</p>
Learning track & - methods	<p>The module is organized as a research module. Students are assigned a personal tutor who will coach them individually doing their research on the financial products offered by Eurozone banks, European agencies, Venture Capitalists.</p> <p>They interact with their tutor on a weekly basis, they are expected to read and analyse a number of articles, carry out interviews with specialist staff and to draw conclusions.</p>
Assignments	
Course material Compulsory course material	Course from Hans Knol ten Bensel – Corporate finance products and policies in Eurozone Banking.
Recommended literature	<p>ECB publications on payment systems in the Euro Area</p> <p>Lessons from the crisis for monetary policy and financial stability, ECB Publication.</p> <p>REGULATION(S) OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing a European Securities and Markets Authority, generally the legal framework of European Banking and Financial Sector Supervision.</p> <p>European Supervision, the ESRB</p> <p>Doing Business in Belgium, an IRBD publication.</p> <p>Economic reports from Flanders and Federal Government.</p> <p>The reports of the ECB, on macro-economic policies, monetary policies, country debt crisis.</p> <p>The new European financial supervision framework applied to cross-border banks and the possible specific implications for small countries, by Mr Jacques de Larosière</p>
Conditions of evaluation	Students write and present a paper on their findings.

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD			
O	W	O	W
30%	70%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
30%	70%		

3. THE LOGISTICS MODULE



HBB34E/47e	3.1 Safety and Security in Logistics
Lecturer	Bert Dekyvere
Status	Erasmus course
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	This course provides an introduction to the fascinating world of (transport) safety & security. Safety & security regulations have a growing impact on our economies and on our society. For students of logistics management, it is important to have a broad view of the evolutions and characteristics of safety & security in transportation. Customers increasingly value reliability. Hence safety & security has become a major factor of customer relationship management. In this course students learn to understand the challenges and opportunities have in terms of transport safety & security. This course combines a solid theoretical foundation with practical examples (e.g. company visits and (international cases)).
Competencies	<ul style="list-style-type: none"> - understand the functioning of the logistics and supply chain - apply the basic safety & security regulations in a case study (including transport legislation, quality systems, customs law)
Key objectives	On completion of this module the student is able to <ul style="list-style-type: none"> - analyze and evaluate risks in order to suggest the appropriate prevention measures - take into account the standard safety & security procedures - Draft a basic safety & security plan
Programme contents	<ol style="list-style-type: none"> 1. General introduction to safety 2. General introduction to security 3. Supply chain safety & security <ol style="list-style-type: none"> 1. Production 2. Transport (air, road, sea) 3. Warehousing and distribution 4. Introduction to Emergency planning – BCP 5. Introduction to Risk analysis
Learning track & -methods	Lecture based teaching and (international) case study work
Assignments	<ul style="list-style-type: none"> • Assignment 1: case study & group work: presentation concerning legislation and regulations • Assignment 2: case study & group work: Risk analysis safety & security
Course material	Bert Dekyvere - Security in logistics. - Syllabus 2015-2016
Recommended literature	No literature identified
Conditions of evaluation	Oral exam: besides a presentation of the group work there is a discussion of the papers. Questions on the theory are answered individually.

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD			
O	W	O	W
	30%	70	
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		100%	


Hbb57f:91f	3.2 Dangerous Goods ADR-IMDG
Lecturer	Maarten Claes
Status	Regular course 3 rd year Bachelor Business Management
Contact hours	22
ECTS credits	3
Language of instruction	English
Course rationale	This module wants to make students aware of Regulations relating to the transport of dangerous goods. Those regulations place responsibility for the safe carriage of dangerous goods on all parties involved. This is inclusive of shippers, freight forwarders, handling agents and operators. In order to meet the established requirements, adequate training must be provided to all parties.
Competencies	To work in an international/intercultural environment To organize a transport efficiently as part of the supply chain taking into account rules and procedures
Key objectives	On completion of this module the graduate student can: <ul style="list-style-type: none"> - assess the impact of regional, national, international and environmental factors on business processes. - make a deliberate choice of transport mode in order to realize and follow-up the transport and calculate costing - plan, organize and follow-up a transport - organize and follow-up national and international shipments - take up and prepares damage claims - researches and applies regulations to a case (a.o. transport legislation, quality – and safety systems excise- and customs regulations
Programme contents	IMDG-Code <ul style="list-style-type: none"> - scope and implementation of the IMDG-code - SOLAS (Safety of Life at Sea) convention with regard to maritime transport of dangerous goods - properties and classification of dangerous goods - marking and labeling - Provisions concerning the construction and use of packaging, IBCs, tanks - documentation - stowage and segregation - practical use IMDG code ADR: <ul style="list-style-type: none"> - current international (ADR), national regulations and recent changes - Safety obligations of the participants - Classification of substances - The use of table A and B of Part 3 in order to handle them accurately and fast - the use of various containers for the transport of dangerous goods • - Marking, labelling and signalization - the different mandatory on-board documents and procedures for preparing and/or checking documents - some important provisions concerning transport operations - vehicles and their equipment - Stowage and load security - partial and total exemptions - the dangerous goods safety adviser - Chapter 1.10 relating to security provisions concerning the transport of dangerous goods
Learning track and methods	Formal lectures alternating with case studies. Study of relevant legal texts is of prime importance
Assignments	
Course material Compulsory course material	All study materials are available via the learning platform This includes the powerpoint presentations shown during the lessons, as well as the English version of the ADR and the IMDG Code. The texts of the ADR and the IMDG Code are used during the lesson to do exercises and research work.

Recommended literature	
Conditions of evaluation	Multiple choice examination. The student can use his course material . Students who have a grade 60/100 for the part IMDG-code and who moreover have an overall grade of 60% for the exam get a safety certificate issued by INDAGO (non-profit institution) and which remains valid for 5 years.

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
			100%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
			100%

Oh3151/515	3.3 Dangerous Goods IATA
Lecturer	accredited IATA Training School
Status	Regular course 3 rd year Bachelor Business Management
Contact hours	22
ECTS credits	3
Language of instruction	English
Course rationale	<p>Safety is paramount in the aviation industry: Ensure that you know how to read and apply the regulations for the transport of dangerous goods by air. These regulations include legal requirements, operational restrictions, packaging instructions, marking, labeling, and documentation to ensure the safe transportation of these goods.</p> <p>You gain the competencies to accept, handle and process shipments containing dangerous goods according to the current edition of the IATA Dangerous Goods Regulations (DGR) manual.</p>
Competencies	In the supply-chain, effectively and efficiently organizing transport whilst taking the regulations and procedures into account.
Key objectives	<p>Once you have successfully completed this training and examination, you will be able to understand the regulations published in the IATA DGR manual and use them in your daily practice.</p> <p>You will be able to :</p> <ul style="list-style-type: none"> - Ensure that undeclared dangerous goods do not get on board an aircraft - Identify the hazard type - Understand the limitations of quantities accepted for air shipments - Define if a shipment should be carried on board of a passenger flight or on a full cargo aircraft. - Use appropriate packing and apply correct markings & labeling on your packages - Establish the correct documentation to accompany the shipment - Handle & store the goods in a safe way. - Find your way and receive the proper contacts/addresses of companies/authorities who set the standards for shipping dangerous goods by air. - Interpret and review the current IATA DGR manual - Identify responsibilities of operator and shipper - Limitations <ul style="list-style-type: none"> o Excepted and limited quantities o State and operators' variations - Classification and identification - Meet packaging, marking, and labeling requirements - Organize shipment of radioactive materials - Loading, storage and inspection and emergency procedures <p>Draft air waybills, shipper's Declarations for Dangerous Goods, and notifications to the Captain</p> <p>In addition, as a Freight Forwarder and/or airline/ground handling agent, you will be able to :</p> <ul style="list-style-type: none"> - Verify, to the extent possible, that the consignment of dangerous goods complies with the requirements of these Dangerous Goods Regulations
Programme contents	<ul style="list-style-type: none"> o Introduction o Section 1 : Applicability <ul style="list-style-type: none"> o Basics of the regulations o Shipper's and operator's responsibilities o Training requirements o Dangerous goods security o Section 2 : Limitations <ul style="list-style-type: none"> o Forbidden dangerous goods o Hidden dangerous goods o Section 3 : Classification o Section 4 : Identification <ul style="list-style-type: none"> o Use of the dangerous goods list (blue pages) o N.o.s. entries o Mixtures and solutions, single and multiple hazards

	<ul style="list-style-type: none"> ○ Identification (continued) ○ Section 5 : Packing <ul style="list-style-type: none"> ○ General packing requirements ○ Types of packaging ○ Packing instructions ○ Section 6 : Packaging specifications & performance tests ○ Section 7 : Marking & labeling ○ Section 8 : Documentation <ul style="list-style-type: none"> ○ Shipper's Declaration for dangerous goods ○ AWB ○ Excepted quantities and Limited quantities ○ Section 9 : Handling <ul style="list-style-type: none"> ○ Dangerous goods Reporting and emergency response ○ Acceptance – use of checklist ○ Storage and loading ○ Inspection of the packages ○ Provision of information ○ Revision of the course + exercises
Learning track & - methods	Supply chain management
Assignments	Exercises are done during the course and should be repeated at home; extra exercises are to be done at home
Course material Compulsory course material	 <ul style="list-style-type: none"> ○ Compulsory course material: ○ syllabus + exercises. (=prepared by VdP) ○ IATA DGR manual: most recent edition (2016) => VdP will do the ordering of the books, in order to have the correct ones. <p>Extra Info:</p> <ul style="list-style-type: none"> ○ VdP, as an accredited IATA Training School will establish official IATA Certificates to each student who succeeded. <p>The IATA DGR certificate is absolutely an additional asset on the student's CV!!!!</p>
Recommended literature	Syllabus provided by the IAT training school. Fee to be paid by all participants (including the Erasmus students: 175 Euro
Conditions of evaluation	Conditions of evaluation: Each student must obtain 80% score on the examination. It is a WRITTEN exam which takes 4 hours.

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

Oh4122:614	3.4 Purchasing and logistics
Lecturer	Alea Fairchild
Status	Compulsory course for regular marketing students
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	<p>We live in a global market which has undergone a massive diversification and reconstruction as far as products and goods are concerned. Products are no longer manufactured from indigenous goods. The tendency is to design a product in country A, to assemble it in country A or B relying on various important components from different countries. The object of this course is to focus on professional techniques of buying emphasizing a strategic focus to ensure the buyer gets a competitive product that meets his needs.</p> <p>Marketing has an important relationship with logistics. Physical distribution plays an important role in the sale of a product and order fulfilment. We discuss the interfaces between logistics and marketing: how to provide a product at the right time, at the right place, in the right quantities and at the right cost.</p>
Competencies	<ul style="list-style-type: none"> • Develop and maintain relationships with stakeholders • to analyze the logistics sector and the logistics processes, as well as the supply chain and the procurement processes. • To assess the impact of surrounding circumstances on the logistics sector and processes, the supply-chain and the procurement processes • to realize the commercial management policy including prospect and customer management.
Key objectives	On completion of this module the student knows what steps should be taken and what matters in order to develop professional contacts with stakeholders. He or she knows how to gather and assess information on the logistics sector or processes as well as on the supply-chain and the procurement processes. The student has a sound understanding of the logistics sector and processes, the supply-chain and the procurement processes. He or she knows how to go about the interpretation of a simple CRM-data base
Programme contents	<p>The following topics are dealt with:</p> <ul style="list-style-type: none"> ☒ Purchasing management <ul style="list-style-type: none"> -defining commercial profiles -purchasing behavior and purchasing process - sales behavior and the sales process -negotiations -the sales contract -ethics & deontology in business ☒ Logistics <ul style="list-style-type: none"> - Distribution and transport Logistics - Management and organization - Management and logistics - Production - Stock management - Distribution and transport
Learning paths and methods	This course module comes under the learning track "Commercial Management/Supply Chain Management".
Assignments	Purchasing: Two Case study papers Logistics: One case study, exam
Course material Compulsory course material	Material provided by instructor via digital learning platform
Recommended literature	
Conditions of evaluation	<p>1. Modes of assessment: During regular exam period, purchasing is assessed via two cases, and logistics by one case and an exam. During third exam period, both topics are assessed by exam.</p> <p>2. Question formats : Open questions, comprehension questions and exercises</p>

Conditions of evaluation

ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		
O	W	O
	75%	
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		
O	W	O

