



VIVES BUSINESS ACADEMY

**Commercial Sciences, Business Management
& Informatics**

Design your future

Campus Kortrijk

Commercial Sciences & Business Management



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1 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 & Informatics** is located on the VIVES Bruges and Kortrijk Campuses.



2 Courses for incoming students

Teaching language
English



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 B1** in the Common European Framework of Reference.

Workload

International students staying for one semester 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.

Application

In case you are interested to come and study in VIVES and you want to apply please contact us on: melanie.carbonelle@vives.be and we will inform you what to do.

Deadlines:

- **End of May (autumn semester)**
- **Mid of November (summer semester)**

No tuition fees for students of partner universities of VIVES University College; others pay 1500 EUR.

Online application form

Learning agreement (see ECTS documents for incoming students on www.vives.be)

More information

Most updated information on our website: <https://www.vives.be/en/exchange>

Programme coordinator

Johan Cottyn
johan.cottyn@vives.be
+32 477 49 23 06

3 VIVES Business Academy

Introduction

“The VIVES Business Academy” is geared at the characteristics of our Flemish entrepreneurs: hard-working and flexible, innovative and disciplined, multilingual and with a sound interpretation of “Think global, act local”.

Flanders...

Although Flanders has no natural resources, it is still one of the richest regions in the World. This has been achieved through the 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 modules have 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.



4 Department of Commercial Sciences, Business Management and Informatics



Johan de Langhe
Head of the faculty of Commercial Sciences, Business Management and Informatics

Dear International Students,

We are glad you've chosen to stay with us to study at VIVES-Kortrijk for a couple of months.

The Department of Commercial Sciences, Business Management & Informatics has a lot of facilities you can find in this guide to make your study pleasant.

This guide offers you all the practical information you need about the VIVES Business Academy. You find all the details about our courses and project works on the following pages.



Campus Kortrijk

Commercial Sciences, Business Management and Informatics Department

Campus Bruges

Commercial Sciences and Business Management Department



5 More About Campus Kortrijk

5.1 *The International Office*

For all your questions and problems, you can come to office 1.05, where the International Office is situated. The head is Mr. Johan Cottyn. If you need help, please make an appointment with Mr. Cottyn or send an e-mail to johan.cottyn@vives.be. In case of emergency, don't hesitate to contact Mr. Cottyn on his mobile phone: +32 477 49 23 06.

Working in close collaboration is Ms. Anna Szermuszyn and Ms. Emma Braeckman. If you need help, please make an appointment with them. You can send an e-mail to anna.szermuszyn@vives.be and emma.braeckman@vives.be. In case of emergency, don't hesitate to contact Ms Szermuszyn on her mobile phone: + 32 485 98 51 11 or Ms Braeckman: +32 494 37 35 55.

The Central International Office (main building “t Forum”) will give you practical information about your accommodation, administration, the city of Kortrijk.

5.2 *cvo MIRAS*

The Department of Commercial Sciences, Business Management & Informatics (VIVES-CSBM&I) works together with the Higher Institute for Languages and Economics (cvo MIRAS). cvo MIRAS takes care of all the language courses you can attend during your stay at CSBM&I. The contact person for cvo MIRAS is Hermine Schouteten. Her e-mail address is hermine.schouteten@gmail.com.

6 Courses in CAMPUS KORTRIJK

Below you will find the full list of courses we offer at our department, before you create your learning agreement please make sure you read the full description of the courses and that you meet all the entry requirements.

You will find that some courses are part of a module, a module is a cluster of a number of courses. When you decide to take a module please make sure you read and understand the requirements of that module, you will find all the necessary information in the description of the module.

6.1 Business Management and Entrepreneurship – English bachelor – 1st year courses

Semester	Course Title	Credits
1&2	Marketing management: channel management	4
1	Product development & innovation	3
2	Introduction to marketing strategy	4
1	Comparative Economics	3
1	MS Word & office skills	3
1	MS Excel beginners	3
1&2	Communication skills & talent development	4

6.2 Business Management and Entrepreneurship – English bachelor – 2nd year courses

Semester	Course Title	Credits
1	Internal organisation & total quality management	3
1&2	Sales training	3
2	Import/Export	3
2	Financial Management	4
2	Accountancy advanced (IAS standards)	4
2	International taxes	4
1&2	Strategic Management & innovation processes in companies Module	4
2	Marketing management advanced	3
2	Market research	3
1&2	Digital Business Management	3

1&2	International Business Development	3
1&2	Intercultural Management	3
2	MS Excel advanced	3
1&2	Business Ethics & Research methods	4

6.3 Business Management and Entrepreneurship – English bachelor – 3rd year courses

Semester	Course Title	Credits
1	Supply chain management	4
2	Business Intelligence and Controlling International Companies with Microsoft's ERP	3
1&2	Risk Management	3
1&2	E-commerce Module	3
1&2	Doing Business Outside Europe Module	3
2	Financial Analysis	3
2	Cost & Management Accounting	4
2	Labour and social protection from welfare state to private planning	3
2	Human Resources Management	3

6.4 Event Management Courses

Semester	Course Title	Credits
1&2	Event Planning	4
2	Event Marketing	3
2	Concert Management	3
2	City marketing	3

6.5 Language courses

Semester	Course Title	Credits
FY	Dutch as a foreign language	6
1&2	Language Courses: French, German, Spanish, Italian	3
1&2	Assistant de langue française	3
2	Native Language Assistant: Spanish	3
1&2	Native Language Assistant: German	3
1&2	Native Language Assistant: English	3

6.6 Extra courses

Semester	Course Title	Credits
1	Procurement	4
1&2	Business Entrepreneurship Module	4
1&2	Global Issues and Focus on Flanders & Europe	5
1&2	Introduction to finances	3
1&2	Introduction to financial crisis	3
1&2	Internship	tbc

7 Description of the courses

Course title	7.1 Marketing management: channel management
Students	1 st year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn & Spring
ECTS credits	4
Lecturer	Xavier Delcourt
Course contents	Part 1. Defining Marketing and the Marketing Process 1. Marketing: Creating Customer Value and Engagement 2. Company and Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships

	3. Marketing management orientations Part 2. Understanding the Marketplace and Customer Value 3. Analyzing the Marketing Environment 4. Managing Marketing Information to Gain Customer Insights 5. Consumer Markets and Buyer Behavior 6. Business Markets and Business Buyer Behavior Part 3. Designing a Customer Value-Driven Marketing Strategy and Mix 7. Customer-Driven Marketing Strategy: Creating Value for Target Customers 8. Product, Services, and Brands: Building Customer Value 9. Developing New Products and Managing the Product Life Cycle 10. Pricing: Understanding and Capturing Customer Value 11. Pricing Strategies: Additional Considerations 12. Marketing Channels: Delivering Customer Value 13. Retailing and Wholesaling 14. Communicating Customer Value: Integrated Marketing Communications 15. Advertising and Public Relations 16. Personal Selling and Sales Promotion 17. Direct, Digital, Mobile, and Social Media Marketing Part 4. Extending Marketing 18. Creating Competitive Advantage 19. The Global Marketplace 20. Sustainable Marketing: Social Responsibility and Ethics APPENDIXES 1. Marketing Plan
Course objectives	• To analyze the role of marketing within the firm and society. • To develop skills that enable students to examine how firms organize, implement and control marketing efforts. • To study the four basic variables in the marketing mix: product, promotion, price, and distribution. • To be able to structure a marketing plan.
Teaching method	The course will incorporate a lecture and project-based approach to the principles of marketing. Theoretical concepts, ideas and strategies are exposed allied with practical real-life examples. Marketing Cases presentation and discussion.
Assessment	Oral Examination regarding all of the course's content to be held at the end of the teaching period
Course material	PRINCIPLES OF MARKETING, GLOBAL EDITION, 16/E Philip Kotler, Northwestern University Gary Armstrong, University of North Carolina ISBN-10: 1292092483 • ISBN-13: 9781292092485 ©2016 • Pearson • Paper, 744 pp

Course title	7.2 Product development & innovation
Students	1 st year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn
ECTS credits	3

Lecturer	Benny Van Calster: benny.van.calster@telenet.be
Course contents	
Course objectives	Provide students with in-depth knowledge on product innovation management, product marketing & distribution marketing, some of the key pillars of today's marketing strategy. Students should be able to discuss on product strategies, product portfolios, product line extensions, etc. Moreover, they will also gain knowledge of the various distribution strategies for a company: direct sales vs. indirect sales (distributors), wholesale activities and reseller/dealer channels. They will understand how to define indirect sales & marketing plans, recruit and manage such channels, etc. The course is a mix of theory and practical case discussion.
Entry requirements	know the basics of marketing
Teaching method	lectures, group discussion & cases, individual & group work
Assessment	20% of class participation & exercises + 80% exam
Course material	PowerPoint slides in English

Course title	7.3 Introduction to marketing strategy
Students	1 st year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	4
Lecturer	Falke Mally
Course contents	
Course objectives	
Entry requirements	
Teaching method	
Assessment	
Course material	

Course title	7.4 Comparative Economics
Students	1 st year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn
ECTS credits	3
Lecturer	Liesbeth Averhals: liesbeth.averhals@vives.be
Course contents	This course covers essential economic matters such as economic systems, supply and demand, GDP, income equality and poverty, ...
Course objectives	To understand how the most important principles of micro- and macro-economy work and apply this understanding to contemporary cases
Entry requirements	To understand how the most important principles of micro- and macro-economy work and apply this understanding to contemporary cases
Teaching method	The content of this course is taught by means of lectures and interaction between the teacher and students. The lectures contain theory and practical cases as well as exercises.
Assessment	Written exam
Course material	Slides and exercises on Toledo

