



VIVES BUSINESS ACADEMY

Commercial Sciences, Business Management *Design your future*
& Applied Informatics

Design your future

Campus Brugge

Business Management with focus on Tourism and Hospitality



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1 Preface

Changes in the global business environment continue at an accelerated pace. The challenges for international management reflect this dynamism and the increasing unpredictability of global economic events.

These developments reinforce the importance of understanding different cultures, national systems, and business practices around the world.

Students and managers now recognise that all business is global, and that the world is now interconnected not only geographically but also electronically and psychologically.

Those with the knowledge and skills will be taking a huge step towards gaining a competitive advantage over those who do not have such a perspective. They will be in a strong position to gain a broad understanding and to take specific steps for implementation of effective managing across cultures.

Is management and business education the same all over Europe? Come to Bruges and find out!

We would like to acknowledge those who have helped to make the VIVES Business Academy in Brugge a reality.



Johan de Langhe

Head of the faculty of Commercial Sciences, Business Management and Informatics

2 The VIVES University College

The VIVES University College is a merger that consists of six campuses situated in Brugge, Kortrijk, Oostende, Roeselare, Tielt and Torhout, and provides a whole range of professionally oriented study programmes at the level of bachelor.

These six places are medium-sized cities in Flanders, the Dutch-speaking region in Belgium.

At this moment, mergers in the field of higher education are a common trend in Flanders. With approximately 13.000 students, VIVES is the biggest university college in Flanders.

The **Faculty of Commercial Sciences, Business Management and Informatics** has two campuses, of which one is located on the VIVES Brugge Campus, near the historical city centre of Bruges ('Brugge' in Dutch, see www.brugge.be), a UNESCO World Heritage City.



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3 Courses for incoming students

Teaching language

English

Assessment

Individual and group assessment according to the ECTS grading scale.

Level

- Professional bachelor programme for undergraduate students who have already acquired at least 60 ECTS credits at their home university.
- Language: students have an upper-intermediate level of spoken and written English. The minimum requirement is **Level B2** in the Common European Framework of Reference. You may be invited for a skype interview in English.

Workload

International students staying for one semester programme are advised to select courses or modules equivalent to 30 ECTS credits, for two semesters a minimum of 60 ECTS credits.

1 ECTS credit equals a workload of 25 to 30 hours.

A laptop is required.

On the link below you will be able to find the most updated information about our: programs, calendar, accommodation and application.

<https://www.vives.be/international/incoming-students>



4 VIVES Business Academy

Introduction

The VIVES Business Academy is a **programme** consisting of lectures, group work, visits and projects in the field of Management and Business Studies.

Evaluation follows the rules of the European Credit Transfer System (ECTS).

Incoming students can select a programme of up to 30 ECTS credits per semester.

The **VIVES Business Academy** has been set up for **undergraduate business students**.

This international class consists of a **compulsory part** for the participating international students, to be completed with **optional courses** or modules from our degree study programmes.

Flanders...

Although Flanders has no natural resources, it is still one of the richest regions in the World. This has been achieved through our human 'capital': hard working people, high level of education, openness towards the world and innovative entrepreneurs.

The **VIVES Business Academy** intends to share with the students the experiences and views that have been the driving forces for the high standard of living in this part of the world.

Specifically, the **VIVES Business Academy** has the following goals:

- to develop your personal skills;
- to increase your understanding of modern management approaches (theory and practice);
- to offer you an opportunity to learn about Flanders, Belgium and Europe;
- to make you aware of changes in the global environment.

The ultimate goal of our programme is to increase the knowledge and competences of our students as a contribution to their personal growth and their career development.

More concrete

During the week, the students' work is a combination of projects and courses. Or they work on other assignment work under supervision of an appointed tutor or through the e-Learning platform Toledo.

We have increased the number of possible courses and research themes considerably and can therefore not accept any more suggestions from the students to add other project work or additional topics.

5 Social Life

5.1 Events

You will be given a timetable, which is never empty, during your Erasmus stay. Of course there are studies obligations, parties and many social events, but that's not all!

Being a student of VIVES you will be offered a lot of events for an affordable price.

You will be able to buy the cultural voucher from STUVO (services for students). Usually you can get 2,5 € discount on a voucher or 5 € (if the voucher's price is higher than 10 €) for a show of **Cultuurcentrum Brugge**, **Concertgebouw**, **de Werf**, **Cactus musical festival**, **De Andere film**, **Cinema Lumiere**, **Comedy Shows** and **Entrepot**.



If you would like to organize any event (sport or trip) feel free to contact our culture collaborator Lieve Van Droogenbroeck (lieve.vandroogenbroeck@vives.be). Under some conditions you might be able to get a logistical and financial support for the initiative.

5.2 Sports

There are many researches done by scientists and nobody could deny the statement that sport is closely related to health. So we would like to train healthy specialists for the future. Vives has arranged discounts for the students in these sporting clubs:

- *Fitness Pure Senses* – 100 € for a ten month subscription or 70 € for a five month
- *Jims Fitness Brugge* – 80 € for six month subscription and Power Zone; 30 € for a ten turn card
- *Tennisclub St-Michiels and Bloso Centrum Julien Saelens*



We also organize various sports activities from rock climbing to diving. Get our sports brochure at the STUVO reception or check our online calendar www.stuvoloods.be. You can also borrow all kinds of sport equipment (rackets, balls...) from STUVO for free, you just have to bring your student card and pay a small deposit.

6 Courses on Campus Brugge

The VIVES University College Campus Brugge organizes an international VIVES Business Academy in the Autumn and Spring Semester.