OH3150 OH5150	Business Projects
Lecturer	Katleen Dirickx
Status	Compulsory course for regular marketing students
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	
Competencies	<p>Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently</p> <p>Competency 2: Leaving from his own area of specialization the graduate develops and maintains good relationships with all stakeholders</p> <p>Competency 3: the graduate handles internal and external oral and written communications in three languages</p> <p>Competency 14: The graduate is able to analyze the logistics sector, the supply-chain and the business environment and to define the influence of environmental factors on company operations</p>
Key objectives	<p>1.1 analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies</p> <p>1.4 converts an opportunity into a project and to write, present and answer for a simple business plan.</p> <p>2.1 undertake actions in order to make professional contacts with stakeholders</p> <p>2.2 undertakes actions in order to develop professional contacts with stakeholders</p> <p>3.1 understands and interprets oral messages</p> <p>3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.</p> <p>3.3 holds a conversation about both general socio-economic as well as professional issues.</p> <p>3.4 interprets and assesses business sources, messages or instructions correctly.</p> <p>3.5 writes informative and convincing texts adapting the style to the audience and combining different media.</p> <p>3.6 writes internal and external correspondence and uses an appropriate format</p> <p>Competency 14: The graduate is able to analyze the logistics sector, the supply-chain and the business environment and to define the influence of environmental factors on company operations</p> <p>14.1 gathers and assesses information on the logistics sector or processes as well as on the supply-chain and the procurement processes</p> <p>14.2 understands the logistics sector and processes, the supply-chain and the procurement processes</p> <p>14.3 determines the influence of supply-chain management on business operations, the supply chain and the procurement processes</p>
Programme contents	<p>This subject combine knowledge of logistics and field experience with a thorough knowledge of English. The student participates in various in logistics operations.both inside and outside the university. This may include seminars, guest speakers as well as, visits to specialist trade fairs. At the same time, the logistics English is further deepened through exercises about meeting, presenting, summarizing, reporting. Also, a number of social topics are dealt with in order to stimulate the students' critical thinking. Students have to accomplish individual tasks as well as teamwork.</p> <p>At the end of the semester, student teams solve a case study and present their findings.</p>
Learning paths and methods	This module is part of the learning path "workexperience"
Assignments	
Course material	Handouts on the learning platform
Compulsory course	

material	
Recommended literature	
Conditions of evaluation	<p>Permanent Evaluation: case study related exam Question: Open questions, closed questions Evaluation: oral, written, paper / assignment, report writing, presentation, active collaboration during contact sessions</p> <p>Students earn 160 points that are divided as follows: - 110 points for written and oral assignments during the semester: the exact description of all tasks and tests can be found on Toledo. - 50 points for the case: written report and oral presentation</p> <p>Assessment criteria 35% of the points are on the use of professional communication skills in English. 65% of the points relate to the evidence of relevant logistics knowledge</p> <p>For some oral assignments, the student should register via Tolinto. The student who does not meet the deadline cannot participate in the task / test and gets a 0 score for this task / test. Students are expected to attend each class and should regularly check Toledo for the exact dates of the tests and assignments.</p> <p>Workload: 8 credits = 200-240 study hours - Contact Hours: 44 contacthours - permanent evaluation for all assignments including seminars and attendance visits: 120 hours - Work out case and write report: 40 hours</p>

THE INFORMATICS MODULE



HBI86B/96b	4.1 Usability & Interaction Design
Lecturer	Geert Vandendriessche
Status	Elective course for Erasmus students
Contact hours	44
ECTS credits	4
Language of instruction	English
Course rationale	The state of the art of software development puts user experience in the quintessential role. In this course we discuss the processes of software development, the fields of expertise that infuse user experience and best practices.
Competencies	<ul style="list-style-type: none"> ▪ When designing an application, you study the user experience from different angles. ▪ Broaden your ideas of what it means to be a developer (think user oriented)
Key objectives	<ul style="list-style-type: none"> ▪ Having the right mind set as developer to implement present day projects with present day devices.
Programme contents	<ol style="list-style-type: none"> 1. Positioning of Interaction Design with Business and IT 2. The implications of design 3. Working with persona 4. Evolving from persona via goals to scenarios 5. Typography, layout, colour, ... 6. Design and psychology 7. Use of layout, colour, ... 8. Cultural Definitions 9. Implementing UX and IxD in an application that is centred on the Kinect Sensor
Learning track and methods	<p>Elective strand A Design and build software.</p> <p>All topics, except for (9) are explained and discussed in class.</p> <p>Students work on an application to experience and demonstrate their insight in the course's topic.</p>
Assignments	<ul style="list-style-type: none"> • Paper on the first 8 topics (about highlights shown in class + in depth study of 1 topic). Length of paper is 2500 words. • Demo version of a new software created by the student (in group) (in which everything is augmented)
Conditions of evaluation	<p>Paper: 8/20</p> <p>Kinect Sensor application (written in proficient C#: 8/20</p> <p>Presentation + argumentation of paper and application 4/20</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
20%	80%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
20%	80%		

HBI25B - HBI63b - HBI64b	4.2 ICT and organisation 3 – Business applications + ICT business topics & trends
Lecturer	Wouter Thielemans
Status	Elective course 2 nd Bachelor year
Contact hours	Business Applications: 24 - ICT Business topics and trends 3: 20
ECTS credits	Business Applications: 3 - ICT Business topics and trends: 1
Language of instruction	English
Course rationale	Business applications: businesses need IT solutions to automate their business processes. Several business applications have already been developed for that purpose. ICT business topics & trends: business-ICT is evolving rapidly, so it's important to get up-to-date
Competencies	Business applications: understand business processes and needs, and understand a business application implementation process. Business topics and trends: having the attitude of staying up-to-date with ICT business topics & trends.
Key objectives	Business applications <ul style="list-style-type: none"> understand business processes and the way they can be automated understand how business applications are implemented, and what are the roles and responsibilities of an IT professional in this process ICT business topics & trends <ul style="list-style-type: none"> get up-to-date with important evolutions in the business-ICT domain
Programme contents	Business Applications <ul style="list-style-type: none"> Overview of existing Business Applications Business applications (ERP/CRM) usage, in order to understand business processes and -data, and how the applications contribute to the business Business applications (ERP/CRM) implementation, development and configuration: roles and responsibilities of IT professionals. ICT Business topics and trends <ul style="list-style-type: none"> The contents vary
Learning track and methods	Business Applications: testing business applications ICT topics and trends: seminars, guest lectures, testimonials, self-study
Assignments	Business Applications <ul style="list-style-type: none"> Assignment 1: understanding basic functionalities of an operational business application Assignment 2: proof of concept of the configuration / customization of an operational business application Overall test: comprehension of all items dealt with in the course ICT Business topics and trends <ul style="list-style-type: none"> Portfolio
Course material Compulsory course material	Online study materials and handouts
Conditions of evaluation	Assignments: in team, outside regular exam period, incl. peer evaluation Test: individual, multiple choice

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

HBI69B/79b	4.3 Information management 3
Lecturer	Wouter Thielemans
Status	Elective course 2 nd Bachelor year
Contact hours	24
ECTS credits	3
Language of instruction	English
Prerequisites	Data retrieval (SQL select) Data modeling (ERD for OLTP systems)
Course rationale	Business are looking for insights in the ever-growing amount of data. Business Intelligence (BI) applications, and data warehousing in particular have been developed to support this process.
Competencies	On completion of this module the student is able to encompass the processes, method, measurements and systems businesses use to more easily view, analyze and understand information relevant to the history, current performance or future projections for a business. In more technical terms: the student will be able to start from an OLTP and arrive at an OLAP
Key objectives	<ul style="list-style-type: none"> • Understand the importance of data • Understand how to turn data into information • Understand the role of an IT'er in a BI process
Programme contents	<ul style="list-style-type: none"> • Data warehousing as opposed to OLTP • Star schema • Designing dimensions: multiple hierarchies, degenerate dimensions, conformed dimensions, slowly changing dimensions, role playing • Designing facts : determining the grain, base level facts, derived facts, multiple facts tables, factless fact tables • Semantical models
Learning track and methods	Testing BI tools + guest lectures / testimonials
Assignments	Assignment: testing BI tools Test (multiple choice): comprehension of all items dealt with in the course
Course material Compulsory course material	Resources on the e-learning platform: lecture slides + additional materials
Conditions of evaluation	Assignments: in team, outside regular exam period, incl. peer evaluation Test: individual, multiple choice

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

HBI12C/33c	4.4 ICT & Organisation 5 : Creative entrepreneurship
Lecturer	Wouter Thielemans
Status	Elective course 3 rd Bachelor year
Contact hours	22
ECTS credits	3
Language of instruction	English
Course rationale	ICT evolutions, such as the Internet of Everything, are making new business ideas possible.
Competencies	<ul style="list-style-type: none"> • Creativity • Entrepreneurship
Key objectives	<ul style="list-style-type: none"> • Generating business ideas that can be accomplished (or at least partially) through ICT (evolutions) • Documenting and presenting business ideas to stakeholders
Programme contents	<ul style="list-style-type: none"> • Creativity techniques • Business strategy, business modeling techniques • Entrepreneurship • Pitching
Learning track and methods	Project, case study Guest lectures, testimonials External events
Assignments	Work on a project where creativity and business modeling techniques are applied. Build a portfolio where creativity and entrepreneurial skills are shown.
Course material Compulsory course material	Resources on the e-learning platform: lecture slides + additional materials
Conditions of evaluation	Portfolio: individual, outside regular exam period

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

HBI05C/27c	4.5 System management 5: Datacentre and Cloud
Lecturer	Yvan Rooseleer
Status	Elective for Erasmus students
Contact hours	44
ECTS credits	4
Language of instruction	English
Course rationale	In this course you will learn how analyse requirements and design a prototype solution relating to datacenter applications
Competencies	<ul style="list-style-type: none"> · Explain system & networking concepts relating to the datacentre · Analyse requirements and design a prototype solution
Key objectives	Understand and learn new and relevant technologies where the datacenter plays a prominent role (cloud computing, big data, internet of things) Understand the structure and the operations in a datacenter
Course content	<ul style="list-style-type: none"> · Fibre Optics: Basics & Standards; Cabling Hardware; Measurement & Troubleshooting · Install, configure and manage Virtual Server components; Deploy, manage, and migrate virtual machines; Manage user access to the Virtual infrastructure; Use Virtual Server to manage high availability and/or data protection · Introduction to Information Storage, Data Center, RAID, Fibre Channel Storage Area Network, IP SAN and Fibre Channel over Ethernet (FCoE), Network Attached Storage, Introduction to Business Continuity, Backup and Archive, Local and Remote Replication, Cloud Computing, Securing the Information Infrastructure, Managing the Information Infrastructure Internet of Everything/ Internet of Things/ Connecting Data: Data and the Internet of Everything, The Data Center, Virtualization in the Data Center, Big Data & Hadoop, Fibre optic Networks
Learning track and -methods	Elective strand B manage internet and cloud. Blended curriculum with both online and classroom learning. Class activities focus on interactive learning, hands-on labs and case studies
Assignments	Case Study: Requirements & Prototyping
Course material Compulsory course material	Online syllabus
Recommended literature	
Conditions of evaluation	Skills Based Assessment + Online Final Test + Case Study (paper)

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
20%	Final Test (20%) + Paper (60%)		
Assessment period 2			
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
20%	Paper (80%)		

OH3107/OH5107	4.6 Integration project software
Lecturer	Yvan Rooseleer
Status	Regular course of the 3 rd Bachelor year Applied Informatics
Contact hours	26-52
ECTS credits	6-12
Language of instruction	English
Course rationale	Analyze requirements, Design, and Build/Prototype a software solution for an appropriately complex business innovation problem
Competencies	<ol style="list-style-type: none"> 1. Supporting business management with the own competencies and specialization. 2. Efficient functioning in internal and external communication regarding IT projects in an international environment, providing services in three languages, both orally and in writing. 3. Maintaining a good relationship with the stakeholders. 4. Conveying the information needs of an organization in a structured way, using analytical modelling techniques. 5. Collecting data, saving it and making it available so that information can be retrieved in a correct and efficient way. 6. Autonomously designing new IT solutions according to the business requirements.
Key objectives	Applying Object Oriented Analysis and Design skills in a creative and productive way
Programme contents	Every student will prepare, plan and design a software application for a specific situation and context.
Learning track and methods	Coached autonomous project work either individually or in a small team
Assignments	Case study on an agreed upon topic: analysis and design deliverables + solution demo and presentation
Course material Compulsory course material	To be agreed upon in coaching sessions
Recommended literature	To be agreed upon in coaching sessions
Conditions of evaluation	Project integration paper, deliverables, solution demo and presentation