Course title	7.5 MS Word & office skills
Students	1 st year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn
ECTS credits	3
Lecturer	Sarah Geldhof : sarah.geldhof@vives.be
Course contents	We will start from the basics and will learn the following: • Create visually appealing documents. • Use built-in tools to capture and edit graphics. • Present data in tables, diagrams, and charts. • Track and compile reference materials. • Manage document collaboration and review. • Supercharge your efficiency by creating custom styles, themes, and templates. • Merge data with documents and labels. This list is not exhaustive.
Course objectives	To be able to work with MS Word in an efficient way.
Entry requirements	None
Teaching method	Theory and exercises during the classes. Students will present a subject from the manual in MS PowerPoint.
Assessment	Skills will be assessed during an exam. A group presentation of a subject from the manual in MS PowerPoint.
Course material	Manual: Microsoft Word 2016 Step by step – Joan Lambert

Course title	7.6 MS Excel beginners
Students	1 st year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn
ECTS credits	3
Lecturer	Stephan Weemaes : stephan.weemaes@kuleuven.be
Course content	In this course, the students take their first steps in world of spreadsheet software. No prior experience with MS Excel is required, as we start from scratch. The following topics will be treated: • Adding, naming, copying and moving worksheets • Formatting and changing the lay-out of cells, ranges and tables • Insert, move and copy data • Use of Autofill and Flash Fill • Use of essential functions like: Sum, Average, Max, Min • Filter & sort data • Make graphs

Course objectives	Introductory course to MS Excel 2016 with the aim of getting students acquainted with the most elemental functionalities of the software.
Entry requirements	None
Teaching method	Evaluation Form: Practical Exam Type of Questions: Closed Questions Allowed Learning Material: Computer
Assessment	Exercises: posted on Toledo Software: Microsoft Excel 2016
Course material	<i>Excel 2016 Basics, A Quick and Easy Guide to Boosting your Productivity with Excel</i> by Nathan George

Module title	7.7 Communication skills & talent development
Students	1 st year Business Management and Entrepreneurship and Incoming Erasmus students
Description	Communication skills & talent development Module – comprises of 4 courses: <u>Social Competences</u> 1 ECTS <u>Personal Development Planning</u> 1 ECTS <u>Presentation skills & public speaking</u> 2 ECTS <u>Group Dynamics</u> 2 ECTS If you want to follow this module 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	7.7.1 Social Competences
Semester	Autumn & Spring
ECTS credits	1
Lecturer	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’ are critical to success in 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 hand outs
Course title	7.7.2 Personal Development Planning
Semester	Autumn & Spring
ECTS credits	1
Lecturer	Anna Szermuszyn: anna.szermuszyn@vives.be

Course contents	The workshop approach 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 focus 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 hand outs
Course title	7.7.3 Presentation Skills & Public Speaking
Semester	Autumn & Spring
ECTS credits	2
Lecturer	Anna Szermuszyn or Lynn Tanghe anna.szermuszyn@vives.be or lynn.tanghe@vives.be
Course contents	How to deliver your next presentation to any size audience and keep them with your every step of the way. Real life examples illustrating how to achieve an effective presentation. Explains the importance of body language, voice control and the relationship with your audience. Show simple behaviours you need to become both comfortable and effective at public speaking. Demonstrate an awareness of cross –cultural communication.
Course objectives	To provide practical and constructive guide detailed explanation of how to conduct a successful presentation and how to feel at ease with public speaking.
Entry requirements	None, limited amount of two groups of 20 students.
Teaching method	Courses
Assessment	Participation Presentation
Course material	PowerPoint hand outs
Course title	7.7.4 Group Dynamics
Semester	Autumn & Spring
ECTS credits	2
Lecturer	Jos van Erp: erp@decip.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 25 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	7.8 Internal organisation & total quality management
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn
ECTS credits	3
Lecturer	Costin Damasaru costin.damasaru@gmail.com
Course description	In today's changing economic and social environment, many organizations focus on exploring and enforcing the relationship between quality and profitability. It has now become important for organizations to develop a quality strategy by adopting the principles of TQM. These principles have proven their worth over the last two decades. It is very clear now the fact that education will play a vital role in coping with the change process. There is now a real need to incorporate the principles of TQM in any education and there is an even greater need to educate specialists in this field and to propagate new ideas. This course will also provide the students with a basic knowledge and understanding of various aspects of the effective organizational process and quality improvement plans for the development of the required change in the process of management. We believe that with the help of this course students will be able to use the process specification and analysis tools to create process-oriented organizations. They will also be able to understand the need to change the management process and required motivation to create a total quality organization. The purpose of this course is also to provide a framework for the development of understanding of some of the basic aspects of Total Quality Management in the context of the internal organization of businesses. The aim is to provide students with deeper knowledge of various principles and core concepts of Total Quality Management. This course focuses on exploring the profound relationship between implementing the Total Quality Management and the increase in internal organization's efficiency and overall profitability. We will discover together, in a very interesting and

	interactive way, the principles, the tools, and how they interact with the organization's system dynamics
Module Learning Outcomes	1. Course Description In today's changing economical and social environment, many organizations focus on exploring and enforcing the relationship between quality and profitability. It has now become important for organizations to develop a quality strategy by adopting the principles of TQM. These principles have proven their worth over the last two decades. It is very clear now the fact that education will play a vital role in coping with the change process. There is now a real need to incorporate the principles of TQM in any education and there is an even greater need to educate specialists in this field and to propagate new ideas. This course will also provide the students with a basic knowledge and understanding of various aspects of the effective organizational process and quality improvement plans for the development of the required change in the process of management. We believe that with the help of this course students will be able to use the process specification and analysis tools to create process-oriented organizations. They will also be able to understand the need to change the management process and required motivation to create a total quality organization. The purpose of this course is also to provide a framework for the development of understanding of some of the basic aspects of Total Quality Management in the context of the internal organization of businesses. The aim is to provide students with deeper knowledge of various principles and core concepts of Total Quality Management. This course focuses on exploring the profound relationship between implementing the Total Quality Management and the increase in internal organization's efficiency and overall profitability. We will discover together, in a very interesting and interactive way, the principles, the tools, and how they interact with the organization's system dynamics 2. Module Learning Outcomes The overall aim is for students to develop an understanding of the internal processes of an organization using Total Quality Management principles, frameworks, tools and techniques. Learning outcomes Upon successful completion of the module students will be able to: ☐ Develop an understanding of the internal processes of an organization seen through a Total Quality Management perspective. The focus will be also on the organizational strategy, tactics and actions that have to be taken for controlling these processes and for the proper functioning of the information provision within these organizational dynamics. ☐ Develop in-depth knowledge on various Total Quality Management's tools, techniques and applications, used in the internal organization of companies. ☐ Have solid knowledge about the concept of Integral Quality Care, focusing on suchs concepts as: ☐ the important thinkers in the field of Quality Management, ☐ from Quality to Integrated Quality Insurance, ☐ quality in organizations and the certification of quality systems,

	□ techniques for solving quality problems, □ the Integral Quality Assurance, starting from the improvement and renewal of products, to the continuous improvement of the processes in the organization. □ Develop in-depth understanding of the Internal Organization of a company focusing on such aspects as : □ management process of an organization, management key figures, □ corporate governance □ the risks and internal control of the various business processes (sales process, purchasing process, production process, stock and warehouse process, finance and administration, etc.), □ control system and external control, which will be discussed in more detail.
Module content	SESSION 1 : ➤ The Total Quality Approach to Quality Management: Achieving Organizational Excellence. ➤ Employee Empowerment. Overcoming Politics, Negativity and Conflict in the Workplace ➤ Effective Communication, Education and Training. SESSION 2 : ➤ Quality, Global Competitiveness and the Quality Culture: Changing Hearts, Minds, and Attitudes. ➤ Leadership and Change. ➤ Customer Satisfaction, Retention, and Loyalty SESSION 3 : ➤ Overview of Total Quality Tools. ISO 9000 and Total Quality: The Relationship. ➤ Problem Solving and Decision Making. ➤ Quality Function Deployment SESSION 4 : ➤ Continual Improvement Methods with Six Sigma, Lean, Lean Six Sigma, and More. ➤ Benchmarking SESSION 5 : ➤ Strategic Management: Planning and Execution for Competitive Advantage. ➤ Partnering and Strategic Alliances. SESSION 6 : ➤ Implementing Total Quality Management. ➤ Quality Management, Ethics, and Corporate Social Responsibility

Learning and Teaching Rationale and Methods	Method of Teaching - Lectures and tutorials, group work, project work, analysis of case studies, “quality improvement workshops” and presentations. The methods of teaching support the aims and learning objectives of the module to introduce the theoretical ideas of Total Quality Management by lectures and their application by tutorials. These tutorials will include case studies and various exercises involving group work and presentations. The module has been designed as a balanced mixture of lectures, which include group discussions and presentation of case studies.
Bibliography	• Goetsch,D.L., Davis,S. - Quality Management for Organizational Excellence : Introduction to Total Quality,Seventh Edition, Pearson Education Limited 2014, ISBN 13: 978-1-292-02233-8 • Oakland, J. S. - Total Quality Management and Operational Excellence: Text with Cases 4th Edition, ISBN-13: 978-0415635509, 2014 • Kiran, D.R. - Total Quality Management: Key Concepts and Case Studies, ISBN-13: 978-0128110355, 2013 • Evans, J. R. - Total Quality: Management, Organization and Strategy 4th Edition, ISBN-13: 978-0324301595, 2012 • Goudge, P. - Employee Research : How To Increase Employee Involvement Through Consultation, ISBN 0-7494-4540-8, 2006
Evaluation	Evaluation methods - o Final written exam - 30% of final grade - o Participation in class - 20% of final grade - o Group assignment - 50% of final grade

Course title	7.9 Sales training
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Jean-Marie Vandermeiren: jean-marie.vandermeiren@vives.be
Course contents	How to make a professional appointment by telephone. Structure of a professional sales conversation. How to reply successfully to frequently heard objections. Selling at exhibitions. How to write a professional offer.
Course Objectives	To be able to make a professional appointment by telephone with a (potential) client. To be able to have a professional sales conversation (both office and exhibition). To be able to write a professional (and eye-catching) offer.
Entry requirements	Knowledge of basic marketing vocabulary.
Teaching Method	Ex-cathedra + role-play (+evaluation) for every participant. Maximum participants: 25
Assessment	Personal participation and involvement during each session.
Course material	Slides + personal notes.