Compulsory courses (9/13 ECTS credits)

Course	Semester	ECTS credits
7.1 Personal Skills Module 7.1.1 Social Competences (1ECTS) 7.1.2 Personal Development Planning (1ECTS) 7.1.3 Presentation skills & public speaking (2ECTS) 7.1.4 Group Dynamics (2ECTS) 7.1.5 Leadership (1ECTS)	Autumn & Spring	7
7.2 A Taste of Belgium	Autumn & Spring	3
7.3 International Hospitality Week	Spring	3

Optional courses

Select a minimum of 17/15 credits from the list below:

Course	Semester	ECTS credits
7.4 International Law Module: 7.4.1 International Law (2ECTS) 7.4.2 European Law (2ECTS) 7.4.3 Comparative Constitutional Law (2ECTS)	Autumn & Spring	6
7.5 Global Issues and Focus on Flanders & Europe	Spring	5
7.6 Rebranding: The rise of fallen angels	Autumn	3
7.7 Cultural affairs: vision and practice	Autumn	3
7.8 City & Security	Autumn	3
7.9 The world of Online Travel	Autumn	3
7.10 Business Tourism	Autumn	3
7.11 Event organisation	Spring	3
7.12 Hotel Company Visits	Spring	3
7.13 Dealing with diversity	Autumn	3
7.14 International Business Strategies in the Hospitality Industry	Spring	3

7.15 Tourism Topics in Flanders	Spring	3
7.16 Geopolitics and Tourism	Spring	3
7.17 Cultural Awareness	Spring	3
7.18 Tourism Market Research	Spring	3
7.19 International Marketing	Autumn	3
7.20 Excel for Business	Spring	3
7.21 Strategic Management & Innovation Processes in Companies - Module 7.21.1 Strategic Management 7.21.2 Management of innovation processes in companies	Autumn	3
7.22 Social Economy & Social Entrepreneurship	Autumn & Spring	3

Language course	Semester	ECTS credits
7.23 Dutch Basic	Spring	4
7.24 Italian Basic	Autumn	3
7.25 Spanish Basic	Autumn	3
7.26 Spanish Elementary	Spring	3
7.27 Business Management English 7.27.1 Business English 1/Intermediate (B1) * 7.27.2 Business English 2/Upper-intermediate (B2) * 7.27.3 Business English 3/Advanced (C1) *	Autumn & Spring	3
7.28 Language courses 7.28.1 French (levels 1 to 8) * 7.28.2 English 5/Threshold 3 * 7.28.3 English 6/Threshold4 * 7.28.4 English 7/Vantage * 7.28.5 English 8/Effectiveness *	Autumn & Spring	3

*** Classes will be held on the VIVES Campus located in the city of Kortrijk!**

7 Description of the courses

Module title	Personal skills & Teamwork Module
ECTS credits	7
Description	Personal skills& Teamwork Module – comprises 5 courses: - <i>Social Competences 1 ECTS</i> - <i>Personal Development Planning 1 ECTS</i> - <i>Presentation skills & public speaking 2 ECTS</i> - <i>Group Dynamics 2 ECTS</i> - <i>Leadership 1 ECTS</i> This module is compulsory, you will have to take at least 3 ECTS credits. For example: Group Dynamics and Social Competences (3 ECTS credits) or Personal Development Planning, Social Competences, Presentation skills & public speaking (4 ECTS credits).
Course title	7.1.1 Social Competences (1 ECTS)
Semester	Autumn & Spring
Lecturer	Ms Anna Szermuszyn anna.szermuszyn@vives.be
Course contents	This chapter offers you opportunities to develop people skills from the perspective of a student or new graduate. You will learn how to work with a wide range of people of different ages and backgrounds. A training based on real life examples - not just science.
Course objectives	• To understand ‘people skills’ is critical to success in a broad variety of careers. • To understand the skill conceptually, have opportunities to practice, get feedback on how well you perform and use the skill often enough.
Entry requirements	None
Teaching method	Interactive workshop
Assessment	Active participation
Course material	PowerPoint handouts
Course title	7.1.2 Personal Development Planning (1 ECTS)
Semester	Autumn & Spring
Lecturer	Ms Anna Szermuszyn anna.szermuszyn@vives.be
Course contents	The workshop reaches strategies for improving personal performance and a better sense of the life and work you want. Following the activities and study cases we will train a confidence in skills, qualities and attributes for being in a better position to compete for jobs. The course focuses on positive attitudes, career thinking and problem-solving routes associated with successful professional life.

Course objectives	To understand crucial success factors at work in times of transition and globalisation. To understand activities and develop valuable career skills. To think about personal, academic and career goals and to plan a path to success.
Entry requirements	None
Teaching method	Interactive workshop
Assessment	Active participation
Course material	PowerPoint handouts
Course title	7.1.3 Presentation Skills & Public Speaking (2 ECTS)
Semester	Autumn & Spring
Lecturer	Ms Anna Szermuszyn anna.szermuszyn@vives.be
Course contents	Learn how to deliver your next presentation to any size audience and keep them with you every step of the way. Analyse real life examples illustrating how to achieve an effective presentation. Understand the importance of body language, voice control and the relationship with your audience. Practice and apply tips and tricks you need to become both comfortable and effective at public speaking. Demonstrate an awareness of cross – cultural communication.
Course objectives	Learn how to conduct a successful presentation and how to feel at ease with public speaking.
Entry requirements	None, limited amount of 20 students.
Teaching method	Lectures
Assessment	Participation, presentation
Course material	PowerPoint handouts
Course title	7.1.4 Group Dynamics (2 ECTS)
Semester	Autumn & Spring
Lecturer	Mr Jos van Erp erp@decp.nl
Course contents	• What is a team? • Team Life Cycle • Interpersonal skills • Applying interpersonal skills • Johari diagram • Individual competence profile • Why and how do people learn • Team roles • Constructive and efficient team work • Verbal and non-verbal communication

	• Change and personal expression
Course objectives	Analysing the way groups of people might work together as a team, improving team performance and learning how to act as a manager.
Entry requirements	General level of higher education. Limited group of 20 students.
Teaching method	A two days module combining theory with working in groups on exercises and assignments followed by homework (three hours per student) building a report and presentation which will be analysed and improved during a third day after a one or two weeks interval period
Assessment	Team presentation, content building, individual participation, report and individual exam.
Course material	Will be distributed in class
Course title	7.1.5 Leadership (1 ECTS)
Semester	Autumn & Spring
Lecturer	Mr Geert Roelens geert.roelens@gspeak.be
Course contents	Based on more than 25 years of hands-on experiences, Geert Roelens created a personal leadership model "FISST". This module based on a full set of wisdom, insights and recipes provides a powerful methodology that pulls an organization together. Your speaker has extensive global experience in leading an organization to achieve success. You will receive tips to step into a leadership journey that will guide you further in your studies and future professional life.
Course objectives	Provide generic leadership models (from literature) • Explain the 'FISST'-model, a personal leadership model (from G. Roelens) • Sharpen your insights by active Q&A participation • Summarize the lessons learned in your own leadership journey for the future.
Entry requirements	None
Teaching method	The session is designed to run for maximum 4 hours. The session starts with a very dynamic lecture using multimedia methods, followed by an interactive Q&A session. Participants will receive a thought provoking article on leadership beforehand. During the session, you will gradually sharpen your insights so that at the end you should formulate your personal leadership journey. An individual evaluation of the students' work will be given afterwards, accompanied with some further tips.
Assessment	Online assessment
Course material	Personal Hand outs