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
30 pt. (50%)	30 pt. (50%)		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
30 pt. (50%)	30 pt. (50%)		

OH3109 OH5109	4.7 Integration project Internet and cloud
Lecturer	Yvan Rooseleer
Status	Regular course of the 3 rd Bachelor year Applied Informatics
Contact hours	26-52
ECTS credits	6-12
Language of instruction	English
Course rationale	Analyze requirements, Design, and Build/Prototype an infrastructure and cloud solution for an appropriately complex business innovation problem
Competencies	<ol style="list-style-type: none"> 1. Supporting business management with the own competencies and specialization. 2. Efficient functioning in internal and external communication regarding IT projects in an international environment, providing services in three languages, both orally and in writing. 3. Maintaining a good relationship with the stakeholders. 4. Conveying the information needs of an organization in a structured way, using analytical modelling techniques. 5. Collecting data, saving it and making it available so that information can be retrieved in a correct and efficient way. 6. Autonomously designing new IT solutions according to the business requirements.
Key objectives	Design and manage internet and cloud applications
Programme contents	Every student will prepare, plan and design an internet infrastructure or cloud application.
Learning track and methods	Coached autonomous project work either individually or in a small team
Assignments	Case study on an agreed upon topic: analysis and design deliverables + solution demo and presentation
Course material Compulsory course material	To be agreed upon in coaching sessions
Recommended literature	To be agreed upon in coaching sessions
Conditions of evaluation	Project integration paper, deliverables, solution demo and presentation

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
30 pt. (50%)	30 pt. (50%)		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
30 pt. (50%)	30 pt. (50%)		

HB147B/47b	4.8 Content Management
Lecturer	Hans Vandenberghe
Status	Elective
Contact hours	22
ECTS credits	3
Language of instruction	English
Prerequisites	Have a basic understanding of web development and online collaboration
Course rationale	The knowledge of organizations cannot only be managed in traditional structured information systems. Other approaches are necessary when dealing with unstructured information.
Competencies	Understand how unstructured information flows are (co-)created, maintained, exchanged and controlled throughout an enterprise. Have an actionable insight in business processes to work with and advise about creating, processing and appropriate sharing of content.
Key objectives	Understand the differences between collaboration activities, enterprise content management (ECM), document management (DMS) and web content management (WCM). Properly set-up (when you have an IT background), configure (both IT and non-IT) and use (when you have no IT background) software tools supporting collaboration, ECM, DMS and WCM. Become a proactive user and creator of information in a professional context. Work in collaborative content related processes to achieve business goals
Programme contents	<p>1. What is a unified content strategy and where does it fit? Content, content silo trap, unified content strategy, intelligent content Fit with enterprise content, publishing, product content and learning materials Differences between collaboration activities, enterprise content management (ECM), document management (DM) and web content management (WCM)</p> <p>2. Content management business requirements analysis, design and implementation Who is your customer? Where does it hurt? Content lifecycle and processes. Content audit. Envisioning your unified content strategy and lifecycle Set-up (when you have an IT background), configure (both IT and non-IT), use (with non-IT background) and administer (both backgrounds) content management software tools</p> <p>3. Developing and supporting your unified content strategy Apply content management in a realistic enterprise case Topics include: content modelling, reuse strategy, organising content, metadata, membership & security, business rules and workflow, change management & governance, integrating with external applications</p>
Learning track and methods	Flipped classroom: obtain necessary backgrounds from reading assignments and watching screencasts beforehand. Work with other students and the teacher on the case study during contact hours. Reflect and improve autonomously
Assignments	Case Study: requirements, analysis, set-up, configuration and use of content management for business purposes.
Course material Compulsory course material	All information about the topics dealt with and links to other supporting material will be put online (Toledo) when the topic is introduced.
Recommended literature	Managing Enterprise Content: A Unified Content Strategy (Voices That Matter) by Ann Rockley Alfresco 4 Enterprise Content Management Implementation by Munwar Sharif
Conditions of evaluation	Team case study and presentation + formal exam

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
40%	30%	30%	
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		100%	

OH3108/OH5108	4.9 Mobile and Internet 5 : smart apps
Lecturer	Steven Ophalvens
Status	Regular course of the 3 rd Bachelor year Applied Informatics
Contact hours	44
ECTS credits	4
Language of instruction	English
Prerequisites	Be proficient in one or more mobile technology, preferably more (Android, iOS, HTML/CSS/JavaScript, AngularJS, PHP, Python, node.js, mobile frameworks, ...) and have a working knowledge of at least one database system (MySQL, SQLServer, Oracle, NoSQL, ...)
Course rationale	Connecting people, processes, data and things is increasingly important to solve today's and tomorrow's challenges. Exploring and building solutions with these technologies is necessary to gain a better understanding and practical knowledge of the possibilities and challenges when building smart app solutions.
Competencies	Learn to apply the newest mobile trends as the key to connecting People & Processes, Connecting Data, Connecting Things. Gain a deeper understanding in your chosen field of mobile development expertise. Autonomously learning new IT concepts and principles.
Key objectives	Connecting People & Processes, Connecting Data, Connecting Things. Advise on the best approach and strategy for a given challenge and requirements.
Programme contents	Creating and building a solution for a given challenge. Advance your knowledge in the technology that you are proficient with and combine data, processes, people and things in a working solution.
Learning track and methods	Build a working, applicable and useful solution for a project. Analyse the case and/or communicate with the project owners to determine the requirements. Weekly feedback, coaching and follow-up sessions. Reflect and improve autonomously. Elective strand B manage internet and cloud.
Assignments	Case Study: requirements, analysis, development, configuration and deployment of a mobile solution connecting people, processes, data and things.
Course material Compulsory course material	Material on the online platform (Toledo) Individual online sources, depending on the technology you use and the requirements of the case study.
Recommended literature	http://developers.google.com https://developer.apple.com/
Conditions of evaluation	Team case study and oral exam with presentation of the case study's result.

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
O	W	O	W
20%		20%	60%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		20%	80%

HBlo6C HBI28c	4.10 ICT and Organisation 6 Legal Issues
Lecturer	Geert Baestaens
Status	Regular course of the 3 rd Bachelor year Applied Informatics
Contact hours	22
ECTS credits	3
Language of instruction	English
Course rationale	
Competencies	4. Autonomously and systematically organizes various administrations so that information is easily available to the stakeholders 8. Contributes to the quality assurance of the company or organization by formulating, controlling the effectiveness and efficiency of one's own work, and thus creates new insights and procedures.
Key objectives	4.3 Has the ability and flexibility to integrate into various administrations. 8.4 Works well even under high time pressure (stress resistance, accuracy). Is reliable in all circumstances 8.5 Works target oriented 8.6 Acts in accordance with the company's or organization's basic rules and professional deontology and working ethics.
Programme contents	<p>PART 1 - INTRODUCTION LAW AND IT CONTRACTS</p> <p>A. General introduction & introduction t / h right B. IT contracts Situation in / h Commitment Law Electronic and Informatics Contracts IT - Contracts - Examples C. Contract Management</p> <p>PART 2 - ONLINE ENTERPRISES</p> <p>Ecommerce The electronic signature The electronic payment Privacy protection (privacy)</p> <p>PART 3 - INTELLECTUAL PROPERTY</p> <p>A. Various forms of protection Copyright Trademark Law (+ Union Mark & Recent Evolution) Patents B. Capita Selecta / Applications (including software protection and OSS)</p> <p>PART 4 - INFORMATION ACRIMINALITY</p> <p>Basic concepts and evolution Legal answers</p>
Learning track and methods	Fromal lectures, case studies and team discussions
Assignments	A Paper during the year
Course material	Slides, relevant articles and handouts are provided via the learning platform
Compulsory course material	
Recommended literature	Dumortier, Jan, ICT-Recht, Acco, Leuven, 2013
Conditions of evaluation	Permanent written evaluation and a formal written exam at the end of semester

HBlo3C - HBI25c	4.11 Software engineering 5: Software Testing
Lecturer	Hans Vandenbergaeerde
Status	Elective
Contact hours	44
ECTS credits	4
Language of instruction	English
Prerequisites	Be able to perform requirements engineering, analysis and design of a small software development project + have some Java programming experience.
Course rationale	The quality of a software product is of major importance, at least from an economical point of view. Major bugs can have devastating consequences. The major aim of software testing is to prevent defects in software products.
Competencies	2.1 Conveying his message in a clear and structured way, also to non-specialists. 4.2 Developing plans and designs using relevant methods 4.5 Developing a testing procedure before the actual solution is implemented 5.3 Autonomously searching for relations in a complex situation 6.4 Testing an integral solution as a whole 7.3 Altering systems, databases or applications taking into account changing business requirements 8.1 Dividing a complex project into tasks and subtasks 8.2 Managing time, resources and cost in an efficient way.
Key objectives	After successfully completing the course, the student will have acquired the knowledge, competence and attitude to work as a Test Analyst. He/she will also have received the fundamentals from the Technical Test Analyst (test automation) and Test Management. His/her capabilities will be applicable both in a traditional software development lifecycle as in an agile approach.
Programme contents	<p>Part 1 - Testing Principles & Processes</p> <ul style="list-style-type: none"> - Quality Assurance: what and how - Testing and the development cycle: waterfall inspired vs agile approach - Reviews as “up front testing” - Assignment 1: perform a software project review <p>Part 2 - Test Design Techniques</p> <ul style="list-style-type: none"> - Why are test techniques necessary? - Test design technique examples - Other test design techniques - Tools: xUnit + static and dynamic analysis tools - Assignment 2: design and execute appropriate test cases - Exercise focus: unit testing <p>Part 3 - Behaviour Driven Development</p> <ul style="list-style-type: none"> - Requirements and Behaviour Driven Development - Coding the BDD way - BDD and Living Documentation - BDD in the build process - Tools: test automation, web testing, simulators & emulators, continuous integration - Assignment 3: deliver and execute "definition of done" test cases - Exercise focus: user acceptance testing <p>Part 4 - Test Management + Capita Selecta</p> <ul style="list-style-type: none"> - Business value of testing - Test planning - Test monitoring and control - Risk analysis / Risk based testing - Tools: test management (like Jira and Bugzilla), debugging tools, test execution tools, performance test tools - Assignment 4: plan and deliver a test project - Exercise focus: non-functional testing
Learning track and methods	Flipped classroom: obtain necessary backgrounds from reading assignments and watching screencasts beforehand. Work with other students and the teacher on the case study during

	contact hours. Reflect and improve autonomously
Assignments	4 assignments, see Programme contents (above)
Course material Compulsory course material	All information about the topics dealt with and links to other supporting material will be put online (Toledo) when the topic is introduced. Main books: Rex Black - Advanced Software Testing - Vol. 1: Guide to the ISTQB Advanced Certification as an Advanced Test Analyst John Ferguson Smart - BDD in Action: Behavior-driven development for the whole software lifecycle
Recommended literature	An extensive list will be presented in the course material.
Conditions of evaluation	Team case study and presentation + formal exam

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
O	W	O	W
30%	30%	40%	
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		100%	

HBI97B/08c	4.12 Network management 5 & Information Security
Lecturer	Yvan Rooseleer
Status	Elective for Erasmus students
Contact hours	44
ECTS credits	6
Language of instruction	English
Course rationale	CCNA Network Security is designed for Networking Academy students seeking career-oriented, entry-level security specialist skills. Prospective students include individuals enrolled in technology degree programs at institutions of higher education and IT professionals who want to enhance their core routing and switching skills. CCNA Security provides a next step for CCNA Discovery or CCNA Exploration students who want to expand their CCNA-level skill set to prepare for a career in network security.
Competencies	Analyse Security Requirements Design, build and implement security in computer networks
Key objectives	CCNA Security is designed for Networking Academy students seeking career-oriented, entry-level security specialist skills
Programme contents	<ol style="list-style-type: none"> 1. Modern Security Threats 2. Securing Network Devices 3. Authentication, Authorization and Accounting 4. Implementing Firewall Technologies 5. Implementing Intrusion Prevention 6. Securing the Local Area Network 7. Cryptographic Systems 8. Implementing Virtual Private Networks 9. Managing a Secure Network 10. Case studies
Learning track and -methods	Elective strand B manage internet and cloud
Assignments	This course is a hands-on, career-oriented e-learning solution with an emphasis on practical experience to help students develop specialized security skills, along with critical thinking and complex problem solving skills. CCNA Security is a blended curriculum with both online and classroom learning. Class activities focus on interactive learning, hands-on labs and case studies.
Course material Compulsory course material	Case Study 1: Researching and implementing authentication and authorization Case Study 2: Researching and implementing firewalls
Recommended literature	Handouts and syllabus
Conditions of evaluation	Cisco Networking Academy, CCNA Security Course Booklet, 2nd Edition, 2012, 456 pages, ISBN-13: 978-1-58713-307-7
	Online final exam + Skills based assessment + Case Study