Course title	7.10 Import/Export
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	3
Lecturer	Lieve Van Der Schueren: lieve.vanderschueren@vives.be
Course content	As an introduction to the course, the flows of international trade are examined. Next, the different parties concerned in international trade are introduced. The difference between a sales agreement and a transport agreement is discussed. Risks in international trade are recognised and possible hedges and solutions are offered. The incoterms are explained in a practical way, amongst others by exercises and case studies. The various international trade documents (commercial documents, transport documents, customs documents, documents of origin, ...) are theoretically discussed and explained in practice. VAT legislation in international trade is clarified. The use of a letter of credit and a bank guarantee in international trade is elaborated, as is the role and importance of insuring goods during voyage.
Course objectives	Get insight into import and export transactions both at an administrative and practical level. Understand the risks of import and export transactions and to be able to provide a potential hedging.
Entry requirements	This course is the sequel to International Financial Management but can be undertaken without prior knowledge.
Teaching method	Lectures for explanation of theory, complemented with exercises and case studies.
Assessment	100 % marks on written examen. Written exam with open questions and multiple-choice questions, including theoretical knowledge as well as practical applications and exercises. For the multiple-choice questions, incorrect answers will get a negative score.
Course material	Compulsory course material : * Van Der Schueren L. (2018). Import-export (unpublished syllabus). Kortrijk: Vives - Syllabus AJ 2018-2019 (via Vives). * Toledo : additional information

Course title	7.11 Financial Management
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	4
Lecturer	Annelies Kempinck
Course contents	
Course objectives	
Entry requirements	

Teaching method	
Assessment	
Course material	

Course title	7.12 Accountancy advanced (IAS standards)
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	4
Lecturer	Annelies Kempinck
Course contents	
Course objectives	
Entry requirements	
Teaching method	
Assessment	
Course material	

Course title	7.13 International taxes
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	4
Lecturer	Anne Vanmaercke & Zoltan Rapp
Course contents	
Course objectives	
Entry requirements	
Teaching method	
Assessment	
Course material	

Module title	7.14 Strategic Management & innovation processes in companies Module
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Description	Strategic Management & innovation processes in companies Module – comprises of 2 courses: <u>Strategic Management</u> 2 ECTS <u>Management of innovation processes in companies</u> 2 ECTS If you want to follow this module you will have to follow both courses.
Course title	7.14.1 Strategic Management
Semester	Autumn & Spring
ECTS credits	2
Lecturer(-s)	Kevin Curran : kevin.curran@sbs.ox.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.
Course objectives	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; • Analyse 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 materials	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	7.14.2 Management of Innovation Processes in Companies
Semester	Spring
ECTS credits	2
Lecturer	Minjie Gao Minjie.Gao@cass.city.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.
Course objectives	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; • Analyze 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 title	7.15 Marketing management advanced
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	3
Lecturer	Joanna Santiago : joannas@iseg.ulisboa.pt
Course contents	Part 1. Defining Marketing and the Marketing Process 1. Marketing: Creating Customer Value and Engagement 2. Company and Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships 3. Marketing management orientations Part 2. Understanding the Marketplace and Customer Value 3. Analyzing the Marketing Environment 4. Managing Marketing Information to Gain Customer Insights 5. Consumer Markets and Buyer Behavior 6. Business Markets and Business Buyer Behavior Part 3. Designing a Customer Value-Driven Marketing Strategy and Mix 7. Customer-Driven Marketing Strategy: Creating Value for Target Customers 8. Product, Services, and Brands: Building Customer Value 9. Developing New Products and Managing the Product Life Cycle 10. Pricing: Understanding and Capturing Customer Value 11. Pricing Strategies: Additional Considerations 12. Marketing Channels: Delivering Customer Value 13. Retailing and Wholesaling 14. Communicating Customer Value: Integrated Marketing Communications 15. Advertising and Public Relations 16. Personal Selling and Sales Promotion 17. Direct, Digital, Mobile, and Social Media Marketing Part 4. Extending Marketing 18. Creating Competitive Advantage 19. The Global Marketplace 20. Sustainable Marketing: Social Responsibility and Ethics APPENDIXES 1. Marketing Plan
Course objectives	• To analyze the role of marketing within the firm and society. • To develop skills that enable students to examine how firms organize, implement and control marketing efforts. • To study the four basic variables in the marketing mix: product, promotion, price, and distribution.

	To be able to structure a marketing plan.
Entry requirements	None
Teaching method	The course will incorporate a lecture and project-based approach to the principles of marketing. Theoretical concepts, ideas and strategies are exposed allied with practical real-life examples. Marketing Cases presentation and discussion.
Assessment	Oral Examination regarding all of the course's content to be held at the end of the teaching period.
Course material	PRINCIPLES OF MARKETING, GLOBAL EDITION, 16/E Philip Kotler, <i>Northwestern University</i> Gary Armstrong, <i>University of North Carolina</i> ISBN-10: 1292092483 • ISBN-13: 9781292092485 ©2016 • Pearson • Paper, 744 pp

Course title	7.16 Market research
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	4
Lecturer	Costin Damasaru costin.damasaru@gmail.com
Course description	The world of market research is getting more and more complex. In this increasingly composite world, we need market research more than ever. Surveys nowadays cover many countries and require researchers to accommodate different languages and cultures. Data are no longer presented simply and factually but are mined by statistical tools. Wherever possible they are integrated into business models in an attempt to make more sense of the findings. The Web has way over 2 billion pages of facts, figures, and stuff and nonsense. Paradoxically this makes life more difficult as we seek the one nugget of information that eludes us. The present module is an introduction to market research. We offer the students theoretical and practical knowledge of the whole process from planning a project, executing it, through to analysis and presenting the findings. It is aimed at students who need to understand the theory of the subject as well as people who want to carry out or manage their own surveys. Essentially it is a practical module. In order to brighten the subject, the book is laced with examples of studies carried out over the last 30 years. One thing has remained the same over the years and that is the axiom: good market research is about asking the right question of the right person. Market research is almost always a team effort. Most projects involve a small battalion of people. Indeed, this module focuses on team work this is why in the evaluation criteria, the group assignment is worth 50% of the final grade.
Learning outcomes	Upon successful completion of the module students will be able to: Translate a marketing problem into a feasible research question

	• Appreciate marketing research as a process that involves a sequence of activities, each compatible with the the preceding activities • Have a general understanding of the strengths and weaknesses of alternative research designs • Be aware of the many sources of marketing information and the various means for gathering such information • Be more sensitive to the biases and limitations of marketing data and basic data analysis • Be able to design and execute a basic survey research project
Module content	Schedule : SESSION 1 : • Introduction • Market research design • Desk research SESSION 2 : • Focus groups • Depth interviewing • Observation SESSION 3 : • Sampling and statistics • Questionnaire design SESSION 4 : • Telephone interviewing • Self-completion questionnaires SESSION 5 : • E-surveys • Data analysis SESSION 6 : • Reporting • Concluding and Coursework Discussion
Learning and Teaching Rationale and Methods:	Method of Teaching - Lectures and tutorials, group work, project work, analysis of case studies and presentations. The methods of teaching support the aims and learning objectives of the module to introduce the theoretical ideas of Market Research by lectures and their application by tutorials. These tutorials will include case studies and various exercises involving group work and presentations.
Bibliography	• Ethics and Neuromarketing : Implications for Market Research and Business Practice - Andrew R. Thomas, Nicolae Alexandru, Pop Ana Maria Iorga, Cristian Duc, Springer International Publishing Switzerland 2017, ISBN 978-3-319-45607-2, 2017 • Consumer.ology : The market research myth, the Truth about Consumers and the Psychology of shopping - Philip Graves, ISBN 9781-85788-550-7, 2010 • Learning from Winners : How the ARF David Ogilvy Award Winners Use Market Research to Create Advertising Success - Raymond Pettit, ISBN 978-0-8058-5653-8, 2009 • The Art & Science of Interpreting Market Research Evidence - D.V.L. Smith and J.H. Fletcher, ISBN 0-470-84424-8, 2004