Course unit title	A Taste of Belgium
Semester	Autumn & Spring
ECTS credits	3
Lecturers	- Mr Dany De Wispelaere: dany.dewispelaere@vives.be - Ms Christel Debrabandere: christel.debrabandere@vives.be - Mr Lode Vanwildemeersch: lode.vanwildemeersch@vives.be - Ms Anne Van Deynse: anne.vandeynse@vives.be - Mr Patrick Huyghe: patrick.huyghe@vives.be
Type of course unit	Compulsory
Learning outcomes of this course	The student gains insight into the Belgian state structure and royal house, and is introduced to the key features that determine Belgium and its people.
Course contents	The student acquires a basic understanding of the Belgian state structure and royal family, and gets familiar with those aspects Belgium is well-known for, such as its gastronomy, beers, chocolates, fashion, and top-level sports communication.
Learning activities and teaching methods	Lectures, visits, group assignment
Course materials	Course documents on Toledo
Assessment methods	Written examination Permanent assessment (so you have to be present in the courses!)

Course title	International Hospitality Week (IHW): Tour 'n Tasting
Semester	Spring
ECTS credits	3
Lecturer	Ms Céline Leys celine.leys@vives.be
Type of course unit	Compulsory
Course contents	Presentations on hospitality topics delivered by experts. Group presentations by students on the IHW theme, covering hotels with their F&B, conference and leisure time facilities, and including a short tour of the city.
Learning outcomes of this course	Students attend presentations on hospitality topics for a week. The topics are linked to assignments resulting in oral group presentations (oral reports). Students are assessed in terms of their command of English, pronunciation, speaking technique, content and their management of questions.
Entry requirements	None

Teaching method	Lectures, group assignment
Assessment	Group assignment: oral presentation
Course material	Materials for preparing group presentations are to be found online, in periodicals, newspapers, etc.

Module title	International Law Module
Credits	6
Description	International Law Module – comprises of 4 courses: - <i>International Law 2 ECTS credits</i> - <i>European Law 2 ECTS credits</i> - <i>Comparative Constitutional Law 2 ECTS credits</i> If you choose this module, you will have to follow at least 2 courses (so minimum 4 ECTS). For example: European Law and Business law; or International Law and European Law.
Type of course unit	Optional
Course title	7.4.1 International Law
Semester	Autumn & Spring
ECTS credits	2
Lecturer	Ms Mieke Verheyde mieke.verheyde@vives.be
Course contents	The overall purpose of the course is to make students understand some contemporary international issues through the study of the legal framework which governs them. The course is not restricted to those with a background in law but is open to all students with an interest in international relations and law. First the student will be introduced into the sources (especially treaties) and the subjects (especially states) of international law. Further the origin and role of several international and regional organisations, such as the United Nations and the Council of Europe will be looked at. Then, students will learn how states can resolve their conflicts. And finally, the course will focus on challenging issues in contemporary international politics, including the recent examples of the use of force, the refugee crisis, international criminal law and the promotion and protection of human rights.

Learning outcomes of this course	The student has a basic knowledge of the main sources and subjects of public international law. The student has a basic understanding of the main international and regional organizations, such as the United Nations, the World Trade Organization, the Council of Europe, NATO, OSCE etc. The student has a basic understanding of how conflicts between states are being resolved. The student has a basic understanding of how the following contemporary issues are regulated by public international law: - The use of force in international politics; - The promotion and protection of human rights; - International criminal law; - The refugee crisis; - The laws of war (international humanitarian law)
Entry requirements	None
Teaching Method	Lectures
Assessment	Oral examination
Course material	Provided by the lecturer
Course title	7.4.2 European Law
Semester	Autumn & Spring
ECTS credits	2
Lecturer	Ms Sara Lazeure sara.lazeure@vives.be
Course contents	National law is increasingly being determined and influenced by EU regulations and rules. This basic course in European law explores what European organizations and institutions are involved. It makes clear how these European rules are created and how they relate to national law. It shows the effect of these rules on our everyday life. The course also covers the European Convention for the Protection of Human Rights and Fundamental Freedoms, which was developed in the Council of Europe in 1950. What rights does this convention give to European citizens and how can they enforce these in a court of law? A 1-day study trip to Brussels is organized with a guided visit to the European Parliament. Students also have to attend some lectures on Europe.

Learning outcomes of this course	- Students gain insight into the development, role and significance of the European Union and the Council of Europe. They demonstrate knowledge of the most important institutions and bodies associated with these organizations, and an understanding of their functioning and decision-making process. - Students can explain what European law is, how it is created, and what its effect is on national law. - Students demonstrate an understanding of how legal protection within the EU is regulated and of what rights European citizens can assert on the basis of the European Convention on Human Rights. Students are capable of retrieving information about the composition and functioning of European institutions on the institutions' websites.
Entry requirements	None
Teaching Method	Lectures, visits
Assessment	Individual assignment
Course Title	7.4.3 Comparative Constitutional Law
Semester	Autumn & Spring
ECTS credits	2
Lecturer	Ms Mieke Verheyde mieke.verheyde@vives.be
Course contents	A first part of the course focuses on <u>Belgian constitutional law</u>. The course goes into the basic principles of the Belgian Constitution, the main developments in Belgium since its independence, and the current structure and functioning of the Belgian federal and regional authorities. This means that issues such as separation of powers, federalism, parliamentary democracy, representative election system, and human rights are dealt with. All this is done within a broad international perspective where several systems of government are compared (e.g. federal state v. unitary state; parliamentary system v. presidential system, system of proportional representation v. majoritarian system etc.). In a second part of the course, the <u>comparative perspective</u> is more focused upon: students exchange knowledge about their respective governmental systems.