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
Oral	Written	Oral	Written
• Understan		100%	
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		100%	

5 THE MANAGEMENT MODULE



HBB17A/17a	5.1 Business Strategy
Lecturer	Bruno Coessens
Status	Elective course 3 rd Bachelor year
ECTS credits	3
Contact hours	24
Language of instruction	English
Course rationale	This course intends to help students understand the context in which strategic decision making and implementation takes place and the options available to companies. Students develop with the combined help of a theoretical framework and real case studies a basic ability to recognise strategies, to think more strategically and to give advice for strategic change
Competences	<ul style="list-style-type: none"> ▪ Understand the context in which strategic decision making and implementation takes place ▪ Understand the options available to companies. ▪ Develop a basic ability to <ul style="list-style-type: none"> ○ recognise strategies ○ think more strategically ○ give advice for strategic change
Key objectives	On completion of this module the student is able to <ul style="list-style-type: none"> ▪ recognise and identify strategies ▪ build up a framework of possible options open to companies ▪ analyse the strategy of a company in subcomponents and understand the link between strategy and other aspects of a company (structure...) ▪ reflect and present an advice to optimise parts of this strategy
Programme contents	<p>1 A first framework:</p> <p>1.1 Mission, vision 1.2 Objectives & layers in a company 1.3 Introduction to strategy 1.4 Evolution of focus in strategic management in last decades</p> <p>2 Types of strategies /strategic options</p> <p>2.1 SO and WT strategies & the issue of growth and profit 2.2 Basic options: protect/extend, build, leverage and transform 2.3 Families of strategies 2.3.1 Costs advantage strategies 2.3.2 Marketing differentiation strategies 2.3.3 Innovation and change strategies 2.3.4 Diversification and fast growth strategies Case studies 2.4 Strategies & sub-strategies 2.5 Functional strategies</p> <p>3 Vision on the process of strategy building</p> <p>3.1 Model: the planning school 3.2 Model: the incremental approach 3.3 Reality analysis: where in the company is strategy defined and who is involved? 3.4 Passive versus active, intended versus realised, background versus front strategies 3.5 Strategic management versus operational management Case study</p> <p>4: Strategic analysis of the business environment</p> <p>4.1 Macro-environment 4.2 Task environment 4.2.1 Porter's model 4.2.2 Criticism on Porter: collaborative models 4.2.3 Analysis of the product cycle 4.2.4 Environmental matrix of BGC</p>

	<p>4.5 Global self-analysis (Financial situation, competences, historic strategic assets, build up of strategic leverage and models of self-analysis such as 7S and SWOT) Case study</p> <p>5 Implementation of strategies</p> <p>5.1 Resource allocation and budgeting 5.2 Mutual impact between strategy and organisation 5.3 Revised strategies and change management 5.4 Link between strategic and operational management</p>
Learning track and methods	<p>Contact sessions mixed with shorter and longer case studies focused on existing domestic and international companies. Students apply the theoretical concepts they have learned to their case studies and to their work placement about which they write a report. Online research will be required in preparation of the tasks</p>
Assignment	
Course material Compulsory course material	Unpublished Syllabus Business strategy 2016-2017
Recommended literature	Internet publications (references provided in syllabus)
Conditions of evaluation	Case discussions /Analysis during the year and exam

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
30%	70%		0
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
30%	70%		

HBB09B/09b	5.2 Quality management
Lecturer	Ingeborg Maes
Status:	Elective course 3 rd Bachelor year
Language of instruction	English
Number of Contact hours	24
ECTS credits	3
Course rationale	<p>A bad product costs in the end just as much as a good one. So, why would you make a bad product? Quality generates money and a company that wants to progress continuously tries to improve the quality of its services and products.</p> <p>In the module "Quality Management" students learn how companies try to manage quality. The course also deals with philosophical and human aspects of quality. We will discuss structures, methods and techniques used to guarantee quality and quality improvement. Also Change management is part of this course.</p>
Competencies	<ul style="list-style-type: none"> • 1.4.1 Willingness to listen to other people. • 1.5.2. Works in a team with colleagues in order to reach the same goal • 1.2.2 Questions one's proper actions, sees the own strengths and weaknesses and words opportunities for improvement • Gives advice in order to enhance basic company processes, strategy, company culture and HRM-management • Willingness to act upon agreed action points (engagement) • Links different topics in this course to own experience
Key objectives	<p>On completion of this module the student is able to:</p> <ul style="list-style-type: none"> • Understand the concept "quality" within the context of an organization • Gain relevant information relating to important company processes. • Analyze company processes and systems against the framework of total quality management. • Give an advice in order to improve the quality of basic company processes applying a number of patterns of Quality Management.
Programme contents	<p>Part 1: Philosophy – history - positioning We study the idea of quality management as an integrated part of company management. We start out with a survey of the evolution in views on quality and also take an in depth look at the modern concept of quality management. To achieve a certain level of quality a company needs a quality system. We will examine different tools (ISO 9001, surveys, BPM,...) and look for indicators which help us to decide the best tool to use in certain situations/companies.</p> <p>Part 2: Models of excellence – European Foundation for Quality Management (EFQM) and the Common Assessment Framework (CAF) Quality management used to focus on the operational components of an organization. Nowadays, however, one has come to the understanding that the principles of QM can be applied to the company as a whole and even on its external relationships. Moreover, the EFQM model for example puts the emphasis on the impact of quality management on overall success – and on the financial success of a company.</p> <p>Part 3: LEAN Management en tools We took a great step forward when we understood that quality management is not the result of continuous inspection but that it is the result of an ongoing process. We analyse in depth the economic aspects of LEAN thinking and we learn how some simple LEAN techniques can offer a better understanding of complex processes. We also deal with the basic methods to realize quality improvement projects. And learn about the different approach to processes and projects.</p> <p>Part 4: Quality management and company culture The human factor is essential in achieving successful change/improvement projects. What determines the company culture, how does it influence quality and -most important- how can we use company culture as a leverage for success?</p> <p>Part 5: Recent developments in quality management The purpose is to look at these new developments and to assess their importance.</p>

Learning track and -methods	Lecture based course with ample opportunity for discussion. Case study work and workshops.
Assignments	Are part of the evaluation (30 of 60 credits): <ul style="list-style-type: none"> • Permanent evaluation: 3 assignments to make in class (3 X 5 credits) • A team paper (15 credits)
Course material Compulsory course material	Handouts CAF Brochure 2013 (www.eipa.eu) Publications on the learning platform Toledo
Recommended Literature	"Excellent" - A guide for the implementation of the EFQM-Excellence model (Yves Van Nuland, George Broux, Luc Crets, Wim De Cleyn, Jan Legrand, Guy Majoor, Gaston Vleminckx) "Managing quality" – Barry G. Dale, Ton van der Wiele and Jos van Iwaarden (fifth edition)
Conditions of evaluation	Formal oral examination, permanent evaluation and paper writing (Team assignment) Overview: 3 assignments during the courses with (15 credits) Team assignment (15 credits) Paper on the use of a quality improvement tool. Formal Oral Exam (30 credits) – open book A re-examination contains the following evaluation conditions: Individual assignment (20 credits) – Deadline Exam Date Paper on the use of a quality improvement tool. Formal Written Exam (40 credits) – open book

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
	50%	50%	0
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
	30%		70%

HBB68A/68a	5.3 Innovation and the young entrepreneur
Lecturer	Raph Verbruggen
Status	Elective course 3rd Bachelor year
Contact hours	27
ECTS credits	4
Language	English
Course rationale	<ul style="list-style-type: none"> - Entrepreneurship is the driving force of prosperity and welfare: this course works to raise the awareness of these. - Each individual hides creativity: this course aims to activate the creativity of the individual student - This course focuses on the skills needed to successfully start your own business: thinking out of the box, analysing, planning in a structured way, being able to anticipate - The focus is also on competencies that are needed to start up a business. The programme covers all important aspects of launching a business from the initial idea to a business plan.
Competencies	<ul style="list-style-type: none"> - Translate business ideas into opportunities, and translate business stories into a business plan - Write a well-structured business plan - Pitch and present a business plan
Key objectives	<p>On completion of the module students will be able to:</p> <ul style="list-style-type: none"> - Scan their environment for new ideas and recognize ideas that can become business opportunities - Carry out research in the context of creating a new business - Develop the entrepreneurial spirit in all aspects of social and professional activities - Learn the insights in the determinants of successful entrepreneurship - Identify the practical steps involved in starting a business - Write a well-structured business plan - Assess the content, completeness and quality of business plans - Assess personal resources and financial status - Research and assess the risks necessary to get started.
Programme Content	<ol style="list-style-type: none"> 1 Nature of entrepreneurship: generating new business ideas 2 From business idea to business opportunity and from business story to business plan 3 Entrepreneurship in the European and global context 4 Creativity: a key success factor for entrepreneurship 5 Seminars: several entrepreneurs tell about their own business story 6 Opportunity identification 7 How to build a competitive advantage 8 Business strategy and SWOT analysis 9 Creating the new venture and a dynamic business plan 10 Marketing & sales plan: components of a successful business plan 11 Entrepreneurial finance 12 How to draft a sound financial plan 13 Presenting and pitching your business story and negotiating your business plan
Learning track and -methods	<ul style="list-style-type: none"> - Written course (available on the HUB intranet) - Testimonials of several entrepreneurs - Literature review (from a pre-selection of books) - Papers and PP presentations - Interactive work sessions during the class - Visit abroad to an incubator, company of other organisation
Compulsory course material	Raph Verbruggen, Innovation and the young European entrepreneur part one and two, Brussels, 2015
Assignments	Business plan - Literature review - Answer to an Open Question
Recommended literature	<ul style="list-style-type: none"> - Competing for the Future, Gary Hamel en C.K. Prahalad - From Good to Great, Jim Collins - The Innovator's dilemma/The Innovator's Solution, Clayton Christensen

	<ul style="list-style-type: none"> - Re-Imagine and In Search of Excellence, Tom Peters - Blue Ocean Strategy, W. Chan Kim & R. Mauborgne - Competitive Strategy, Michael Porter - Innovation and Entrepreneurship, Peter F. Drucker - Funky Business / Karaoke Captitalism, Kjelle Norström and Jonas Ridderstrale - Creative Management and Development, J. Henry - Living the Brand, N. Ind - The Power of Strategy Innovation, A New Way of Linking Creativity and Strategic Planning to Discover Great Business Opportunities, R.E. Johnnton, J.D. Bate
	- The new Age if Innovation, C.K. Prahalad, M.S. Krishnan
	- Made to Stick, D. Heath, C. Heath
	- The Rise of the Creative Class, Richard Florida
	- ...and many others...
Conditions of evaluation	<p>Business plan = 45% of the total Writing and presenting Criteria: originality, creativity, accuracy, consistent structure, <u>team</u>work and commitment, presentation skills (written and oral)</p> <p>Literature review = 15% of the total Reading and presenting a book (from a pre-selection of books) Criteria: analytical skills, ability to communicate clearly, fully and to the point, <u>team</u>work and commitment, presentation skills – oral and written (PP presentation) -</p> <p>Answer to an Open Question = 20% of the total Each <u>individual</u> student answers an ‘Open Question’ from a Guest Speaker-Entrepreneur Criteria: ability to capture the main topics of a lecture, contribution by own research, personal vision, writing a document: strong content and well structured</p> <p>Written exam = 15% of the total Punctual questions on the necessary theoretical insights and concepts = theoretical knowledge of the course</p> <p>Attitude = 5% of the total Criteria: collegiality, responsibility, positive attitude in class, correctness, sense of initiative Students who leave the program at the end of December are subject to the same evaluation criteria</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
50%	50%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
	50%	50%	