	• Market Research Best Practice : 30 Visions for the Future - Peter Mouncey, Frank Wimmer, Esomar World Research Publication, ISBN 978-0-470-06527-3, 2007 THE "MARKET RESEARCH IN PRACTICE" SERIES • Market Research in Practice: A guide to the basics - Paul Hague, Nick Hague, Carol-Ann Morgan, ISBN 0 749441801, 2004 • Researching Customer Satisfaction & Loyalty : How To Find Out What People Really Think- Paul Szwarc, ISBN 0749443367, 2005 • Market Intelligence: How and why organizations use market research- Martin Callingham, ISBN 07494 42018, 2004 • The Effective Use of Market Research : A guide for Management to Grow the Business- Robin J. Birn, ISBN 9780749427726, 1999 • Questionnaire Design : How To Plan, Structure And Write Survey Material For Effective Market Research - Ian Brace, ISBN 07494 4181X, 2004 • Qualitative Research : Good Decision Making Through Understanding People, Cultures And Markets - Sheila Keegan ISBN 9780749454647, 2009 • Business To Business Market Research: Understanding And Measuring Business Markets - Ruth McNeil, ISBN 0749443642, 2005 • Consumer Insight: How to Use Data and Market Research to Get Closer to Your Customer - Merlin Stone, Alison Bond, Bryan Foss ,ISBN 07494 42921, 2004.
Evaluation	Evaluation methods - o Final written exam - 30% of final grade - o Participation in class - 20% of final grade - o Group assignment - 50% of final grade

Course title	7.17 Digital Business Management
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Costin Damasar costin.damasaru@gmail.com
Course description	This module is based on the premise that Information Communication Technologies (ICT) role is to provide organizations with strategic competitive advantage by facilitating problem solving, increasing productivity and quality, increasing speed, improving customer service, enhancing communication and collaboration enabling business process restructuring, and provide an appropriate environment for innovation. In the last decade, the Web revolution and emerging computing environment are not only changing the way that we work, study, play, and conduct our lives, but it is doing so much more quickly than any other revolution (such as the Industrial Revolution), with impacts that are more far-reaching. The Digital Business Management module addresses the basic principles of Management Information Systems (MIS) in light of these new developments in the emerging Digital Economy. The rate of innovation is constantly increasing and so are the capabilities of

	computers and information technologies. Managing information resources for innovations, new technologies and communications networks is becoming the critical success factor in the operations of many organizations, private and public, and will be essential to the survival of organizations in the future. While recognizing the importance of technology, system development, and functional transaction processing systems, we emphasize the innovative uses of information technology throughout the enterprise. The rapidly increased use of the Web, the Internet, intranets, extranets, e-business, e-commerce, and mobile computing, changes the manner in which business is done in almost all organizations and in almost every aspect in it. The integration of Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), and Knowledge Management with e-commerce is of great importance. The role of Social Network services in the modern enterprise and the critical role of IT in security management are becoming every day of vital importance. Finally, there is a resurgence of intelligent systems, both for facilitating homeland security as well as for increasing productivity and competitive advantage. The importance of global competition, partnerships, and trading is rapidly increasing leading to the emerging global information systems. While technology creates this rapidly changing environment at the same time IT is the facilitator of agility and flexibility. Changing information systems or building new ones must be accomplished rapidly and efficiently. Thus, we are looking at the digital and agile enterprise that must be supported by information systems. The emphasis of the Digital Business Management module is on strategic managerial decision making, cost-benefit justification, supply chain management, data warehousing and business intelligence, business process management, restructuring, ERPs and CRM as they relate to information technology and security issues. We emphasize enterprise-wide, inter-organizational, and global systems. We also present technologies that support this integration.
Learning Outcomes	Upon successful completion of the module students will be able to: ☐ Recognize the role of ICT to the evolving strategic business environment, appreciating the importance to developing effective ICT to achieve performance and competitive advantage for organizations in the e-business and digital economy era. ☐ Critically approach the new networked and global Information Systems such as ERP, CRM, Data warehousing, supply chain management systems as tools to facilitate innovation. ☐ Analyze the impact of rapid change on technologies and interrelationships with strategic and change management. ☐ Realize what is a “business context” and why organizations strive for becoming adaptive enterprises, like organisms, and why they are ICT dependent.

	□ Understand the new and pervasive ICT technologies and the impact on organization decision making at various managerial levels. □ Analyze the impact of rapid business change due to ICT and the interrelationships with strategic management and change management. □ Identify the importance of strategic development of ICT to achieve organizational performance. □ Focus on the vital role of modern networked Information Systems in functional business areas. Relate the new pervasive technologies (such as mobile computing, communications), and other sophisticated multimedia developments to facilitate strategic management decision making, and also to provide the grounds for innovative new products and services. □ Understand the importance of ICT systems that transcend and integrate information, data, people processes and procedures such as ERP, CRM, Logistics Management Systems and social computing in the Digital Economy Era. □ Identify opportunities for new organizational structures, roles and job descriptions with the use of ICT and relate with ethical and societal impacts.
Module Content	Schedule : SESSION 1 : • Digital Business Management: Issues and Challenges • ICT Supporting Enterprise in the Digital Economy SESSION 2 : • Managing Data for Decision Support - Improving Business Performance • Enterprise Resource Planning (ERP) Systems SESSION 3 : • Supply Chain Management (SCM) • Customer Relationship Management (CRM) SESSION 4 : • Business in a Networked World – State of the Art Technology • Security Issues in the Enterprise World SESSION 5 : • Business Intelligence • Impact of IT on Enterprises, Users and the Environment SESSION 6 : • Concluding and Coursework Discussion
Learning and Teaching Rationale and Methods	Method of Teaching - Lectures and tutorials, group work, project work, analysis of case studies and presentations. The methods of teaching support the aims and learning objectives of the module to introduce the theoretical ideas of Digital Business Management by lectures and their application by tutorials. These tutorials will include case studies and various exercises involving group work and presentations.
Bibliography	• Maria Mach-Król, Celina M. Olszak, Tomasz Pełech-Pilichowski -Advances in ICT for Business, Industry and Public Sector. Springer International Publishing Switzerland 2015 , ISBN 978-3-319-11327-2

	• Maria Mach-Król, Tomasz Pelech-Pilichowski -Advances in Business ICT. Springer International Publishing Switzerland 2014 • Rinaldo Rinaldi, Romeo Bandinelli - Business Models and ICT Technologies for the Fashion Supply Chain. Proceedings of IT4 Fashion 2016. ISBN 978-3-319-48511-9
Evaluation	Evaluation methods - o Final written exam - 30% of final grade - o Participation in class - 20% of final grade - o Group assignment - 50% of final grade

Course title	7.18 International Business Development
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Xavier Delcourt xavier@hifivestudio.eu
Course contents	International business development
Course objectives	• You are working for a successful Belgian company, the management team wants to expand the activities internationally to grow the business. • As a team you will analyze the targeted country/region carefully and define how the core competences of your company can be used to serve this new market. • Define the best target market to address for the highest return on investment and define the risk level to do business. • Present your analysis, the 5 year forecast, your conclusions and the next steps to the management team.
Entry requirements	The first 10 students that enroll will be accepted; enroll on Toledo
Teaching method	5 day course, consists of project, research, group work in groups of mixed nationalities but also with Flemish students of the bachelor after bachelor programme international management. 1st day introduction, explanation of the task, research starts immediately. After some research is done the lecturers give two days of feedback to guide the students to the process. The course ends with a presentation of the case before the other groups. Each group is assigned a different product in a different country. They make all the necessary preparations. They do research on the country in order to understand it. They investigate the business habits in that country. Just as an example: "Could you sell Belgian chocolates in Japan?"
Assessment	Permanent evaluation, attendance compulsory. Final mark based on the quality of the research and the group presentation.
Course material	Manual

Course title	7.19 Intercultural Management
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Anne Vanmaercke: anne.vanmaercke@vives.be
Course contents	The course consists of 3-hours sessions with the following topics: • Introduction to intercultural management • From stereotypes to culture • Beyond stereotypes: impact of cultures on interactions • Intercultural communications • Meet your foreign business partner • Trompenaars: Human relationship • Trompenaars: Relation to time and nature • Gesteland: business cultures • Working with foreigners • International leadership (the globe-study)
Course objectives	This course will give to participating student knowledge, competences and behaviour skills that will permit her/him to work in an international context. <i>Key words:</i> business communication, international marketing, international leadership, intercultural issues. This course is a joined course with a regular students of the 2nd year Business Management and Entrepreneurship. In this course the teacher uses the professional experience she has from her work in private companies.
Entry requirements	None, but a limited group of 15 students
Teaching method	This course combines: • Written documents • Visual and multimedia elements • Small written case studies, students team work, role playing games Students work in teams the whole semester.
Assessment	Permanent evaluation and team case study to be prepared at the day of the exam. Students have to attend the sessions as the course is based upon the learning-by-doing principle.
Course material	Hand-outs

Course title	7.20 MS Excel advanced
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	3
Lecturer	Stephan Weemaes : stephan.weemaes@kuleuven.be
Course content	
Course objectives	