	In a third part, the course focuses on <u>human rights</u>. First from an international perspective, and then from a national comparative perspective (Belgium as well as the students' countries). The course ends with a <u>study visit</u> to the Belgian federal parliament and the Belgian Palace of Justice in Brussels.
Learning outcomes of this course	Students have a basic understanding of: the main principles of the Belgian constitution, including the structure and functioning of the Belgian federal and regional governments and the protection of human rights in Belgium; -the several existing systems of government, and the differences and similarities between their respective systems of government; -international human rights protection and of the human rights record of Belgium and of their respective countries. -the main principles of the Belgian constitution, including the structure and functioning of the Belgian federal and regional governments and the protection of human rights in Belgium; -the several existing systems of government, and the differences and similarities between their respective systems of government; -international human rights protection and of the human rights record of Belgium and of their respective countries.

Course unit title	Global Issues and Focus on Flanders & Europe
Semester	Spring
ECTS credits	5
Lecturer	Guest lecturers Responsible: Ms Eveline Leroy eveline.leroy@vives.be & Mr Bart D'Haenens bart.dhaenens@vives.be
Type of course unit	Optional
Learning outcomes	To be able to think and discuss about global issues. To work together with different nationalities.
Course contents	A weekly course at VIVES-level involving Erasmus students (IN-OUT) and Flemish students on themes like globalization, terrorism, water, religions, gm food, citizenship, bio-ethical issues, etc. with guest lecturers from VIVES and abroad. At the end of the lesson, a presentation follows of a European country. Starting from the Belgian context, involving constitutional law, political parties, social security, health care, environmental and quality issues, a

	comparison is established with the different countries present in our international group of students.
Learning activities and teaching methods	Courses + discussion
Course materials	Handouts of the guest lecturers
Assessment methods	Every student writes 3 pages about 3 global issues. The students of each country make a presentation during one of the lessons.

Course unit title	Rebranding: The rise of fallen angels
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Sharon Neuman Choukroun skn69@hotmail.fr
Type of course unit	Optional
Learning outcomes	To develop the knowledge, understanding and techniques of how to deal with a media scandal. How to face the crisis, deal with the athlete or team, and create the media 'Buzz' necessary for them to start their rebranding. How to operate the rebranding and "media rebirth" of the client/clients in order for them to come back into favour with the media and their fans.
Course contents	Lectures, case study, workshops and final group presentations
Learning activities and teaching methods	Lecture, case study, presentation, workshops
Course materials	Research, PowerPoint, the news media
Assessment methods	Evaluation based on group presentations

Course title	Cultural affairs: vision and practice
Semester	Autumn
ECTS credits	3
Lecturer	Ms Ioana Tamas ioana.cirstov@gmail.com
Type of course unit	Optional

Course contents	The course aims at a dynamic introduction into European and international cultural affairs. It will focus on the evolution of cultural policies in Europe and abroad, and on cultural management practices. The course will be based on: • lectures introducing students to main concepts of cultural policies and management, • case studies from Belgium, Europe, and the world, • class activities based on role play and teamwork.
Learning outcomes of this course	During the course, students will gain: • an understanding of cultural affairs in Europe today, • cultural management key concepts and skills, • awareness on culture and today's challenges (e.g. climate change).
Entry requirements	None
Teaching method	Lectures, case studies, individual and group class activities, and final group presentations.
Assessment	Evaluation based on course participation (50%) and final group presentations (50%).
Course material	Provided by the lecturer.

Course title	City and Security
Semester	Autumn
ECTS credits	3
Lecturer(-s)	Mr Arthur van der Ham Arthur.vanderham@inholland.nl
Type of course unit	Optional
Course contents	More and more people live, study and work in an <i>urban environment</i>. <i>Safety & security</i> gets more and more attention in organizations, in the media and in policy. In this course, urbanization and security will meet, with the focus on: - public- rather than on private environment; - social- rather than on physical safety & security; - the Rotterdam approach – 2015 Urbanism Award.
Course objectives	To be able to: - create a professional pitch on an actual topic; - show a professional interest in city life; - write a professional & personal essay.

Entry requirements	Outgoing / creative / flexible
Teaching method	- walk outside / in the city; - comparative study of two cities alike; - practical seminars & lectures (reading essays).
Assessment	- personal participation and involvement; - writing an essay; - a creation of something tangible...!
Course material	Slides + several articles & literature

Course unit title	The World of Online Travel: an introduction
Semester	Autumn
ECTS credits	3
Lecturer	Ms Alexandra Grigorianu alexandra.grigorianu@gmail.com
Type of course unit	Optional
Course contents	The shifting world of online travel: growth, figures, trends. The big players, the meta players Let's have a look at 3 different models: Booking.com, Expedia, AirBnB (TripAdvisor) Complex marketing: B2B & B2C. The balance between business partners (hotels) and customers. The role of mobile: analysis of two mobile apps: Booking Now and Hotel Tonight Web marketing in online travel: how does Google bidding work, advertising on Facebook, organic traffic. Hotels struggle to attract traffic: the role of original content – Marriott Case Study. Let's create a piece of local content to promote Kortrijk as a destination for a specific target audience (business, leisure etc.)
Learning activities and teaching methods	Courses, cases, group work.
Course materials	Provided by the teacher
Assessment methods	Two assignments: 1. Brief analysis of content creation on various travel websites. Group work, done during class.

	2. Create a piece of content (photos, article, video etc.) to promote Kortrijk to a specific audience of travellers. Group work, 50% in class, 50% outside class.
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Course title	Business Tourism
Semester	Autumn
ECTS credits	3
Lecturer	Mr Albeiro Vasquez alvi02@gmail.com
Type of course unit	Optional
Course contents	1. Introduction to Tourism Business - Basic concepts - Classifications - Tourism evolutions and changes - WTO. World Travel Organization 2. International tourism - Definitions - International destinations - Tourism lawsuit/demand - Regions: Europe, America, Asia, Africa - Tourism grown 3. Tourism and Economical grow - Basic concepts - Economical importance of tourism (national and international) - Tourism Contribution to the National and international economic development - Tourism and poverty 4. Tourism: labor market and innovation - Basic concepts - Innovation in Tourism - Gay, women... tourism 5. Tourism and sustainability - Basic concepts - Sustainability: some good practice - General beginning of the sustainable tourism - Respect and protection of the local cultures 6. Tourism and Quality management - What is Quality - Quality in restaurants & AAVV
Course objectives	Gain insight in basic tourism concepts and tourism history. Economic policies of the international tourism, of the employment, of the sustainable development and the intercultural learning (paper + presentation). Introduction to UNWTO and general view of quality ISO.