HBB18A/18a	5.4 Communication Management
Lecturer	Katrien Van Den Broecke
Status:	Elective course 3 rd Bachelor year
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	<p>Any product or service must find and maintain its proper position on the market. Huge amounts of publicity messages are delivered to the consumer who ultimately tries to close off from all additional information. Competition is fierce.</p> <p>As a participant in this course you will become familiar with the communication tools that may support the branding of your product or service</p> <p>This course is meant for young marketers and publicity makers. As prospective company managers, they will be able to coach their communication department more effectively. As sales managers, they will know how to discuss their views and ideas with the communication department more efficiently and they will also be able to prepare trade fairs in a professional way. As professionals in a SME they will learn to make the best use of a limited communication budget.</p> <p>The course offers a theoretical framework but also very useful and practical ideas and guidelines that are evidence based.</p> <p>The instructor/facilitator organizes an interactive classroom environment so that students engage in lively discussions and a revealing case study in which they prepare and create a communication campaign from A to Z.</p>
Competencies:	<ul style="list-style-type: none"> ▪ Oral communication skills ▪ Written communication skills ▪ Ability to communicate ▪ analytical skills
Key objectives	<p>On completion of this module the student is able to</p> <ul style="list-style-type: none"> ▪ compile the data in order to prepare a communication campaign and to give a briefing to all stakeholders in the communication campaign ▪ set up and coordinate a common information campaign. ▪ make a strategic analysis of the positioning of a product or a service. ▪ define a target group in communication and how to word communication objectives. ▪ Analyse and judge a campaign and report to the management
Programme contents	<p>1 How to describe the current situation of a brand in a strategic document?</p> <p>2 What is a creative briefing? How should it be written judged and reviewed?</p> <p>3 What is and how to define and describe:</p> <ul style="list-style-type: none"> ▪ the brand essence ▪ a target group ▪ brand coherence and building on brand heritage <p>4 Translation of a theoretical briefing in az concrete communication piece</p> <p>5 From message to creative idea: what is a creative idea? How-to recognize it?</p> <p>6 Relevance and interest to the target group</p>
Learning track and -methods	Lecture based course and case study work (teamwork)
Assignments	Throughout the module students work on a specific case for branding a service or a product and prepare an advice for the positioning and strategic planning. They draft a creative briefing; they define the target group and objectives of a publicity strategy. They give their advice about setting up a campaign Formal presentation and group discussion
Conditions of evaluation	<p>Presentation orally and in writing of the case study</p> <p>40%: first presentation and presentation document</p> <p>40%: second presentation and presentation document</p> <p>20%: Active participation in the workshops during class and presentation of the case study (peer review is taken into account when judging the overall performance)</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
50%	50%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
50%	50%		

HBB63A/63a	5.5 Human Resources Management
Lecturer	Bart Henssen
Status	Elective course 3 rd Bachelor year
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	<p>Along with commercial activities, the production process, the financial issues and management & leadership, Human Resources Management (HRM) is one of the 5 key factors in an organisation. In an organisation HRM is a powerful tool to get the best out of its human potential. HRM brings the present and future needs of the organisation in line with the individual needs and expectations of the staff members. It is a major challenge for an organisation to safeguard its growth by spotting and retaining the competences that are present, by recruiting new collaborators with the right competences and by developing the potential of staff members.</p> <p>In this module students get acquainted with the role HRM can play in an organisation. The focus <u>lies on the strategic role of HRM in the organization as a key element</u> linking the various HRM processes. The purpose is not to train HRM-professionals but to make the students who will soon be professionals themselves aware of the impact of HRM on overall business management. The course takes into account the point of view of the manager as well as the expectations of the staff member.</p>
Competencies	<p>Oral and written communication skills</p> <p>Actively and constructively contribute to a team</p> <p>Analytical abilities: assess the quality of HRM-processes in an organisation</p> <p>Give advice in order to improve HRM-processes in an organisation</p>
Key objectives	<p>On completion of this module the student is able to</p> <p>analyse the HRM-problems in an organisation and define what HRM-processes meet the needs of the organisation (recruitment, transfer, promotion, training, ...).</p> <p>plement an HRM-strategy (e.g. define which media are appropriate to publish a vacancy, solve conflicts in a team, set up a training plan, increase staff motivation...).</p>
Programme contents	<ul style="list-style-type: none"> - <u>Introduction to strategic HRM, HRM models and HR roles</u> 1. <u>HMR-processes and the specific tasks of staff and management</u> 2. Human resource planning 3. <u>Job analysis and job design</u> 4. Recruitment and selection 5. Compensation and benefits 6. Competence and talent management 7. Performance management 8. Training and development 9. L0eadership and leadership development 10. <u>Motivation and human resource development (HRD)</u> 11. Evolutions and trends in Human Resources Management
Learning tracks and - methods	<ul style="list-style-type: none"> - The course is lecture-based but offers a lot of opportunities for discussion and case study work.
Assignments	<p>A business case study in which students analyse <u>a specific HRM-problem</u> in a company of their choice <u>and assess that problem within the broader framework of strategic HRM</u>. They make a written report in which they formulate <u>solutions and advice for management</u>.</p>
Course material Compulsory course material	reader
Recommended literature	Foot, M. & Hook, C. (2011). <i>Introducing Human Resource Management</i> . Pearson Higher Education, 544 p.
Conditions of evaluation	<p>Presentation orally and in writing of a business case study</p> <ul style="list-style-type: none"> - Report (group score): 12 ; - Report (individual score): 30; - Presentation: 15; - Cooperation: 3 <p>< 75% present: fail</p> <p>2nd term: presentation 15; report 45</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
50%	50%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
			100%

HBB80E/07f	5.6 Real Estate Management
Lecturer	Drew Misner
Status	Elective course 3 rd Bachelor year
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	The course offers a broad introduction into the field of real estate, and also briefly touches upon various multiple property-related subjects such as property marketing, property law, urbanism, property taxes, and energy-efficiency.
Competencies	<p>1. From the perspective of his own area of specialization, the graduate can support the company policy efficiently</p> <p>3. Can support and manage internal and external oral and written communications in at least three languages</p> <p>18 The graduate is able to define objectives, product/service, pricing, distribution, and communications strategies</p>
Key objectives	<p>1.1 On the basis of an analysis of the business processes, can provide advice that takes into account business functions, business strategy, corporate culture, and the environment in order to optimize short and long term management decisions.</p> <p>1.2 Interprets financial ratios, costing and the annual accounts and provides advice in order to prepare short and long term management decisions.</p> <p>1.4 Can convert an opportunity into a project and can write, present and answer for a simple business plan.</p> <p>1.6 Can provide advice in order to prepare and conclude commercial transactions.</p> <p>3.2 Writes reports and messages, a personal opinion or point of view, integrating business information and numerical data.</p> <p>3.4 Speaks about general socio-economic as well as professional issues.</p> <p>Interprets and assesses business sources, messages or instructions correctly</p> <p>18.9 Determines and/or interprets marketing related indicators</p>
Programme contents	Among other things the course will focus on diverse valuation methods for commercial, residential and special use properties. These methods include standard valuation techniques, such as the income approach, the market approach, the cost approach, and the residual value approach. The course will explain property concepts such as investment yields, return on investment and property risks.
Learning track and -methods	Lecture based course completed with case study work, and field study. Independent paper writing
Assignments	In groups of 2 or 3 students will analyze a real-life property development opportunity. This should include a feasibility analysis, a realistic business plan, an adequate marketing approach and an exit strategy. Students present their analysis orally and interact upon their findings.
Course material Compulsory course material	Students will be able to download the course notes or keynote slides after each class.
Conditions of evaluation	<ul style="list-style-type: none"> - Active participation in the lectures and process evaluation of the group work. - Students are graded individually taking into account their contribution to the group work - Paper about the field case study - Presentation - Assessment period 3: individual paper writing as above + individual presentation

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W		
50%	50%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
		O	W
		50%	50%

HEB19A/19a	5.7 Foreign Trade
Lecturer	Alea Fairchild
Status	Compulsory course regular students of BBM programme
Contact hours	24
ECTS credits	3
Language of instruction	English
Course rationale	This course is an introduction to the theory of international trade and finance with applications to current policy issues. In this course, we will cover the basic tools to understand what determines the flow of goods across countries, i.e. international trade, and what determines the flow of savings and investments from one country to another, i.e. international finance. We will also cover applications to a number of topics of current interest, including the debate on globalization, free trade agreements etc.
Competencies & Keyobjectives	<p>Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently</p> <p>Competency 4: The graduate can work in an international/intercultural environment 4.2 Assesses the impact of intercultural issues on professional activities</p> <p>Competency 15: The graduate can organize and manage the (international) flow of goods along with the corresponding flow of information and documents 15.4 defines and adjusts the transport management systems 15.6 exchanges relevant logistics data with all stakeholders using the required format taking into account the total information flow.</p> <p>Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies 18.3 takes decisions about distribution channels.</p> <p>Competency 20: the graduate can organize a transport efficiently as part of the supply chain taking into account rules and procedures 20.1 makes a deliberate choice of transport mode in order to realize and follow-up the transport and calculates costing</p>
Programme contents	<ol style="list-style-type: none"> 1. International trade agreements 2. The European Community and other relevant institutions 3. Economic geography of Belgium and Europe 4. Introduction to foreign trade 5. Import Export 6. Distribution techniques 7. Sales agreement 8. Incoterms: introduction 9. Customs formalities
Learning tracks and -methods	Commercial management / supply chain management NT
Assignments	Group work, focused on: GATT, WTO and international trade economics Export / import activities
Course material Compulsory course material	<p>Course material: Seyoum, Belay. <i>Export-Import theory, practices, and procedures</i>. Routledge, 2013.</p> <p>Recommended literature: Materials provided by course instructor on digital learning site.</p>
Conditions of evaluation	<p>Modes of assessment: partial evaluation based on 2 case study papers which count to 40% of the total grade combined with a formal written exam during the regular exam period (which counts to 60% of the total grade).</p> <p>Question formats : Open questions, comprehension questions and exercises</p>

Conditions of evaluation

Assessment period 1

ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
Oral	Written	Oral	Written
	40%		60%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
Oral	Written	Oral	Written
	40%		60%

	5.8 Business Ethics
Lecturer	Chris Yeager
Status	Elective for Erasmus students
Contact hours	20
ECTS credits	3
Language of instruction	English
Course rationale	The decline in business ethics, from CEOs to consumers, is a frequently cited concern. In reality, throughout much of history business has been seen as either intrinsically unethical or governed by unethical behaviour. For both large corporations and individuals, ethics can make or break reputations, livelihoods and even communities. Increasing globalization and competition means defining ethical behaviour and meeting that standard is ever more challenging. As a result, it is important that business and marketing students reflect in advance of their first jobs on their own world view, what ethics follow from that, and how that can be applied in their business life. This course looks at business ethics foundations, theories, and applications with a particular focus on ethical topics related to marketing.
Competencies & Key objectives	<p>Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently</p> <p>1.1 analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies</p> <p>Competency 3: the graduate handles internal and external oral and written communications in three languages</p> <p>3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.</p> <p>3.3 holds a conversation about both general socio-economic as well as professional issues.</p> <p>3.4 interprets and assesses business sources, messages or instructions correctly.</p> <p>3.5 writes informative and convincing texts adapting the style to the audience and combining different media.</p> <p>Competency 4: The graduate can work in an international/intercultural environment</p> <p>4.2 assesses the impact of regional, national, international and intercultural issues on</p>
Programme contents	Seminar 1: Intro to Ethical Perspectives Seminar 2: Product Related Ethics: Seminar 3: Respect for Privacy & Personal Data Seminar 4: Advertising Ethics Seminar 5: Pricing Ethics Seminar 6: Promotion Ethics Seminar 7: Sales Ethics Seminar 8: Corporate Social Responsibility Seminar 9: Human Resources Ethics Seminar 10: Leadership Ethics
Learning track and -methods	Your presence during class is required. Class will be a mixture of lecturing and discussions. These discussions are crucial for you to participate in, since we will be practicing thoughtful communication skills. The purpose of this course will be to grasp ideals and principles as they have been spelled out in a variety of traditional ethical systems and to apply these conceptual structures and guidelines to major problems and dilemmas of doing business and living in society. Special emphasis will be placed on tools for problem-solving and decision-making.
Assignments	Modes of assessment: Class participation & group presentation on chosen topic (30%), Final report on chosen marketing ethical issue (70%). Papers that are handed in after the instructor's deadline result in a no-score and a 'fail' for the module.
Course material Compulsory course material	Handouts and internet readings.
Conditions of evaluation	<p>The reflection paper and the final paper will draw upon solid research and writing skills. The group presentation will demonstrate oral and communication skills as well as the ability to work in a team. Class participation means not only attending class but contributing to the learning of everyone in the class.</p> <p>3rd exam period: 100 % written research paper</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W		
	100%		
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
		O	W
			100%