Entry requirements	
Teaching method	
Assessment	
Course material	

Course title	7.21 Business Ethics & Research methods
Students	2 nd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn & Spring
ECTS credits	4
Lecturer	José Antonio Clemente Almendros : joseantonio.clemente@unir.net
Course content	○ Business Ethics, the Changing Environment, and Stakeholder Management ○ Ethical Principles and Decision- Making Guidelines ○ Stakeholder and Issues Management Approaches ○ The Corporation and External Stakeholders: Corporate Governance ○ Corporate Responsibilities, Consumer Stakeholders, and the Environment ○ The Corporation and Internal Stakeholders: Values- Based Moral Leadership, Culture, Strategy, and Self- Regulation ○ Business Ethics and Stakeholder Management in the Global Environment
Course objectives	In this course we want to help students in understanding the changing environment from combined stakeholder and issues management approaches, based on the theory and practice that firms depend on stakeholders as well as stockholders for their survival and success. Acting morally while doing business is no longer a joking or even questionable topic of discussion. Ethical behaviors are required, not optional, for this and future generations. Business ethics is concerned with doing what is right over what is wrong, while acting in helpful over harmful ways, and with seeking the common good as well as our own welfare Stakeholder theory and management, in particular, are what concern nonfinancial as well as the financial aspects of business behavior, policies, and actions. A stakeholder view of the firm complements the stockholder view and includes all parties and participants who have an interest— a stake— in the environment and society in which business operates. Students and professionals need straightforward frameworks to thoughtfully and objectively analyze and then sort through complex issues in order to make decisions that matter— ethically, economically, socially, legally. Business ethics affects our professional and personal relationships, careers, and lives, and this course attempts to identify and help analyze many of these issues and opportunities for change, using relevant ethical frameworks and reasoning.
Teaching method	Lectures, cases, discussion group

	Theoretical background, numerical examples, and practical applications
Evaluation	Participation during the course End-of-Course test: final test (multiple choice questions) on all the topics explained during the course Assignment: Preparation of a Company's Ethical Code
Course material	Weiss, J.W., Business Ethics: a stakeholder & Issues Management Approach, 6th edition, 2014. Berrett-Koehler Publishers PowerPoint Business Cases

Course title	7.22 Supply chain management
Students	Erasmus students with Belgian students 3 rd year Marketing
Semester	Autumn
ECTS credits	4
Lecturer	Pol Toye pol.toye@vives.be
Course contents	Introduction (field exploration and procurement management process), procurement strategy, procurement planning and implementation, inventory and production management. For a detailed table of contents, see the syllabus at the front.
Course objectives	The Bachelor of Business Management has insight into contextual business and organisational processes and their mutual coherence and can apply this insight in a broad, globalised and changing context. The Bachelor BM actively supports various actors in realising the (strategic) objectives of a company or organisation. The Bachelor BM demonstrates entrepreneurial spirit, works independently, systematically and accurately, and acts in a solution-oriented and innovative way to optimise context-related business and organisational processes. The Bachelor of BM acts in a customer and service oriented way and independently builds up networks and contacts with various stakeholders.
Entry requirements	The first 3 parts of the course Supply chain management have exactly the same content as the course Procurement. So, there is no reason to take both courses. <u>Erasmus students can only take one of these two courses.</u>
Teaching method	Combination of lectures with activating forms of work, cases, exercises, individual and/or group assignments and self-study.
Assessment	Oral examination during the examination period Form of evaluation: oral exam Types of questions: open questions Allowed material: calculator Comment: Examinations at the end of the semester: oral examination (± 12' per student) with written preparation (± 20' per student).

	The exam is a combination of overview questions (insight into the greater whole), exercises (ability to apply) and detailed questions. The emphasis is on insight rather than to pure memory work. The student should be able to define concepts rather than reproduce literal definitions.
Course material	Syllabus Supply chain management, Pol Toye, Acco ISBN 9789463448215

Course title	7.23 Business Intelligence and Controlling International Companies with Microsoft's ERP
Students	3 rd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	3
Lecturer	Simon Sandor: simonsandor6@me.com
Course contents	In the centre of the curriculum there are the most popular administrative tasks and business processes which can be found at most of the enterprises. The tasks will be accomplished with one of the market leader ERP software, the Microsoft Dynamics NAV 2009. Students will use the software themselves on their own laptop (which should be brought to the lessons), and the laptop or tablet can be either Windows or Mac or Linux or iOS or Android based), so they <u>can use the outstanding, market leading software at home, too.</u> The modules of the curriculum: 1. The Main Business Processes and the Information Flow at Enterprises 2. Getting Familiar with the Graphical User Interface 3. Modelling a Purchase Process 4. Modelling Manufacturing 5. Modelling Sales Processes 6. Advanced Financial Analysis with dimensions 7. Analysing Ms Dynamics NAV Data in Ms Excel
Course objectives	The students will be familiar with spotting, analysing and planning business processes, which make the basis of the information flow in business information systems. They will be able to implement data mining processes and create remarkable business reports customised for decision makers, managers. Working out the tasks at the lessons it will be easy to manage and control the most important business processes by the use of a Microsoft's Enterprise Planning Software. The participants will know how to use the Microsoft Dynamics Enterprise Resource Planning software family (mainly NAV 2009) and Ms Excel for Business Intelligence (BI) purposes. With the help

	of Microsoft's BI softwares it is easy to provide the necessary information in the proper format.
Entry requirements	Basic skills of informatics.
Teaching method	Seminars.
Assessment	Participation during the course, assignments at the end of the course.
Course material	It will be distributed electronically at the first lesson. It is necessary to bring your own laptop.

Module title	7.24 Risk Management
Students	3 rd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Xavier Delcourt: Xavier@HiFive.be Join me on be.linkedin.com/in/xavierdelcourt
Course contents	The crisis management case is an exercise where marketing and financial knowledge is combined in a 3-day exercise. Analysing the financial statements. Analysing the product portfolio. Analysing current strategies and tactics. The value of a company. The sales forecast. Preparing to present for the final day. The crisis simulation is an exercise where marketing and financial knowledge is combined in a 3-day exercise. The exercise is a group exercise. The first day is financial, the second day is about the marketing. The third day the groups present their solution to the jury. A must for every student who really wants to know why things can go wrong in a company. A perfect preparation for the business world.
Course objectives	To understand how you can know that a company is in difficulty and to brainstorm for solutions to get the company back on track.
Entry requirements	none
Teaching method	Theory and practical exercises to prepare for the Crisis Management Case. Case/Exercise with introduction and group work. This is not a computer game but a simulation/case based on an existing company.
Assessment	Assessment will be done during the course. A group presentation of the solution.
Course material	Online on www.HiFive.be ; description of the company and case/game materials.
Literature	Principles of Marketing, Kotler/Armstrong Any Financial Management book www.HiFive.be/#hf-literature

Module title	7.25 E-commerce Module
Students	3 rd year Business Management and Entrepreneurship and Incoming Erasmus students
Description	E-commerce Module – comprises of 2 parts: The (e-)Marketing Plan 1.5 ECTS E-commerce in practice 1.5 ECTS If you want to follow this module you will have to follow both parts.
Course title	7.25.1 The (e-)Marketing Plan
Semester	Autumn & Spring
ECTS credits	1.5
Lecturer	Xavier Delcourt: Xavier@HiFive.be Join me on be.linkedin.com/in/xavierdelcourt
Course contents	You didn't follow Marketing courses in the past? This is the opportunity for non-Marketers to catch up during this Marketing Crash Course. We will bring you up to level with Marketing during these 3 days, with basic theory, practical business examples and exercises. The end goal of this course is to help you to understand how to write a marketing plan to prepare for the follow-up course "e-Commerce in practice" where you will execute this plan in real life. Here are some topics discussed during this course: • How to analyze the market? • Defining your strategy and objectives • Customer behavior • Products and services • Pricing strategies • Promotion and (e-)Marketing Communications with e-mail marketing tools • Measuring success with Analytics You will leave this course with your own (e-)Marketing Plan for a new business idea or an existing business to be executed during the e-Commerce in practice follow-up course (7.20.2). Check out Online Business Game (7.13.2), this courses is a great add-on to this introduction course.
Course objectives	To bring the participants up to speed with basic Marketing and e-Marketing concepts to be able to write a Marketing Plan.
Entry requirements	The participant need no prior knowledge of Marketing.
Teaching method	A maximum two groups of 25 students will participate to this course. Teaching methods are courses, role-play, exercises, cases, team work.
Assessment	Participation during the course, assignments during the course, final Marketing Plan to execute during te e-Commerce in practice course (7.20.2).
Course material	Online on www.HiFive.be
Literature	Principles of Marketing, Kotler/Armstrong The Marketing Plan Handbook, Marian Burk Wood Introduction to e-Commerce, Turban/King e-Commerce 2015, Laudon/Traver

	e-Business & e-Commerce Management, Dave Chaffey www.HiFive.be/#hf-literature
Course title	7.25.2 E-Commerce in practice
Semester	Autumn & Spring
ECTS credits	1.5
Lecturer	Xavier Delcourt: Xavier@HiFive.be Join me on be.linkedin.com/in/xavierdelcourt
Course contents	You have prepared a Marketing Plan during the (e-)Marketing Plan course at VIVES, you will use this plan during this course and execute it by developing your own e-Shop. You are a marketer or an entrepreneur and you want to start or you want to develop your business using a web shop and e-Marketing. You don't have ICT or programming experience; you don't want to waste time with technical issues. This seminar will show you how to set-up your business using e-Commerce and e-Marketing without need for extra computer knowledge. The participants will leave this course with a fully operational e-Shop, ready to start any business they want. e-Marketing tools will be set-up to support this effort. You will need to use your e-Marketing Plan prepared during the course "the (e-)Marketing Plan".
Course objectives	Understand how to set-up and how to develop an online business.
Entry requirements	The participants (two limited groups of 25 students) should have basic knowledge of Marketing (acquired during the (e-)Marketing Plan course. No computer or programming knowledge is necessary, other than being able to use a MS Windows Computer with MS Office and an internet browser.
Teaching method	Courses, practical exercises with online tool, cases.
Assessment	Participation/investment during the course, assignments during the course, you final e-Shop and direct marketing campaign.
Course material	Online on www.HiFive.be
Literature	Introduction to e-Commerce, Turban/King e-Commerce 2015, Laudon/Traver e-Business & e-Commerce Management, Dave Chaffey www.HiFive.be/#hf-literature