Entry requirements	None but a limited group of 21 students
Teaching method	Interactive lectures and workshops Some exercises (homework). Final assessment (done by the students through internet) has to be sent by email.
Assessment	Participation; paper; presentation
Course material	Articles and literature; slides; multimedia

Course title	Event Organisation
Semester	Spring
ECTS credits	3
Lecturer	Mr Wim Konings wim.konings@vives.be
Type of course unit	Optional
Course contents	Group assignments: develop and describe a new event on the basis of a manual and guidelines.
Learning outcomes of this course	Working in teams, students will learn to develop a new, non- existent event, being responsible for its finances as well as the organization.
Entry requirements	None
Teaching method	Lectures - Group assignment - Project
Assessment	Presentation / Oral examination Group assignment and assessment
Course material	Manual - Digital study material

Course title	Hotel Company Visits
ECTS credits	3
Semester	Spring
Lecturer	Mr Theo Verkoyen: theo.verkoyen@vives.be Ms Anne Van Deynse: anne.vandeynse@vives.be
Type of course unit	Optional
Course contents	The company visits highlight aspects related to the catering industry. The guides are carefully selected and the variation in the choice of topics enables students to explore all aspects of the catering industry.

Learning outcomes of this course	The company visits aim to introduce students to the environment they will be employed in later. These visits also allow the theory taught in the classroom to be put to the test. Students are required to be punctual and impeccably dressed for these study visits.
Entry requirements	Only for students with a hospitality/hotel/ tourism background
Teaching method	About 5 company visits – presence and participation is compulsory!
Assessment	Students write a report of each company visit
Entry requirements	Maximum 7 participants
Course unit title	Dealing with Diversity
Semester	Autumn
ECTS credits	3
Lecturer	Ms Françoise De Waele f.dewaele@ephec.be
Type of course unit	Optional
Learning outcomes of this course	By the end of this course the students should be able to deal with cultural diversity in a reflexive way. They are aware of their own identity and values. They understand the way their brain works when dealing with diversity and cultural differences. They can spot and describe various cultural dimensions and adopt attitudes that lead to better understanding, communication as well as business collaboration in a diverse team.
Course contents	1. Culture, cultural identity and diversity 2. Culture shocks: values and anti-values 3. Culture and neurosciences 4. Cultural profiles according to Richard Lewis 5. Cultural dimensions and developing intercultural competence 6. Collaboration in diverse teams
Learning activities and teaching methods	Theoretical presentations and workshops with practical exercises or activities throughout seven three-hour workshops Out-of-class readings, individual and group assignments. E-portfolio
Course materials	PowerPoint presentation Use of the e-learning platform
Assessment methods	Written/Oral examination Portfolio/ Individual and group assessment

Course unit title	International Business Strategies in the Hospitality Industry
Semester	Spring
ECTS credits	3
Lecturer	Ms Dr. Irini Dimou irdimou@staff.teicrete.gr
Type of course unit	Optional
Learning outcomes of this course	Upon completion of the course, students will be able to: • understand the concepts of strategy and strategic management. • develop an appreciation of strategic management concepts, research and theories – especially those related to corporate and business. • analyze a business environment & adapt the strategic plan accordingly. • understand the advantages and disadvantages of the various growth strategies of hospitality companies, and appreciate their importance in in the hospitality industry. • provide a hospitality organization with a sustainable competitive advantage. • improve communication skills including oral discussion and presentation, listening and writing capabilities. • communicate management terms, principles and concepts in a professional manner and use their skills in interpreting and using data related to strategic management issues.
Course contents	• The concept of strategic management and the strategic management process. • Strategic planning that includes setting objectives, environmental analysis, analysis of internal resources and capabilities and competition analysis. • Strategic options, evaluation and formulation and strategic implementation. Strategy formulation at the business-unit level. • Growth strategies in the hospitality industry: franchising, management contracts, strategic alliances, consortia, joint ventures and greenfield investments.
Learning activities and teaching methods	- Lessons (interactive) 5 x 4h - Case studies (integrated in lessons) - Team work
Course materials	Provided by the lecturer (Ppoint slides & suggested references)
Assessment methods	In-class participation Working in small groups Case study assignment (to be sent by e-mail after the completion of the course)

Course unit title	Tourism Topics in Flanders
Semester	Spring
ECTS credits	3
Lecturer	Mr Mark DEVENYNS mark.devenyns@vives.be
Type of course unit	Optional
Learning outcomes of this course	The successful completion of the module will allow the student to: - Acquire the basic knowledge regarding some tourism topics in Flanders - Appreciate the possibilities for tourism in Flanders - Design, develop and compose his/her own product for a specific market in one of the tourism topics in Flanders
Course contents	1. Introduction to Flanders 2. Cultural cities + visit to one of those cities 3. Coastal tourism + visit to one of the coastal sites 4. War tourism + visit to the battlefields 5. Gastronomy in Flanders + visit/seminar on gastronomy in Flanders 6. ...
Learning activities and teaching methods	Lectures, class discussions and work assignments, case studies, visits, seminars, ...
Course materials	Provided by the lecturer
Assessment methods	Paper on one of the tourism topics for a particular part of the market, partly completed as a class activity, partly as an independent coursework. To be submitted by the beginning of June (appr. 4 June)

Course unit title	Geopolitics and Tourism
Semester	Spring
ECTS credits	3
Lecturer	Dr. Olivier SAISSI oliviersaissi@yahoo.fr
Type of course unit	Optional