The Law and Economics module



HBB27A/27a	6.1 Doing Business in the European Union. An introductory course for European entrepreneurs in the making
Lecturer	Iris Weber, M.A. - Iris.weber@odisee.be
Status	Elective course 3 rd Bachelor year
ECTS credits	3
Contact hours	24
Language of instruction	English
Course rationale	This course aims to familiarize students with the most relevant business- and enterprise-related aspects of the European Union (EU) and its institutions, policies and processes, from a specific <i>intrapreneurial</i> and <i>entrepreneurial</i> perspective. Start date: Monday, 25 September 2017, 9 – 13 hrs.
Competences	<ul style="list-style-type: none"> - Researching and academic writing related to a specific, EU-related topic. - Analysing and assessing the relevance of a specific EU policy, process, instrument etc. from a business-/entrepreneur-/EU citizen's perspective. - Academic and professional skills such as sourcing, referencing, investigating, structuring, arguing, evaluating and concluding. - A wide range of soft skills such as group / teamwork; communication, e.g. discussion / debate, negotiation, expert interview; decision-making and problem solving. - Presentation and report writing.
Key objectives	On completion on the course, students will able to: <ul style="list-style-type: none"> ☐ analyse and interpret the functioning of the EU and the internal market, its benefits as well as its obstacles and challenges for businesses and enterprises, ☐ examine the economic, institutional and decision-making set up of the EU, incl. the role and working of the core EU institutions and business-related interest (representation) organizations in shaping the European business environment as it affects enterprises, ☐ identify opportunities provided by the EU to promote entrepreneurship and to support small and medium-sized enterprises (SMEs) and micro-firms, ☐ reflect on experiences of direct contact with representatives of the EU and business-relevant interest groups and explore networking / interest representational opportunities.
Programme contents	<p>The topics covered will include:</p> <ul style="list-style-type: none"> - The European Union (EU) and its working: economic, institutional and decision-making set up of the EU, incl. the role and working of core EU institutions and business-related interest (representation) organisations. - Milestones of the process of European (economic) integration: expansions, institutions, legal background; current and future challenges. - Role and influence of individual EU member states in the EU. - The EU internal market & the EU's "four freedoms" (free movement of goods, people, services and capital). - Role and impact of EU regulation / deregulation on the European business environment (<i>case studies</i>). - Key EU policies and their impact on European businesses /enterprises and their relevance for EU citizens / consumers / (potential) entrepreneurs: Competition – Trade – Economic and Monetary affairs - Customs / Taxation - Research and Innovation - Enterprise / Small and Medium sized Businesses (SMEs) - Employment and Social Affairs - Structural Funds - Education / Training - Consumers. - Opportunities provided by the EU for small and medium-sized enterprises (SMEs) and entrepreneurs. <p>Depending on the interests of the students current / debated issues regarding the EU can be addressed, e.g. Euro crisis / Grexit, Brexit, TTIP / CETA.</p> <p>Schedule: <i>Class session 1 - 25 September 2017: Introduction and overview of the course</i> <i>"It's the European Union, stupid!" What is the EU about and why & how does the EU matter for you as an entrepreneur / employee / intrapreneur (in the making) and as an EU citizen?</i></p> <p><i>Class session 2 - 2 Oktober 2017: EU internal market & the EU's "four freedoms"</i></p>

	<p>Main features of the EU's internal market (e.g. free movement of goods, people, services and capital); role and impact of EU regulation / deregulation on the European business environment</p> <p><i>Class session 3 - 9 October 2017: EU - Where from – where to – what/whom for?</i> Milestones of European (economic) integration & current and future challenges</p> <p><i>Class session 4 - 16 October 2017: EU – Who's who & how does it work? => interactive role-play game exercise</i> EU institutions and other key actors in the process of (economic) policy-making: Interest representation and lobbying in the EU</p> <p>Please note: As an exception, this session will take place at a different time, in the afternoon from 13h30 to 17h30, and at a different place, in the PARLAMENTARIUM, the European Parliament's Visitors' Centre, Rue Wiertz 69, 1047 Brussels.</p> <p><i>Class session 5 - 23 October 2017: Your Europe, your business? (1)</i> Key EU policy areas from a (potential) entrepreneurial and enterprise-related perspective: Competition – Trade - Economic and monetary affairs - Customs / taxation - Consumers.</p> <p><i>Class session 6- 30 October 2017: Your Europe, your business? (2)</i> Key EU policy areas from a (potential) entrepreneurial and enterprise-related perspective: Enterprise / small and medium sized businesses (SMEs) - Employment and social affairs - EU structural funds - Education / training - Research and innovation Summary, outlook and exchange of ideas: Why does the EU matter & how can the EU support you and the business you like to start up or work for?</p>
Learning track and -methods	<p>The course is characterized by encouraging and supporting students to:</p> <ul style="list-style-type: none"> ☐ gain motivation and ideas to participate in and taking advantage of the EU internal market and the business support offered by the EU. ☐ practice and train researching and academic writing; by examining a specific, EU-related topic and analysing and assessing its relevance from a business-/entrepreneur-/EU citizen's perspective. Students will be given guidance and set tasks on how to write a research paper. ☐ practise and train a wide range of soft skills. <p>Students will be set tasks for every session and will be encouraged to provide peer-feedback.</p> <p>In line with this, students are expected to attend all class sessions and participate actively – inside and outside the classroom - in different exercises, such as group / teamwork, discussion, debate, quiz / survey, question-and-answer, expert interview, role-play game, peer feedback and individual study (reading & research => weekly assignments).</p> <p>Students will research, prepare and conduct an oral group presentation concerning key EU policies. In teams (<i>5 min. per team member</i>) students will have to cover and illustrate a chosen EU policy field and its impact on European businesses /enterprises and its relevance for EU citizens / consumers / (potential) entrepreneurs. After each presentation, a class discussion based on questions prepared on the presented topic by the group will be launched; each group will receive peer-feedback on their presentation.</p> <p>In the context of this course students will visit and explore the exhibition at the Parlamentarium, the European Parliament's Visitors' Centre (<i>see above</i>) and will have the task of successfully completing responses to an individualized set of questions based on the exhibition.</p> <p>During the course students will also participate in an interactive role-play game exercise provided by and taking place in the Parlamentarium (<i>see above</i>). The students will step into the shoes of members of the European Parliament (in different political groups) and experience first-hand how the, EU machine' works; from different perspectives and faced with EU business-related real life scenarios they have to interact, collect and evaluate information, discuss and negotiate, convince and influence, find</p>

	<p>compromises, and take decisions. The role-play simulation concludes with an evaluation, incl. a reflection on experiences & reality-check.</p> <p>Furthermore, as part of the course students will prepare and conduct (in teams) semi-structured interviews with key actors of the EU and business-relevant interest groups and report back on their results in a group compulsory group presentation and a written group report.</p> <p>The EU meetings will be arranged by the lecturer for week 5 - potential interviewees include representatives of:</p> <ul style="list-style-type: none"> ☐ an institution of the European Union, in particular of the European Commission (e.g. Directorate-General for Enterprise and Industry), the European Parliament (e.g. Committee on internal market and consumer protection) or the Council of the EU; ☐ leading EU level lobbying economic interest groups, e.g. <i>Businesseurope</i>, Eurochambers, European Association of Craft, Small and Medium-sized Enterprises (UEAMPE); ☐ Brussels-based young entrepreneurship or youth organisations, (e.g. European Youth Forum, Jeunes Entrepreneurs de l'Union Européenne - JEUNES, European Confederation of Junior Enterprises - JADE, European Young Innovators Forum – EYIF, European Confederation of Young Entrepreneurs – YES). <p>Finally, students will start preparing an individual research paper that will focus on EU business-/entrepreneur- or EU citizen/consumer-related EU policy matters. Each student will select his/her own topic in consultation with / with approval from the lecturer. This paper has to</p> <ul style="list-style-type: none"> ☐ examine a specific, EU-related topic and analyse, discuss and assess its relevance from a EU business-/entrepreneur- or EU citizen / consumer's perspective; ☐ observe proper academic conduct, in particular with regard to proper sourcing and referencing (=> use of academic / quality information sources; accurate in-text-citation / list of references); ☐ present a developed argument which is focused and well structured: a clear research question or thesis statement (hypothesis) has to be stated (=> introduction), examined (=> investigation) and answered / assessed (=> conclusions). <p>Students will present a <i>first outline</i> during the course and give / receive peer-feedback. A <i>draft paper</i> and the <i>final paper</i> are to be handed in after the end of the course.</p>
Assignments	<p>Students are assessed</p> <ul style="list-style-type: none"> • on the basis of the quality of an individual research paper (3500 words) => this counts for 70 % of the course grade. This has to be handed in after the end of the course: A <i>draft paper</i> (which will receive feedback but will not be graded) by mid-November and the <i>final paper</i> by mid-December. • on the basis of an oral group presentation (5 min. per team member) concerning key entrepreneurship-/business-related EU policy matters (weeks 5 & 6) => counts for 20 %. • on the basis of a written group report (1000 words) of the results from interviews with key actors of the EU and business-relevant interest groups (week 6) => 10 %. <p>In order to pass – in addition to these graded assignments - students have to</p> <ul style="list-style-type: none"> • visit the exhibition at the Parliamentarium and answer an individualized set of questions (by week 3 / activity outside of the classroom). • participate in an interactive role-play game exercise (week 4 / activity during class time but scheduled at a different time and location); • participate in a meeting with a representative of the EU or a European organisation (week 4 / 5 / activity outside of the classroom); <p>Since this course will be delivered in an intensive format of 6 sessions à 4 hours, students also have to</p> <ul style="list-style-type: none"> • attend a minimum of 5 class sessions and the final cut-off point for course participation is by registration prior to the 2nd October (session 2).
Course material: Compulsory course material:	Reading and other learning material and further information regarding the assignments will be provided on the learning platform Toledo.