Module title	7.26 Doing Business Outside Europe Module
Students	3 rd year Business Management and Entrepreneurship and Incoming Erasmus students
Description	Doing Business Outside Europe Module – comprises of 5 courses: 1. Doing Business in Africa 1 ECTS 2. Introduction to Islamic Banking & Finance 1 ECTS 3. Doing Business in Pacific Asia 1 ECTS 4. Doing Business in Mexico 1 ECTS 5. Doing Business in China 1 ECTS

	If you want to follow this module you will have to take at least 3 ECTS credits. For example: <i>Doing Business in Africa, Doing Business in China, Doing Business in Pacific Asia</i> (3 ECTS credits).
Course title	7.26.1 Doing Business in Africa
Semester	Autumn & Spring
ECTS credits	1
Lecturer	Paul Nchu Ngang: nchungang@yahoo.com
Course contents	The World Bank says that “Africa could be on the brink of an economic take off, much like China was 30 years ago, and India 20 years ago”. Come and discover the other side of Africa.... Hot topics are: 1. Africa as an emerging market (continent) 2. The African Union history, politics, religion and socio-economic aspects. 3. Geographical-Linguistic demarcation of Africa • Business in Anglophone countries-English speaking • Business in Francophone countries-French speaking • Business in Lusaphone countries-Portuguese-Spanish speaking 4. Doing business in Africa business • Starting a business in Africa • Looking for local business partner in Africa • Regional Trade Blocs/Organisations • Opportunities & Benefits of doing business in Africa • Challenges & Difficulties of doing business in Africa • Ease of doing business countries • High/Low- profit & risk countries 5. Why Africa’s time is now 6. China in Africa (Feeding the dragon) 7. Cross culture business etiquette and communication in Africa • Cross culture communication in Africa • Business etiquette in Africa • Negotiating/Bargaining techniques (Getting what you want) • The Do’s and Don’ts /General tips 8. Emerging markets on spotlight Nigeria, South Africa, Equatorial Guinea, Angola, Cameroon. Government vision to improve its business environment: Equatorial Guinea Vision 2020, Kenya vision 2030, Cameroon vision 2035 9. Africa business toolkits for entrepreneurs, investors, expat workers & students. The roadmap of an Afripreneur.
Course objectives	The Africa Business programme is based on two angles: Business & Culture across Africa. By the end of the course: The students should be able to reflect on cultural diversity in the business world, in order to establish and develop easier cross-border and cross-cultural business relationships in Africa. The participants will also learn about the numerous business opportunities and forget to look at Africa as “a continent for volunteers and world-savers” because 7 out of the 10 fastest growing economies in the world today is found in Africa. Africa is the

	next big thing, business is exploding from right and left, so don't miss the boat because the opportunities are endless. The course will provides a broad introduction to key issues in the business environment including business policy, corporate governance, legal aspects, strategy, marketing and branding, services and management etc.
Entry requirements	None
Teaching method	Interactive lectures, discussion groups, videos to show the present day economic realities of Africa, case studies
Assessment	Participation Paper Presentation
Course material	Slides, hand outs + personal notes
Course title	7.26.2 Introduction to Islamic Banking & Finance
Semester	Spring
ECTS credits	1
Lecturer	Shiraz Moenne: smoenne@gmail.com
Course contents	Doing Business in the Middle –East • Strategic Framework • Looking at the religion & culture • Understanding the way of doing business in this region • Introduction to Islamic Finance
Course objectives	• Understand the business culture of the Middle-East • Learn basic difference(s) between Western Banking& Finance versus Islamic Banking & Finance methods in order to apply etc.
Entry requirements	None; It is necessary to bring your own laptop.
Teaching method	Lecture, discussion, cases.
Assessment	Participation during the course, small quiz at the end of the session.
Course material	Slides, hand outs + personal notes
Course title	7.26.3 Doing Business in Pacific Asia
Semester	Autumn
ECTS credits	1
Lecturer	Tasnim Moenne: tmoenne@yahoo.com
Course contents	• How to find the necessary information in order to do business in Pacific Asia. • How to assess the opportunity for exporting/trading with Pacific – Asia. • Understanding customer and cultural behaviours in Pacific – Asia. • Export marketing to Pacific-Asian countries. • Financing, taxes and legal considerations to Pacific – Asian countries. • Transport, logistics and infrastructure in Pacific – Asian countries
Course objectives	• Understand how to start doing business in Pacific Asian countries. • Learn how to deal with other cultures, build negotiation power during a meeting, how to prepare, how to manage, ...
Entry requirements	Basic skills of marketing, entrepreneurship and finance; It is necessary to bring your own laptop.
Teaching method	Lecture, discussion, cases.

Assessment	Participation during the course, small setup of a new product /division in one of the Pacific Asian countries.
Course material	Slides, hand outs + personal notes
Course title	7.26.4 Doing Business in Mexico
Semester	Spring
ECTS credits	1
Lecturer	Gabriela Kormancová: gabriela.kormancova@umb.sk
Course contents	1. Where does the Mexican economy stand today? 2. How to find the necessary information in order to do business in Mexico? 3. Foreign investments and trade opportunities in Mexico. 4. Starting a business in Mexico. 5. Opportunities and benefits of doing business in Mexico. 6. Challenges and difficulties of doing business in Mexico. 7. Trading across Mexican borders.
Course objectives	The students should be able to understand how to start doing business in Mexico, learn where to find crucial information about this country and be able to identify opportunities and challenges of doing business there.
Entry requirements	None
Teaching method	Interactive lectures, discussion, teamwork
Assessment	Active participation during the course, final team presentations
Course material	Slides, handouts + personal notes
Course title	7.26.5 Doing Business in China
Semester	Autumn & Spring
ECTS credits	1
Lecturer	Kristof Samoy: kristofsamoy@hotmail.com
Course contents	Introduction to doing Business in China is a 20 hour course where China is introduced from cultural, political and historical angles to give the students a better understanding of the country. There will also be a practical focus on how enter the Chinese market as a foreigner or foreign company. Course outline: Milestones in Chinese history that influence the Chinese way of thinking and doing business. Position of China in the world Current events: e.g.: Belt and Road Initiative, Trade War Economic situation in China Entering China as a foreigner: Setting up a business, selling on the Chinese market, Working conditions as a foreigner, limitations on doing business Case study in group The case studies will be at the end of the course for which the class will be divided in small groups and each group will present to the whole class how a Belgian company succeeded or failed in the Chinese market and the reasons why.
Course objectives	Give the students a better understanding of how modern China functions and how they can do business in China.
Entry requirements	None
Teaching method	The first classes will be traditional where topics will be introduced.

	The last part is case study where small groups prepare a short presentation to the whole group and where there is room for discussion after the presentation.
Assessment	Assessment will be done during the course and based on the group presentation.
Course material	At the end of each class, the content will be shared with the students.

Course title	7.27 Financial Analysis
Students	3 rd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	3
Lecturer	Annemie Boudrez: annemie.boudrez@vives.be
Course contents	• The Analysis Framework (profitability, liquidity, solvability, efficiency, the financial risk) • Elements and analyse of cash flow statements
Course objectives	The purposes of this course is • To understand the context in which financial analysis is conducted • to learn how to analyse financial statements and cash flow statements • To become familiar with all the commonly used techniques of financial analysis
Entry requirements	The course presupposes an (advanced) course in accounting. A limited group of 10 students.
Teaching method	Courses and real company cases (learning while doing).
Assessment	A written final exam is required for this course
Course material	Manual

Course title	7.28 Cost & Management Accounting
Students	3 rd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	4
Lecturer	José Antonio Clemente Almendros
Course contents	Introduction to management and cost accounting Cost accumulation for inventory valuation and profit measurement Information for decision-making Information for planning, control and performance measurement Strategic cost
Course objectives	The aim of this course is to explain the principles involved in designing and evaluating management and cost accounting information systems. Management accounting systems accumulate, classify, summarize and report information what will assist employees within an organization in their decision-making, planning, control and performance measurement activities.