Learning outcomes of this course	The successful completion of the module will allow the student to: - Understand the use of tourism as a geopolitics tool. - have a better understanding of international relations - perceive tourism as a social cohesion tool and as a factor of economic development
Course contents	- Introduction - Ch 1 : Freedoms of the Air. - Ch 2 : tourism and Economy - Ch 3 : Tourism and politics action. - Ch 4 : Tourism and Proto States Development. - ...
Learning activities and teaching methods	Lectures, class discussions and work assignments, case studies, ...
Course materials	Provided by the lecturer
Assessment methods	Essay writing

Course unit title	Cultural Awareness
Semester	Spring
ECTS credits	3
Lecturer	Mr Johan Dedeyne johan.dedeyne@vives.be
Type of course unit	Optional
Learning outcomes of this course	The purpose of this course is partly but not only knowledge-based. It also aims to enhance the participants' awareness of cultural idiosyncrasies, including those associated with their own culture, as well as preparing students to deal with these differences in a culturally competent and professional manner. The course aims to improve students' understanding of the similarities and differences with their own cultural background and to develop a cross-cultural etiquette by explaining and overcoming generalisations and stereotyped thinking, facilitating the process of adjusting to other cultures. The object of this course is first and foremost to achieve this with the mix of students attending this class.
Course contents	Introduction Chapter 1: Cultural awareness • What is culture? • How do we learn a 'culture'? • Getting a new cultural identity • Intercultural communication Chapter 2: International business culture • Communication

	• Organisation • Leadership Chapter 3: Theoretical models of cultural differences
Learning activities and teaching methods	Lectures/Individual assignment/Group assignment
Course materials	Syllabus
Assessment methods	Written/Oral examination Portfolio/ Individual and group assessment

Course unit title	Tourism Market Research
Semester	Spring
ECTS credits	3
Lecturer	Mr Alexandros Apostolakis aapostolakis@staff.teicrete.gr
Type of course unit	Optional
Learning outcomes of this course	The successful completion of the module will allow the student to: • Acquire the basic knowledge regarding tourism market research (purpose, significance, rationale, and scope). He/she will be able to differentiate in practice between market research and marketing research. • Design, develop and write his/her own tourism market research report on a current/topical problem or question from the tourism and hospitality sectors. • Familiarize himself/herself with the main market research methodologies for collecting empirical • Appreciate the significance of market research on the successful operations of tourism enterprises (generation of competitive advantage through market research) • Understand the basic ethical principles and rules underpinning the tourism market research framework
Course contents	1. An Introduction to Tourism Market Research 2. Main Tourism Market Research Methodologies 3. Samples and Sampling Methods 4. How to Construct a Survey Questionnaire 5. How to Conduct a Personal Interview 6. How to Conduct Qualitative Tourism Market Research
Learning activities and teaching methods	Lectures, team work assignments, case study based discussions (in – class)

Course materials	Provided by the lecturer (powerpoint presentation slides)
Assessment methods	Assignment on writing a tourism market research report outline (completed in parts, in – class and as part of independent coursework) to be submitted after the completion of the module.

Course unit title	International Marketing
Semester	Autumn
ECTS credits	3
Lecturer	Ms Grace Keli de Aguiar Gomes admin@belofloripa.be
Type of course unit	Optional
Learning outcomes of this course	The student will be familiar with the concept of marketing and will be able to apply it in an international context. Through careful analysis, he or she will be able to determine the feasibility of a target country, as well as to determine and apply the appropriate marketing strategy to achieve the best results.
Course contents	1. Market Entry - Feasibility (DESTEP) - Market Analysis (segmentation, competitors, distributors, culture & SWOT) - Market Entry Strategies (direct vs indirect) 2. Marketing Strategies - Establishing a brand - PR toolkit (PR, Social Media & Digital World) - Marketing Collateral - Sales marketing (Pitch & Pricing) - Marketing Mix (4 P's) 3. Blue Ocean Strategy Introduction
Learning activities and teaching methods	Thematic lectures with practical approach, individual assignments + 1 group assignment and 1 company case analysis
Course materials	PowerPoint hand-outs
Assessment methods	Permanent assessments through individual assignments and a group assignment. Group assignment: at the beginning of the course, students will be divided in groups and will receive an assignment. With the help of the information received during the lectures, they will present their work during the last lecture(s).

Course unit title	Excel for Business
Semester	Spring
ECTS credits	3 ECTS
Lecturer	Ms Ilse Verhaeghe ilse.verhaeghe@vives.be
Type of course unit	Optional
Learning outcomes of this course	Advanced Excel competence and use Excel database tools
Course contents	After a short rehearsal of the basics of Excel, the course deepens those basics and continues with more advanced tools. • Basics of Excel: cell references, cell formatting, essential functions, graphs, sorting, filtering, printing. • Advanced formatting • Conditional formatting • Validation: controlling input and drop-down lists • Naming ranges • Excel tables • Pivot tables and pivot graphs • Dashboard • Advanced functions: ➤ Date and time functions ➤ Lookup functions ➤ Database functions ➤ Logical functions ➤ Text functions ➤ Rounding functions
Learning activities and teaching methods	Teaching and hands on learning in a computer room
Course materials	Provided by the lecturer
Assessment methods	Computer exam

Module title	Strategic Management & Innovation Processes in companies - Module
Credits	3
Description	Strategic Management & innovation processes in companies: - <i>Strategic Management 1,5 ECTS</i> - <i>Management of innovation processes in companies 1,5 ECTS</i> If you want to follow this module you will have to follow both courses.
Course title	7.21.1 Strategic management
Semester	Autumn
ECTS credits	1,5
Lecturer	Kevin Curran Kevin.Curran.1@cass.city.ac.uk or Saralara Marquez Galardo saralara.marquez-gallardo.1@cass.city.ac.uk
Course contents	Strategic management is the theory and practice of making decisions that shape the future of the firm. In this course students will get to familiarize themselves with some of the core issues that lay close to the challenges top managers are faced with. In five sessions we explore the following questions: What is strategy? Which strategy fits your business best? What is the impact of the environment on setting strategy? How can firm resources influence strategy formation? And, what is the impact of change on strategy? The answers to these questions will give students a sufficient understanding and appreciation of the field of strategic management.
Learning outcomes of this course	At the end of the course the student will be able to: • Understand the basic concept of strategy and different types of strategies; • Understand the role of external and internal factors for setting effective strategies; • Critically assess the external environment a firm faces; • Critically assess a firm's internal strengths and weaknesses; • Analyze the effectiveness of a firm's strategy using concepts from relevant theory; • Appreciate the role of strategic management in the wider context of the firm; • Value the challenges strategic managers face in attaining competitive advantage.
Entry requirements	Students are expected to have had introductory courses in business management and possibly strategy. Basic understanding of the concept of strategy is preferable as well as preliminary participation in