Recommended literature	Gabriele Suder (2011): Doing Business in Europe, SAGE Publications (second edition); European Union (2014): How the European Union works. Your guide to the EU institutions, Luxembourg. EU- and business related news / background information provided by: Wall Street Journal Europe, The Economist, Financial Times; EUBusiness, Politico Europe, EurActiv; EU websites / services such as: European Parliamentary Research Service; EU Think tanks such as: BRUEGEL, CEPS, Carnegie Europe etc.
Conditions of evaluation	see above

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
O	W	O	W
20%	10%		70%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAM PERIOD		Examination	
O	W	O	W
20%	10%		70%

HEB61A/61a	6.2 Micro and Macro Economics
Lecturer	Dr. Mark Corner
Status:	Elective for Erasmus students
Contact hours week/annual basis	36
ECTS credits	4
Language of instruction	English
Course rationale	<p>This course provides a one semester introduction to macro and micro economic analysis and its applications. The microeconomics part of the course covers economic decision-making by individuals and firms, the determination of quantities and prices of goods in different kinds of markets, the determination of wages, and the theoretical basis for international trade.</p> <p>The macroeconomics part of the course covers topics in macroeconomics with emphasis on the determination of the aggregate level of economic activity, economic growth, analysis of the macroeconomic effects of government policies, short-run economic stability (the rate of unemployment and inflation) and long-run economic growth.</p>
Competencies and key objectives	<p>Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently 1.3 Interprets financial ratios, costing and the annual accounts and words an advice in order to prepare short and long term management decisions.</p> <p>Competency 3: the graduate handles internal and external oral and written communications in three languages 3.2 words a message, a personal opinion or point of view, integrating business information and numerical data.</p> <p>Competency 4: The graduate can work in an international/intercultural environment 4.1 assesses the impact of relevant international organizations on professional activities</p>
Learning track and methods	Business orientation
Course content	<p>The purpose of this course is to make students get familiar with the basic concepts of :</p> <ol style="list-style-type: none"> 1. What is economics? 2. Market mechanism 3. Consumer behavior 4. Production and costs of companies 5. Pricing in different types of market structure 6. Market imperfections and the impact of Government, 7. Production, income and spending: a macroeconomic approach 8. Economic growth and development 9. Macro-economic balance 10. Consumption, investment and the aggregate demand 11. Monitoring the aggregate demand: the budgetary politics 12. Monitoring the aggregate demand: monetary policy 13. Unemployment and inflation 14. international economics, free trade and protectionism 15. The international monetary system
Assignments	To be defined
Recommended reading	
Conditions of evaluation	<ol style="list-style-type: none"> 1. Exam during the regular exam period Evaluation form: written 2. Question formats : Open questions and multiple choice 3. Learning materials: Calculator allowed 4. 3rd exam period:

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
Oral	Written	Oral	Written
Assessment period 3			

ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

HEB02A/02a	6.3 Principles of Law (with an international focus)
Lecturer	Dr Stephanie Gardner
Status:	Regular course of the 1st Bachelor year Business Management with a Major in Marketing
Contact hours week/annual basis	48
ECTS credits	6 (2 x 2 contact hours/week)
Language of instruction	English
Competencies	Leaving from his or her own area of specialization the graduate can support the company policy efficiently
Key objectives	<p>On completion of this module the student can</p> <ul style="list-style-type: none"> analyze business processes, corporate functions, strategies, corporate culture and the total business environment. word a motivated advice in order to optimize short and long term company policies Identify problems of a legal nature and contribute to a solution.
Learning track and -methods	This course module comes under the cluster 'Business Orientation'.
Course content	<p>The focus is on the legal aspects of company management. Therefore, the course module has two sections: "Law and society" and "Law and the enterprise".</p> <p>In the section which deals with 'Law and society' students get familiar with the basic concepts of Law and the focus is on some issues which are very closely related to the students' social environment. The following themes are dealt with:</p> <ul style="list-style-type: none"> Scope and Sources of Law The various legislators and courts Public vs Private Law Non-contractual liability Cohabitation and marriage (with a focus on financial aspects) Real estate rental Onus of proof <p>The section about 'Law and the enterprise' is divided into three subdivisions: entrepreneurship, corporate contracts and termination of the company.</p> <p>The section about entrepreneurship deals with the following issues:</p> <ul style="list-style-type: none"> Permits (including determining the competent authorities) One-man-business, partnership or a corporation Forms of business organizations: advantages and disadvantages Company Law: nature and formation of a company Stakeholders' Rights and Duties Winding up/Bankruptcy <p>The section about corporate contracts deals with the following issues:</p> <ul style="list-style-type: none"> Contracts Law Agency Commercial lease Labor contracts: duties of employer and employee International purchase/sale agreements Consumers-Rights <p>In the section about 'Termination of a company' the following issues are dealt with:</p> <ul style="list-style-type: none"> Conveyance of business

	<ul style="list-style-type: none"> • Liquidation vs Reorganization • Bankruptcy procedure
Assignments	Paper based work and presentation count towards partial or continuous assessment.
Recommended reading	Not identified
Conditions of evaluation	<p>Presence and participation count to continuous assessment. Attendance is taken weekly and classroom participation in group exercises, class discussions and case studies is required. This combines with a formal written test/exam during the mid-term week and the regular exam period.</p> <p>Assessment weighting is as follows: Presence and Participation 10%; Mid-term test: 30% - final exam 60%. Question format : multiple choice questions, Open questions</p>

7 ORAL/WRITTEN COMMUNICATION



	7.1 Oral and written communication in French (Office Management)
Lecturer	Goedele Meylaerts - Ariane Vantichelen - Séline Vanhelleputte - Chris Oelbrant
Status	Regular course of the 3 rd Bachelor year Office Management or Business Management
Contact hours	40
ECTS credits	3
Language of instruction	French
Course rationale	<p>The module is designed for students who already have a B2.1 level in French and who want to expand their vocabulary, improve their accuracy in grammar and pronunciation and develop their ability to communicate at a very advanced level in in French. International students who follow this module are fully immersed in the regular language courses organised at the department. During these courses students are given tests in all the four skills and feedback in the form of individual counselling.</p> <p>In a number of cases the course can be combined with the English or Dutch communication course.</p> <p>Participants in this course should at least have a B2 level for the 4 skills (speaking – writing – reading comprehension - listening comprehension)</p> <p>This course belongs to the learning track "Business communication".</p> <p>The course addresses linguistic and cultural aspects of professional life, in the context of work-related communication situations</p>
Competencies	Competency 3: The graduate is able to communicate internally and externally. He can do so orally and in writing in three languages
Key objectives	<ul style="list-style-type: none"> • Understand the main points of clear standard speech on familiar matters. • Read short texts consisting mainly of high frequency every day, education- or job-related language. • Engage in simple exchanges of information and join conversations on topics that are familiar or relevant to everyday, university and professional life. • Talk about familiar subjects and start expressing opinions. • Write short, simple texts on topics of immediate interest.
Learning track and methods	<p>Classes (lectures) on grammatical structures</p> <p>Students prepare some exercises, presentations and texts at home. Lecturers cover possible questions in class.</p>
	<p>The course will cover the following topics. Each chapter will cover the necessary grammar and vocabulary. Students are encouraged to revise both grammar and vocabulary between each session, so as to be able to keep the pace and make rapid progress.</p> <p>L'entreprise</p> <p>Réussir: analyser les techniques de vente</p> <p>Chercher des opportunités: analyser un secteur économique</p> <p>Interagir: distance hiérarchique et rapports au travail</p> <p>Le travail</p> <p>Répartir les tâches et identifier les différents services</p> <p>Résoudre les conflits</p> <p>Rédiger un rapport; Rédiger un email</p> <p>Recherche d'emploi</p> <p>Consulter, analyser, rédiger une annonce</p> <p>Expliquer et décrire ses motivations; le curriculum vitae</p> <p>L'entretien d'embauche</p> <p>Prise de parole</p> <p>Pratiquer l'écoute active, comparer des types de conversation</p> <p>Interrompre et interagir avec tact</p> <p>Faire une présentation, prendre des notes, poser des questions</p>
Assignments	<p>Mode of assessment: Continuous assessment throughout the course: 40 % (participation, written tasks, short presentations). Active participation in class and regular revision are absolutely essential to make progress and meet the requirements for this course.</p> <p>Unaccounted absence when group work is planned or late delivery of an assignment always</p>

	leads to a 0 score for that particular assignment/activity.
Compulsory course material	Reader
Conditions of evaluation	<p>Type of questions : Multiple choice, Open questions, Closed questions Type: knowledge test – integrated test</p> <p>Weighting: Exam: oral (30 %) and written (30 %) with closed, open and multiple choice questions</p> <p>3rd exam period</p> <p>Type: knowledge test – integrated test - presentation Mode of assessment: oral and written exam Weighting: Exam: oral (50 %) and written (50 %)</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

7.1 ORAL AND WRITTEN COMMUNICATION IN FRENCH 2	
Lecturer	Kathleen Caenen
Status	Regular course of the 2nd Bachelor Year Business Management and Marketing
Contact hours	40
ECTS credits	5
Language of instruction	French
Course rationale	<p>The module is designed for students who have at least a B2.1 level in French and who want to expand their business vocabulary, improve their accuracy in writing and pronunciation and develop/ improve their ability to communicate professionally at a very advanced level in in French.</p> <p>This course is also open to native speakers or speakers with a bilingual background.</p> <p>Participants in this course should at least have a B2 level for the 4 skills (speaking – writing – reading comprehension - listening comprehension) A placement test will take place to determine the level of each student. The course addresses linguistic and cultural aspects of professional life, in the context of work-related communication situations.</p>
Competencies	<p>COMPETENCY 3: THE GRADUATE IS ABLE TO COMMUNICATE INTERNALLY AND EXTERNALLY. HE CAN DO SO ORALLY AND IN WRITING IN THREE LANGUAGES</p>
Key objectives	<ul style="list-style-type: none"> * Understand the main points of clear standard speech in professional circumstances. * Read texts consisting mainly of high frequency professional job-related language. * Engage in exchanges of information and join conversations such as occur in professional life. * Express opinions and preferences, practice debate and negotiation skills. * Write reports on topics of professional interest.
Learning track and methods	<p>Interactive lecture based classes for 2 hours per week, interactive and supervised applied exercise sessions for 2 hours per week. Students prepare some exercises, presentations and texts at home.</p> <p>GRAMMAR REVISION: Students are required to revise major grammar topics by themselves. Three quizzes will be organized during the semester. Topics include verb conjugations in all tenses and modes, hypothesis, direct and indirect discourse (past and present), passive voice, relative and other subordinate clauses and logical sequences. Questions will be answered in class.</p>
	<p>GRAMMAR COMPLEMENTS: Selected topics will be studied during class time such as homonyms, specific points of agreement with the past participle, or other difficulties students are frequently confronted with.</p> <p>Students are encouraged to revise both between each session, so as to be able to keep the pace and make rapid progress.</p> <p>The course will cover these topics, the course will be taught in French only.</p> <p>Chapitre 1: La réunion professionnelle. Types de réunions, préparer une réunion, animer et participer à une réunion.</p> <p>Chapitre 2 : La culture d’entreprise dans le monde francophone. Distance hiérarchique, symboles, langage, gestion du temps.</p> <p>Chapitre 3 : La communication commerciale Promotion des ventes, relations publiques, manifestations commerciales.</p> <p>Chapitre 4 : L’entretien de vente et le commerce électronique Accueillir, questionner, argumenter, traiter les objections, conclure, le commerce électronique</p> <p>Chapitre 5 : L’éthique dans les affaires. L’éthique, l’infraction économique et les pratiques anticoncurrentielles.</p>

	<p>Chapitre 6 : La production. Biens de productions, objectifs, étapes et modes de production. Productivité et rentabilité, facteurs et gains de productivité, coûts de production. Gestion de stocks et inventaire Risques industriels, sécurité et environnement Indicateurs économiques, cycles économiques et mondialisation.</p> <p>Chapitre 7 : La recherche et le développement et la propriété intellectuelle. Recherche et développement Propriété intellectuelle : dépôt de brevet, modèles et marques.</p> <p>Chapitre 8 : Parler en public et mener une négociation. Types de discours, préparatifs, introduction et contenu, gestion de la négociation Types de négociation, conditions et stratégies. Négociation interculturelle</p>
Assignments	<p>Mode of assessment: Continuous assessment throughout the course: 45 % (participation, written tasks, short presentations). Active participation in class and regular revision are absolutely essential to make progress and meet the requirements for this course. Unaccounted absence for the exercise sessions or late delivery of an assignment always leads to a 0 score for that particular assignment/activity as both individual and group activities are graded. The three grammar revision tests are also included in the continuous assessment grade.</p>
Compulsory course material	Handbook and handouts (learning platform)
Conditions of evaluation	<p>CONDITIONS OF EVALUATION Type of questions: Multiple choice, Open questions, Closed questions Type: knowledge test – integrated test- presentation Weighting: Exam: oral (30 %) and written (70 %) with closed, open and multiple choice questions</p> <p>3RD EXAM PERIOD Type: knowledge test – integrated test - presentation Mode of assessment: oral and written exam Weighting: Exam: oral (30 %) and written (70 %)</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
45%		55%	
		30%	70%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		30%	70%