	A cost accounting system is concerned with accumulating costs for inventory valuation to meet external financial accounting and internal monthly or quarterly profit measurement requirements. This course falls within both accounting techniques and management accounting
Teaching method	Lectures, cases, discussion group Theoretical background, numerical examples, and practical applications
Assessment	Participation during the course A written final exam is required for this course: multiple choice questions plus numerical exercises
Course material	Management and Cost accounting 9th Edition Colin Drury Cengage Learning PowerPoint Exercises and Business Cases

Course title	7.29 Labour and social protection from welfare state to private planning
Programme	3 rd year Business Management and Entrepreneurship and Incoming Erasmus students
Semester	Spring
ECTS credits	3
Lecturer	Gilbert Wertz: g.wertz@helmo.be
Course contents	1. Society: • Welfare state - demography • the individual's predicament • life choices - career planning 2. Social protection: • income-based allowance • universal allowance • Bismarck versus Beveridge 3. Social security: • retirement pension – risks coverage • “pay as you go” • Belgium versus United States 4. Employee pension scheme (I): • salary package – employee benefits • retirement, death-in-career, disability, medical care • pensioen formulae 5. Employee pension scheme (II): • defined benefit – defined contribution • integrated scheme • “cafeteria plan” – cash balance 6. Pension funding: • lump sum – annuities • actuarial cost methods • asset management 7. Industry based schemes:

	• blue collar – white collar • collective bargaining • ordinary pension – solidarity 8. Career planning: • vested rights - pension portability • xpatriates - staff mobility • international pooling 9. Fiscal status: • taxes & social contributions • tax-deductibility – benefits taxation • performing salary alternative
Course objectives	• to tackle the issue of individual life choices • to understand the public system of social protection (social security) • to examine private pension schemes • to discuss the relevance of various coverage solutions
Entry requirements	basic knowledge in economics and management a limited group of 25 students
Teaching method	short lectures, cases in work groups, individual assignments
Assessment	marking assignments and short presentations, tests on subjects
Course material	slideshows, texts, graphics, videos

Course title	7.30 Human Resources Management
Semester	Spring
ECTS credits	3
Lecturer	Gabor Csikos: csikos.gabor@outlook.com
Course contents	The course examines the main activities of Human Resources Management with a multicultural approach. Structure of course: 1. Essential basics of Intercultural Learning (Iceberg model and Hofstede) 2. Introduction and the organizational context of HRM 3. Recruitment and Selection 4. Performance Management 5. Motivation 6. Training and Development 7. Compensation 8. Debriefing and group discussion
Course objectives	• Learn how the main HRM activities can be adapted and customized according to the cultural environment of the company. • Understand how employees with different cultural background can be managed, motivated, trained and developed without intercultural problems.
Entry requirements	Basic knowledge of HRM
Teaching method	Courses, group work, case-studies
Assessment	Written assignment
Course material	Handouts

Course title	7.31 Event Planning
Students	Erasmus only
Semester	Autumn & Spring
ECTS credits	4
Lecturer	Sylvie Vanrenterghem: sylvie.vanrenterghem@vives.be
Course contents	- Introduction in the event landscape, events in a socio-economic framework, objectives / targets & target markets - project planning / project management - concept & format development, pitching - creativity & brainstorming techniques, trendwatching etc. - organisational skills - communication & promotion of events - introduction to event logistics, event catering, event budgeting, event insurances, licenses and security measures, ict-tools for the event manager
Course objectives	After this course, the student will be able to set up an event, taking care of all its organizational aspects
Entry requirements	None
Teaching method	Interactive colleges and workshops
Assessment	1 Participation in exercises and presentations during the classes will be assessed, so presence is required at all times 2 Paper (assignment on http://toledo.vives.be) 3 participation in an event
Course material	Coursebook and materials via http://toledo.vives.be

Course title	7.32 Event Marketing
Semester	Spring
ECTS credits	3
Lecturer	Sylvie.Vanrenterghem: sylvie.vanrenterghem@vives.be
Course contents	Event Marketing is an ambiguous term and therefore this course focuses on two approaches: 1: event marketing as a live communication tool: how can experiences be implemented in a corporate event marketing strategy to create brand activation: - what is the role of event marketing in a corporate marketing strategy, - how do you develop an event marketing strategy, - how will you implement your event marketing project (PDCA), - how will you measure the ROI; 2: event marketing as the strategy to market experiences: - how do you position your event in the market (4 P's, Boston, Ansoff, consumer behaviour), - how do you develop a business plan for your event, balancing revenues and expenses.
Course objectives	The student learns how to implement event marketing in a corporate marketing strategy and can develop a business plan for an event.
Entry requirements	The student needs to have basic marketing skills
Teaching method	Lectures, cases, assignments...
Assessment	Assignments
Course material	Materials will be available on http://toledo.vives.be

Course title	7.33 Concert Management
Students	Erasmus only
Semester	Spring
ECTS credits	3
Lecturer	Sylvie.Vanrenterghem: sylvie.vanrenterghem@vives.be
Course contents	In this course, you learn to run a concert club by playing a business game. You should develop a strategy and take decisions accordingly on the artistic level by programming the right concerts for your target market. You need to take the right marketing decisions to promote your concert effectively and efficiently. Next to that, you need to keep your visitors happy by supplying the right stock, you need to keep your team happy by maintaining a good roster and you need to keep the authorities happy if you want them to keep funding you. Because in the end of course, the budgeting needs to make sense.
Course objectives	The student learns how to run and manage an artistic organisation. The student learns how to look for funding, how to develop a sponsoring strategy, how to budget.
Entry requirements	The student needs to have basic marketing skills.
Teaching method	Online business game, cases, assignments...
Assessment	Assignments
Course material	Materials will be available on http://toledo.vives.be and the platform of the game.

Course title	7.34 City marketing
Students	Erasmus only
Semester	Spring
ECTS credits	3
Lecturer	
Course contents	
Course objectives	
Entry requirements	
Teaching method	
Assessment	
Course material	

Course title	7.35 Dutch as a foreign language
Semester	Autumn & Spring
ECTS credits	6 (one year)
Lecturer	Teachers from cvo MIRAS Responsible person: Hermine Schouteten hermine.schouteten@gmail.com
Type of course unit	Dutch can be taken at all levels, from elementary level up to specialised level.
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	-
Teaching method	Written and continuous assessment about oral skills
Assessment	Course +hand outs
Course material	

Course title	7.36 Language Courses: French, German, Spanish, Italian
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, German, Spanish, Italian.
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
Course material	

Course title	7.37 Assistant de langue française
Semester	Automne & Printemps
ECTS credits	3
Professeurs	• Lannoo Dominique (responsable) dominique.lannoo@vives.be • Coghe Frederik • De Baets Frederik • Derolez Bart • De Winter Kathleen • Goudeseune Annelies • Coene Carine
Contenu du cours	Les étudiants participent à au moins 20 cours de français pour converser avec les étudiants flamands. Les activités sont multiples: jeux de rôles, débats, interviews, conversations téléphoniques, ... Les étudiants font également quelques tâches par écrit, liées aux cours de conversation en guise de préparation. Vu qu'ils assistent aux cours de différents professeurs, il est nécessaire de bien planifier les cours.
Objectifs du cours	Echanges culturelle et linguistique
Condition préalable	(Avoir le français comme langue maternelle) locuteur francophone natif
Méthode d'apprentissage	Apprentissage coopératif
Communication	Par e-mail
Evaluation	D'une part les étudiants seront évalués sur base de leur participation aux cours; ils sont censés aider et encourager les étudiants flamands

	à parler le français. D'autre part, ils seront évalués sur base des tâches écrites. La présence aux 20 heures planifiés est impérative.
Inscription	Max. de 15 étudiants
Matériaux de cours	Copies

Course title	7.38 Native Language Assistant: Spanish
Semester	Primavera
ECTS credits	3
Profesores	- De Baets Frederik (responsable): frederik.debaets@vives.be - Coene Carine - Coghe Frederik - De Winter Kathleen - Van Iseghem Delphine
Contenido del curso	Los estudiantes participan a al menos 15 clases de lengua española para conversar con los estudiantes flamencos. Las actividades son múltiples: juegos de roles, debates, entrevistas, simulaciones de conversaciones telefónicas, etc. Los estudiantes tendrán que hacer también algunas tareas por escrito, en relación con las clases de conversación. Como asisten a clases de diferentes profesores (a horas distintas), será necesario planificar bien las clases.
Objetivos del curso	Intercambio cultural y lingüístico
Condiciones previas	Tener el español como lengua materna
Método de aprendizaje	Aprendizaje cooperativo
Evaluación	Por una parte, la evaluación de los estudiantes se basa en su participación en las clases. Deben ayudar y estimular a los estudiantes flamencos a hablar español. Por otra parte, se evaluarán también las tareas escritas.
Materiales del curso	Fotocopias

Course title	7.39 Native Language Assistant: German
Semester	Wintersemester & Sommersemester
ECTS credits	3
Dozenten	- Larmuseau Stijn: stijn.larmuseau@vives.be - Maes Ils - Wastyn Ria
Kursinhalt	Die Studenten nehmen an mindestens 15 Terminen teil und reden mit den belgischen Studenten im Unterricht. Es gibt verschiedene Aktivitäten: Rollenspiele, Debatten, Interviews, Simulationen von Telefongesprächen, usw. Die Studenten sollen auch einige schriftliche Aufgaben machen, die mit den Sprechübungen zu tun haben. Weil die Studenten an mehreren Terminen bei verschiedenen Dozenten teilnehmen (zu unterschiedlichen Uhrzeiten), ist es notwendig, die Termine gut zu planen.
Kursziele	Soziokultureller und linguistischer Austausch
Voraussetzungen	Muttersprache: Deutsch
Lernmethode	Partnerschaftliches Lernen

Bewertung	Einerseits wird die aktive Teilnahme am Seminar bewertet. Die deutschen Studenten sollen den belgischen Studenten helfen und sie motivieren, Deutsch zu sprechen. Andererseits werden auch die schriftlichen Aufgaben bewertet.
Kursunterlagen	Arbeitsblätter