	organizations where the student was able to observe the practical application of policy set by top and/or middle-management.
Teaching Method	The course will be taught in 5 four hour sessions each consisting of a mix of lectures, group presentations, class participation, and student – lecturer interaction. The content of each session is spread over theory, practical guidelines, and case studies. Session one: Introduction to strategic management • What is strategy? • Strategy Safari chapter 1 • Session two: Designing strategy • Types of strategy: Which fits your business best? • Strategy Safari chapter 2 • Case: TBD Session three: Industry analysis • Understanding industry structure • Strategy Safari chapter 4 • Case: Nintendo • Session four: Firm analysis • Competing on resources • Strategy Safari chapter 9 • Case: LEGO Session five: Managing change • Choosing strategies for change • Strategy Safari chapter 10 • Case: Apple/iPod
Assessment	Students will be assessed by preparing a group presentation (65%), doing preparatory homework (30%), and class participation (5%). At the start of the course the class is divided into four groups. Each group is expected to give a presentation at the start of one of the four remaining sessions in which the topic of the session is explained to the class and applied to the prescribed case study. The other students will prepare a 350 words summary of the topic of the session. In summary, each student is expected to give a group presentation (65%) in addition to three homework assignments (10% each). The remaining 5% is given for active group participation (1% per session). There is NO exam.
Course material	Collis, D.J., and Montgomery, C.A. 2008. Competing on resources. HBS Press. R0807N-PDF-ENG Harvard Business Press. 2005. Types of Strategy: Which Fits Your Business? 5559BC-PDF-ENG. Kottler, J.P. and Schlesinger, L.A. 2008. Choosing strategies for change. HBS Press. Mintzberg, H., Ahlstrand, B., and Lampel, J. 2008. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. Second Edition. FT/Prentice-Hall.

	Porter, M.E. 1996. What is Strategy? HBS Press. 96608-PDF-ENG. Porter, M. 2006. Understanding Industry Structure. HBR Press. 707493-PDF-ENG.
Course title	7.21.2 Management of Innovation Processes in Companies
Semester	Autumn
ECTS credits	1,5
Lecturer	Kevin Curran Kevin.Curran.1@cass.city.ac.uk or Giulia Solinas G.Solinas@liverpool.ac.uk
Course contents	The course focuses on the strategic management of technology- based innovation in the firm. The purpose is to provide students with concepts, frameworks, and experiences that are useful for taking part in the management of innovation processes in the firm. Specific topics include: assessing the innovative capabilities of the firm, managing the Corporate R&D function, managing the interfaces between functional groups in the development function in the firm, understanding and managing technical entrepreneurs, building technology-based distinctive competencies and competitive advantages, technological leadership versus followership in competitive strategy, institutionalizing innovation, attracting and keeping corporate entrepreneurs.
Learning outcomes of this course	At the end of the course the student will be able to • Understand how, why and which type of innovation occurs in an industry; • Understand how to develop innovation projects; • Understand the options the firm has to appropriate the returns from innovation; • Critically assess why some innovations rise to dominate the others; • Critically assess the use of strategy tools to combine quantitative and qualitative approaches to develop innovation projects; • Analyse the effectiveness of a firm's technology strategy using concepts from relevant theory; • Appreciate the role of strategic management in the generation and use of innovation.
Entry requirements	It would be preferable if students have had introductory courses in business management and possibly strategy.
Teaching Method	The course will be taught in 5 four hour sessions each consisting of a mix of lectures, group presentations, and class participation. The content of each session is spread over theory, practical guidelines, and case studies. Session 1: • Introduction to the course 'Management of Innovation Processes for Companies'; • Types and patterns of innovation; • Standards battle and design dominance;

	• Entry timing and first mover advantage; Session 2: • Defining strategic organizational characteristics; • Developing innovation projects: in-house or partnership? • Linking companies through shared research with start-ups and Universities; Session 3: • Implementing innovative projects and protecting innovation; • The structure of organization: modularity and loosely coupled; • Innovation and modularity in the pharmaceutical industry; Session 4: • The commercialization of innovation through new products development; • Managing new products development teams; • Launching time, marketing and distribution; Session 5: • The Market for Innovation: licensing and selling patents and technologies; • Groups presentations;
Assessment	Students will be assessed by preparing a group presentation (65%), homework (30%), and class participation (5%). At the start of the course the class is divided into four groups. Each group is expected to give a presentation during Session 5 on a case assigned by the module leader. Individual homework is based on a 1000 words summary of one of the first four sessions. There is NO final written exam.
Course material	Schilling, M. (2013) Strategic Management of Technological Innovation, 4th edition, McGraw-Hill. Arora, A and Gambardella A (2010) The market for technology, in Handbooks in Economics, Volume 01, Chapter 15, pp 642-678 Gans, J.S. and Stern S. (2010) Is there a market for ideas?, Industrial and Corporate Change, 19(3): 805-837. Optional: Besanko, D. Dranove D., Shanley M and Schaefer S. (2010) Economics of Strategy, Wiley, with reference to chapters 11, 12, 13, 14, 15 (to review important concepts of strategic management theories) *Cases' material will be provided by the lecturer in class.