7.2 ORAL AND WRITTEN COMMUNICATION IN FRENCH 3	
Lecturer	Kathleen Caenen
Status	Regular course of the 3rd Bachelor Year Business Management and Marketing
Contact hours	40
ECTS credits	3
Language of instruction	French
Course rationale	<p>The module is designed for students who have at least a B2.2 level in French and who want to expand their business vocabulary, improve their accuracy in writing and pronunciation and improve their ability to communicate professionally at a very advanced level in French.</p> <p>This course is also open to native speakers or speakers with a bilingual background. Participants in this course should at least have a B2.2 level for the 4 skills (speaking – writing – reading comprehension - listening comprehension)</p> <p>This course belongs to the learning track "Business communication".</p> <p>The course addresses linguistic, cultural and intercultural aspects of professional life, in the context of work-related communication situations</p>
Competencies	COMPETENCY 3: THE GRADUATE IS ABLE TO COMMUNICATE INTERNALLY AND EXTERNALLY. HE CAN DO SO ORALLY AND IN WRITING IN THREE LANGUAGES
Key objectives	<p>KEY OBJECTIVES</p> <ul style="list-style-type: none"> * Understand and apply the main points of clear standard speech in professional circumstances. * Read and understand all types of texts using professional job-related language. * Engage in exchanges of information and join/ instigate conversations such as occur in professional life. * Express opinions and preferences, practice debate and negotiation skills, participate in job interviews in French * Write reports on topics of professional interest.
Learning track and methods	<p>Interactive lecture based classes for 2 hours per week, interactive and supervised applied exercise sessions for 2 hours per week. Students prepare some exercises, presentations and texts at home.</p> <p>GRAMMAR: Students are required to revise major grammar topics by themselves. Three quizzes will be organized during the semester. Topics include advanced grammar such as: verb conjugations in all tenses and modes, hypothesis, passive voice, relative and other subordinate clauses and logical sequences, subjunctives, spelling exceptions, anglicisms and homonyms, agreements with the past participle.</p> <p>Students are encouraged to revise both between each session, so as to be able to keep the pace and make rapid progress.</p>
Assignments	<p>The following topics will be studied in class, the classes are taught in French only.</p> <p>Writing skills: Writing a cv and a motivation letter, a technical document, a project proposal, and internship report and a summary.</p> <p>Communication skills: participate in a recruitment procedure, team management skills such as planning, delegating and controlling, encouraging. Expressing agreement and disagreement.</p> <p>Vocabulary: Banks and insurance, the stock exchange, the job market, legal business vocabulary.</p>
Compulsory course material	Handbook and handouts
Conditions of evaluation	<p>Mode of assessment:</p> <p>Continuous assessment throughout the course: 45 % (participation, written tasks, short presentations). Active participation in class and regular revision are absolutely essential to make progress and meet the requirements for this course. Unaccounted absence for the exercise sessions or late delivery of an assignment always leads to a 0 score for that particular assignment/activity as both individual and group activities are graded.</p> <p>The three grammar revision tests are also included in the continuous assessment grade.</p> <p>Type of questions: Multiple choice, Open questions, Closed questions</p> <p>Type: knowledge test – integrated test- presentation</p> <p>Weighting: Exam: oral (40 %) and written (60 %) with closed, open and multiple choice</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
45%		55%	
		40%	60%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
		40%	60%

7.3 Oral and written communication in French (Office Management)	
Lecturer	Goedele Meylaerts - Ariane Vantichelen - Séline Vanhelleputte - Chris Oelbrant
Status	Regular course of the 3 rd Bachelor year Office Management or Business Management
Contact hours	40
ECTS credits	3
Language of instruction	French
Course rationale	<p>The module is designed for students who already have a B2.1 level in French and who want to expand their vocabulary, improve their accuracy in grammar and pronunciation and develop their ability to communicate at a very advanced level in in French. International students who follow this module are fully immersed in the regular language courses organised at the department. During these courses students are given tests in all the four skills and feedback in the form of individual counselling.</p> <p>In a number of cases the course can be combined with the English or Dutch communication course.</p> <p>Participants in this course should at least have a B2 level for the 4 skills (speaking – writing – reading comprehension - listening comprehension)</p> <p>This course belongs to the learning track "Business communication".</p> <p>The course addresses linguistic and cultural aspects of professional life, in the context of work-related communication situations</p>
Competencies	Competency 3: The graduate is able to communicate internally and externally. He can do so orally and in writing in three languages
Key objectives	<ul style="list-style-type: none"> • Understand the main points of clear standard speech on familiar matters. • Read short texts consisting mainly of high frequency everyday, education- or job-related language. • Engage in simple exchanges of information and join conversations on topics that are familiar or relevant to everyday, university and professional life. • Talk about familiar subjects and start expressing opinions. • Write short, simple texts on topics of immediate interest.
Learning track and methods	<p>Classes (lectures) on grammatical structures</p> <p>Students prepare some exercises, presentations and texts at home. Lecturers cover possible questions in class.</p>
	<p>The course will cover the following topics. Each chapter will cover the necessary grammar and vocabulary. Students are encouraged to revise both grammar and vocabulary between each session, so as to be able to keep the pace and make rapid progress.</p> <p>L'entreprise Réussir : analyser les techniques de vente Chercher des opportunités : analyser un secteur économique Interagir : distance hiérarchique et rapports au travail</p> <p>Le travail Répartir les tâches et identifier les différents services Résoudre les conflits Rédiger un rapport ; Rédiger un email Recherche d'emploi</p> <p>Consulter, analyser, rédiger une annonce Expliquer et décrire ses motivations ; le curriculum vitae L'entretien d'embauche Prise de parole Pratiquer l'écoute active, comparer des types de conversation Interrompre et interagir avec tact Faire une présentation, prendre des notes, poser des questions</p>
Assignments	<p>Mode of assessment: Continuous assessment throughout the course: 40 % (participation, written tasks, short presentations). Active participation in class and regular revision are absolutely essential to make progress and meet the requirements for this course.</p> <p>Unaccounted absence when group work is planned or late delivery of an assignment always</p>

	leads to a 0 score for that particular assignment/activity.
Compulsory course material	Reader
Conditions of evaluation	<p>Type of questions : Multiple choice, Open questions, Closed questions Type: knowledge test – integrated test</p> <p>Weighting: Exam: oral (30 %) and written (30 %) with closed, open and multiple choice questions</p> <p>3rd exam period</p> <p>Type: knowledge test – integrated test - presentation Mode of assessment: oral and written exam Weighting: Exam: oral (50 %) and written (50 %)</p>

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

OOH3111/OH5111	7.4 International and intercultural communication in English
Lecturer	Erica Lutes
Status	Regular course for Belgian students. Elective for Erasmus students
Contact hours	34
ECTS credits	3
Language	English
Competencies	Students learn to express themselves in speech and in writing in various professional situations and learn about appropriate behavior and communication given different cultures you are doing business with.
Key objectives	<p>Have a better understanding of how to communicate with people from different cultures</p> <ul style="list-style-type: none"> • Learn to write professional correspondence in English • Understand business terms • Have a better understanding of how to communicate with people from different cultures • Have a better grasp on different types of economies and companies to demonstrate how that plays a role in marketing, communication and relationships with potential markets. • Learn to write professional correspondence in English • Understand business terms • Have a better grasp on different types of economies and companies to demonstrate how that plays a role in marketing, communication and relationships with potential markets
Programme Content	<p>Students get acquainted with typical stereotypes that are common about the different nationalities within the EU. The focus, however, is on English speaking cultures stereotyped. Against this background students learn how stereotypes are important in business life and influence the business culture and transactions. Students learn to identify corporate cultures. Students learn about Business Idioms & business correspondence. Students write a Cultural Self-Assessment and develop their own English CV (keeping culture in mind).</p>
Learning tracks and -methods	<ul style="list-style-type: none"> • Your presence during class is mandatory. Class will be a mixture of lecturing and discussions. These discussions are crucial for you to participate in, since we are practicing communication and presentation skills.
Compulsory course material	<p>☑ Course book: International and Cultural English Communication Course book: International and Cultural English Communication 2017</p>
Assignments	<p>There are five assessments throughout the semester. The students staying on the course till December will be doing all 5 of them. Students staying on the course until earlier November will do 3 of them. The assignments are the following:</p> <ol style="list-style-type: none"> 1. Self-cultural assessment 2. Curriculum vitae 3. English speaking Cultures stereotyped – Presentation on stereotypes 4. Business Idioms 5. Identifying Corporate Cultures
Recommended literature	///
Conditions of evaluation	No final exams unless you have 2 absences

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
25%	25%		50%
Assessment period 3			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W

8 WORKPLACEMENT MODULE



8. 1 Work placement UNTIL THE END OF TERM 1	
Lecturer	Stefaan Debrabandere
Status	Equivalency course
Contact hours	0
ECTS credits	5 credits.
Language of instruction	English/French/Dutch
Course rationale	<p>From November onwards and until the end of December, students have the opportunity to develop their personal and professional competencies working in firms in the Brussels area. The international office has a portfolio of local and international companies that offer work placements to Erasmus students.</p> <p>Quality criteria for selection of work placements:</p> <ul style="list-style-type: none"> ▪ The work placement should be tailored to the needs, line of study and talents of every individual participant. ▪ The way in which the company tutor monitors the work placement. and coaches the trainee. <p>During the work placement, the trainee will be integrated in the day-to-day activities of the company which are in line with his study.</p> <p>He will get acquainted with the company culture, the state of the art techniques.</p> <p>As a rule work placements are unpaid; It is common practice, however, that Brussels companies, offer a trainee very elaborate training facilities.</p> <p>The student works four and a half days a week. Every week one half day and one evening are reserved for coaching and lectures at the university-college.</p> <p>At the end of the work placement the student hands in a management advisory note written according to the guidelines that that are described in a manual.</p>
Learning tracks and -methods	Full immersion in the day-to-day activities of the company. Regular coaching sessions organised by the company tutor
Generic competences	<ul style="list-style-type: none"> ▪ Oral and written communication skills ▪ Creative abilities ▪ Customer friendly attitude ▪ Discipline ▪ Discretion ▪ (Sense of) initiative ▪ (Ability to) integrate theoretical concepts with practical knowledge ▪ Intellectual abilities and reasoning power ▪ International and intercultural sensibility ▪ Inquisitiveness and motivation for lifelong learning ▪ Leadership qualities ▪ Listening abilities ▪ Organization skills ▪ Perseverance, speed and concentration ▪ Problem solving skills ▪ Self-reliance ▪ Social abilities & Social responsibility ▪ Stress resistance ▪ Team spirit
Recommended literature	Not applicable
Conditions of evaluation	The student's creative and substantial work placement report as well as the report drafted by the employer will be two major elements which will be taken into consideration for the overall assessment of the Erasmus LLP exchange period. The work placement report must be handed in to the International student coordinator at the latest before the student ends the work placement.

Conditions of evaluation

Assessment period 1

ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
O	W	O	W
80	20		
8.2 Work placement UNTIL THE END OF SEMESTER 1			
Lecturer	Stefaan Debrabandere		
Status	Equivalency course		
Contact hours	0		
ECTS credits	10 credits.		
Language of instruction	English/French/Dutch		
Course rationale	<p>From November onwards and until the end of January, students have the opportunity to develop their personal and professional competencies working in firms in the Brussels area... The international office have a portfolio of local and international companies that offer work placements to Erasmus students.</p> <p>Quality criteria for selection of work placements:</p> <ul style="list-style-type: none"> ▪ The work placement should be tailored to the needs, line of study and talents of every individual participant. ▪ The way in which the company tutor monitors the work placement. and coaches the trainee. <p>During the work placement, the trainee will be integrated in the day-to-day activities of the company which are in line with his study. He will get acquainted with the company culture, the state of the art techniques.</p> <p>As a rule work placements are unpaid; It is common practice, however, that Brussels companies, offer a trainee very elaborate training facilities.</p> <p>The student works four and a half days a week. Every week one half day and one evening are reserved for coaching and lectures at the university-college. At the end of the work placement the student hands in a management advisory note written according to the guidelines that that are described in a manual.</p>		
Learning tracks and -methods	Full immersion in the day-to-day activities of the company. Regular coaching sessions organised by the company tutor		
Generic competences	<p>Oral and written communication skills Creative abilities Customer friendly attitude Discipline Discretion (Sense of) initiative (Ability to) integrate theoretical concepts with practical knowledge Intellectual abilities and reasoning power International and intercultural sensibility Inquisitiveness and motivation for lifelong learning Leadership qualities Listening abilities Organization skills Perseverance, speed and concentration Problem solving skills Self-reliance Social abilities & Social responsibility Stress resistance Team spirit</p>		
Conditions of evaluation	The student's creative and substantial work placement report as well as the report drafted by the employer will be two major elements which will be taken into consideration for the overall assessment of the Erasmus LLP exchange period. The work placement report must be handed in to the International student coordinator at the latest before the student ends the work placement.		

Conditions of evaluation

Assessment period 1			
ASSESSMENT OUTSIDE THE REGULAR EXAMPERIOD		Examination	
Assessment competencies	W	O	W
66%	34%		