Course title	7.40 Native Language Assistant: English
Semester	Autumn & Spring
ECTS credits	3
Lecturers	Lynn Tanghe: lynn.tanghe@vives.be An Ostyn, Leen Baelde, Stijn Larmuseau, Leen Dufraimont, Sophie Charles, Pieter van Haute, Ilse Wyffels, Gwendolyn Rogge
Course contents	Students participate in 20 hours of English classes during which they engage in conversations with the Flemish students. They will be involved in various kinds of activities such as role play, discussions, interviews, phone conversations, etc. The students can also have some written assignments, related to the speaking exercises. As the students will be assisting in different classes with several colleagues, careful planning of and communication about these sessions is essential. Good communication and initiative by the students with the colleagues is therefore necessary.
Course objectives	Cultural and linguistic exchange
Entry requirements	English as mother tongue
Teaching method	Cooperative learning
Assessment	The grade the students receive will be based mainly on their active participation in class and possible preparation when required. They are expected to help the Flemish students and encourage them to speak English. Apart from the class activity, also the communication with the lecturers preceding the classes can be taken into account.
Course material	Possibly files/links provided by the colleagues or students

Course title	7.41 Procurement
Students	Erasmus students with Belgian students Automotove Management and Logistics
Semester	Autumn
ECTS credits	4
Lecturer	Pol Toye pol.toye@vives.be
Course contents	Introduction (field exploration and procurement management process), procurement strategy, procurement planning and implementation. For a detailed table of contents, see the syllabus at the front.
Course objectives	The Bachelor of Business Management has insight into contextual business and organisational processes and their mutual coherence

	and can apply this insight in a broad, globalised and changing context. The Bachelor BM actively supports various actors in realising the (strategic) objectives of a company or organisation. The Bachelor BM demonstrates entrepreneurial spirit, works independently, systematically and accurately, and acts in a solution-oriented and innovative way to optimise context-related business and organisational processes. The Bachelor of BM acts in a customer and service oriented way and independently builds up networks and contacts with various stakeholders.
Entry requirements	The course Procurement has exactly the same content as the first 3 parts of the course Supply chain management. So, there is no reason to take both courses. <u>Erasmus students can only take one of these two courses.</u>
Teaching method	Combination of lectures with activating forms of work, cases, exercises, individual and/or group assignments and self-study.
Assessment	Oral examination during the examination period Form of evaluation: oral exam Types of questions: open questions Allowed material: calculator Comment: Examinations at the end of the semester: oral examination (± 12' per student) with written preparation (± 20' per student). The exam is a combination of overview questions (insight into the greater whole), exercises (ability to apply) and detailed questions. The emphasis is on insight rather than to pure memory work. The student should be able to define concepts rather than reproduce literal definitions.
Course material	Syllabus Procurement, Pol Toye, Acco ISBN 9789463448208

Module title	7.42 Business Entrepreneurship Module
Students	Erasmus only
Description	Business Entrepreneurship Module – comprises of 2 courses: Business development 2 ECTS Online Business game 2 ECTS If you want to follow this module you will have to follow both courses.
Course title	7.42.1 Business development
Semester	Autumn & Spring
ECTS credits	2
Lecturer	Jos van Erp erp@decip.nl

Course contents	• Defining the product(s) or service(s) • Defining market(s) and specific characteristics • Benchmarking • Defining Unique Selling Points • Describing SWOT analysis • Long term planning in a strategic business plan • Presentation Skills • Short term planning in an operational business plan • Teamwork • Defending the decision of the (management) team • Writing a structured report • Presenting the report • Improving the original concept based on remarks of students and teacher
Course objectives	How to transform a (business) dream into reality following a structured path?
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 the step by step birth of a business plan 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 and report
Course material	Will be distributed in class
Course title	7.42.2 Online Business Game
Semester	Autumn & Spring
ECTS credits	2
Lecturer	Xavier Delcourt: Xavier@HiFive.be Join me on be.linkedin.com/in/xavierdelcourt
Course contents	This online Business Game is a fun way to learn about developing a new Business in a competitive market. You will compete with your team online against other VIVES students. In this game you will gain tremendous business experience by making real business decisions. You will manage brand designs, pricing, advertising, distribution, logistics, human resources, promotion, out of stock issues, cost per unit, stock price, loans and profitability. To be a winner, one must deliver both customer value and lots of profit. A Balanced Scorecard will be used to measure the firm's performance and your final performance.
Course objectives	The participants will have the opportunity to run a “real company” in a virtual world, competing against “real” competitors, using a state of the art online software platform. This is a onetime opportunity for you to practice all the theoretical knowledge (marketing, marcom, management, sales, finance, logistics, e-commerce and work in teams) you have gathered during your studies.
Entry requirements	The participant should have knowledge of Marketing, financial management and management basics.
Teaching method	A maximum of 25 students organised in 5 teams will compete against each other using an online Business Game platform available from any internet browser.
Assessment	Participation during the course, assignments during the course, team work, final balanced scorecard results.

Course material	Online on www.HiFive.be
Literature	The Management of Strategy, Cadotte Fundamentals of Strategy, Gerry Johnson International Marketing, Gerald Albaum www.HiFive.be/#hf-literature

Course title	7.43 Global Issues and Focus on Flanders & Europe
Students	Erasmus only
Semester	Autumn & Spring
ECTS credits	5
Lecturer	Guest lecturers Responsible: Eveline Leroy: eveline.leroy@vives.be
Course contents	A weekly course at VIVES-level involving Erasmus students (IN-OUT) and Flemish students on themes like globalisation, 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.
Course objectives	To be able to think and discuss about global issues. To work together with different nationalities.
Entry requirements	None
Teaching method	Courses + discussion
Assessment	Papers of 2/3 pages on few topics taught by guest lecturers. The students of each country make a presentation during one of the lessons.
Course material	Hand outs of the guest lecturers

Course title	7.44 Introduction to finances
Students	Erasmus students only
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Zoltan Rapp: zoltanrapp@yahoo.co.uk
Course contents	1. The financial crisis. Where are we? 2. The role of the EU, the central banks, the governments. Budgets, austerity measures. 3. The risk for the young's. 4. Exchange rate charts. Assessing future trends – a game. 5. Debate on what to do. 6. Players of the financial markets and the risks they take/face/suffer. The risk behind the curtain – Film: Inside Job
Course objectives	To introduce the basic financial terms, institutions, to understand the creation and circulation of money in the economy and to have insight to financial scandals. The course offers a unique opportunity to

	compare different investment tools. Gives a hint to plan for your future.
Entry requirements	English both oral and written skills, Macro Economics a limited group of 20 students
Teaching method	Some interest in financials. Activities of students in groups, lectures with students' interaction (presentations, opening views, etc.) and students reading background material.
Assessment	During the course there will be 3 brief tests (w/o prior notice) at the end of the lecture (max. 10 minutes each) with 3-4 key terms from previous lectures/web materials to explain. End of term test will be on Friday at the end of the teaching week (app. 60 minutes). Four presentations are expected (PowerPoint, max 10 minutes each). Final mark will be formed: • Presentations 25% • Brief tests 25% End of Term test 50%
Course material	The scope and nature of the course requires regular reading, learning. During the lectures the key terms will be mentioned and explained. A special hand-out will be available each day with key terms and the relevant web addresses. Under these addresses you will find the compulsory texts, containing a brief explanation of the problem. Further reading materials will be indicated, which can help understanding.

Course title	7.45 Introduction to financial crisis
Students	Erasmus students only
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Orkun Saka: orkun.saka.1@cass.city.ac.uk
Course contents	This course explores the reasons behind economic bubbles and crashes since the Great Depression and considers the different responses of governments and central banks to these fluctuations. This is an ideal course for anyone who wants to learn about economic theory and philosophy, bubbles and crashes, research on financial crises, and the policy responses and moral issues. We will use a broad range of theories and empirical tools to critically evaluate, compare and judge which theories provide answers to the phenomena that constitute our economies.
Course objectives	• Understand the various mechanisms through which price bubbles may arise in the financial markets. • Describe, explain and illustrate the several theories of exchange rate crises. • Discuss the fragility of modern banking systems and the concept of bank runs. • Understand the concepts of financial contagion and systemic risk and how they apply to different parts of the financial system. • Discuss the logic behind monetary unions (such as Eurozone) and how incomplete unions may increase the risk of sovereign debt crises for its members.

	Derive policy implications for governments and central banks in order to prevent, stop or at least minimize the damage caused by financial crises.
Entry requirements	Introductory level of finance and economics.
Teaching method	Lectures, cases.
Assessment	Participation during the course and an essay assignment at the end of the course.
Course material	The tentative textbook: Manias, Panics and Crashes: A History of Financial Crises by Charles P. Kindleberger and Robert Z. Aliber (2011). Other materials will be distributed online.

Course title	7.46 Internship
Semester	Autumn & Spring
ECTS credits	20 – full semester
Mentors	Mr. Johan Cottyn, Mrs Anna Szermuszyzn, Ms Emma Braekman
Internship contents	You'll assist our coordinators in picking up our incoming ERASMUS students and helping them settle in. You'll work on the internal documents of incoming and outgoing students. You'll arrange the class schedule and student lists for all courses You'll help our teachers communicate with their students. You'll be in the organizing team of the student trips to Paris, Amsterdam and London. You'll assist us on various events, such as International Staff WeekInsight
Course objectives	To improve the working skills
Entry requirements	You are currently studying in one of our partner universities. It's a great plus if you are a former ERASMUS student at our university. You have excellent communication skills and can speak English fluently MS Office is part of your daily routine Openness, flexibility and enthusiasm describe your personality well You have self-initiative and don't need someone to stand over to make sure you get the job done.
Teaching method	Mentoring
Assessment	Continuous evaluation
Semester	Autumn and Spring