Course unit title	7.21 Sales and Marketing
Course unit code	B5H070
Study programme	Vives Business Academy – Hotel Management

Semester	Spring
ECTS credits	3
Lecturer	Ms An Winnepeninckx
Language of instruction	English
Course level	First cycle (undergraduate) : elementary
Type of course unit	optional
Course contents	We throw a light upon the content of the words 'sales' and 'marketing'. It will be very concretely put into practice to and illustrated from the hospitality sector: - Where is the sales department situated within a hospitality company? - How does this department work? - Who undertakes which responsibilities? - How will the product or service will be marketed?
Learning activities and teaching methods	- lectures - class discussions - team work
Course materials	- Provided by the lecturer on Toledo Compulsory book: - Hospitality Marketing - David Bowie, Francis Buttle, Maureen Brookes - ISBN 9781138927483
Assessment methods	Written examination

Course title	7.22 Social Economy & Social Entrepreneurship
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Jef Tavernier: jef.tavernier@skynet.be
Course contents	Basic outlines of social economy as new reality in the globalized world. During the course, there is a visit to projects of social economy in the area of Kortrijk. Focused also on the EU-policy to promote social economy and Social Economy Enterprises.

Entry requirements	No specific requirements.
Teaching Method	Lectures, discussion groups
Assessment	Evaluation
Course material	Handouts 'The Atlas of Job Creation – Good practices for social inclusion' 'Social Economy and social entrepreneurship, social Europe guide, volume4'

Course unit title	7.23 Dutch Basic	
Semester	Spring	
ECTS credits	4	
Lecturer	Ms Anne Van Deynse (responsible)	anne.vandeynse@vives.be
Language of instruction	Dutch	
Type of course unit	Optional	
Learning outcomes of this course	The course is specially designed for incoming exchange students and requires no previous knowledge of Dutch. It provides the incoming students with a basic knowledge of the language and culture of the region in which they will spend their Erasmus study period.	
Course contents	There is a focus on vocabulary, combined with very basic grammar. Through speaking, listening, reading and writing exercises this basic package of Dutch will enable participants to manage in simple, everyday situations.	
Learning activities and teaching methods	Lectures, Individual assignment Group assignment	
Course material	Book: Zo Gezegd 2.1	
Assessment methods	Written / Oral examination Individual assignment	

Course title	Italian Basic
Semester	Autumn
ECTS credits	3
Lecturer	Ms Griet De Klerck griet.deklerck@vives.be
Type of course unit	Optional
Course contents	- pronunciation rules - elementary grammar items: l'articolo, il sostantivo, l'aggettivo, il verbo all'indicativo presente, passato prossimo - lexical fields: introduce yourself, work and leisure, food and drinks, orientation in town, hotel situations - cultural topics: an introduction of the Italian regions, kitchen, art, traditions and customs
Learning outcomes of this course	The student can: • express himself in certain elementary situations: introduce himself, make an appointment, make someone a proposal, orientate himself in town • express himself in hotel related situations: hospitality at the reception, check-in, check-out, assist a client • write short mails (work and leisure) • understand basic dialogues and reports • master elementary vocabulary relevant for the professional sector
Entry requirements	None
Teaching method	Class college - exercise trainee session - pair work (dialogues) – ICT related teaching methods
Assessment	final examination (85% written /15% oral)
Course material	manual and syllabus (Toledo)

	Recommended: a translating dictionary
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Course unit title	Spanish Basic
Semester	Autumn
ECTS credits	3
Lecturer	Ms Christel Debrabandere christel.debrabandere@vives.be
Language of instruction	Spanish and English
Type of course unit	Optional
Learning outcomes of this course	- acquire the basic knowledge (vocabulary and grammar) to be able to understand simple messages, be they oral or written, and to be able to react to them in an appropriate way - acquire the correct pronunciation for Spanish - know something about Spain and Spanish habits
Course contents	Vocabulary - basic language structures - to talk about yourself, your family, your career, hobbies, health - to describe people (clothes and character) - to give direction - to write a letter - to buy clothes, a computer - to rent a car, an apartment - to express appreciation - to give or to follow a guided tour in a city Grammar - <u>all</u> tenses of the indicative and subjunctive - pronouns (personal, possessive, demonstrative) - adjectives and adverbs Spanish Culture we talk about habits, festivities and folklore in Spain
Learning activities and teaching methods	lectures, conversation, portfolio
Course materials	Text Book; Grammar Book; Course documents on the platform of the school
Assessment methods	Two exams (oral + written)

Course title	Spanish Elementary
Semester	Spring
ECTS credits	3
Lecturer	Ms Christel Debrabandere christel.debrabandere@vives.be
Type of course unit	Optional
Course contents	Vocabulary - basic language structures • to talk about yourself, your family, your career, hobbies, health • to describe people (clothes and character) • to give direction • to write a letter • to buy clothes, a computer • to rent a car, an apartment • to express appreciation • to give or to follow a guided tour in a city Grammar • <u>all</u> tenses of the indicative and subjunctive • pronouns (personal, possessive, demonstrative) • adjectives and adverbs Spanish Culture we talk about habits, festivities and folklore in Spain
Learning outcomes of this course	• acquire the basic knowledge (vocabulary and grammar) to be able to understand simple messages, be they oral or written, and to be able to react to them in an appropriate way • acquire the correct pronunciation for Spanish • know something about Spain and Spanish habits
Entry requirements	For students have already attended 36 hours of Spanish
Teaching method	lectures, conversation, portfolio
Assessment	Two exams (oral + written)
Course material	Text Book; Grammar Book; Course documents on the platform of the school

Course title	Business (Management) English 7.27.1 Business English 1/Intermediate (B1) 7.27.2 Business English 2/Upper-intermediate (B2) 7.27.3 Business English 3/Advanced (C1)
Location	The courses will take place in Kortrijk .
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Teachers from cvo MIRAS Responsible person: Hermine Schouteten hermine.schouteten@gmail.com
Course contents	This course is given at intermediate and advanced level and focuses on business communication.
Course objectives	Improve your practical knowledge of Business (Management) English.
Entry requirements	Level test same as English
Teaching method	Courses
Assessment	2 tests during the semester
Course material	Hand outs

Course title	Language Courses: French, General English
Location	The courses will take place in Kortrijk .
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Teachers from cvo MIRAS Responsible person: Hermine Schouteten hermine.schouteten@gmail.com
Type of course unit	Languages can be taken at all levels, from elementary level up to specialised level (for General English – the offer is limited). The evening schools offers French, General English.
Course contents	To improve your language level
Course objectives	You have to do a level test before you start to attend the course. According to the result of the test, they will put you in a level.
Entry requirements	Classes for Erasmus only
Teaching method	Written and continuous assessment about oral skills
Assessment	Course +hand outs