

2nd BACHELOR OF BUSINESS MANAGEMENT
WITH A MAJOR IN MARKETING
2016-2017

DRAFT DESCRIPTION OF THE COURSE MODULES
24.06.2016

Modules 2nd Bachelor year Business Management	SP	NT VT	sem1	sem 2
BUSINESS ORIENTATION				
Business Ethics				
Business Ethics (Erica Lutes/Chris Yeager)	3		20	
BUSINESS COMMUNICATION				
Business Communication and reporting techniques¹		NT		
Business Communication and reporting techniques (David Zaruk)	4		20	24
English Communication advanced 2		NT		
English Communication advanced 2.1 (FHT)	3		20	
English Communication advanced 2.2 (FHT)	2			24
LANGUAGE OPTION²				
French Communication advanced 2 (keuze 1)		SS		
French Communication advanced 2	5		40	
Intensive French 2 Beginners level (Elective 1)		SS		
Intensive French 2 (Elective)(FHT)	5		40	
Intensive French 2 Intermediate level (elective 1)		SS		
Intensive French 2 (Elective)(FHT)	5		40	
Intensive Spanish 2 (elective 1)		SS		
Intensive Spanish 2 (Hilde Deschryver)	5		40	
INFORMATION MANAGEMENT				
ICT en Marketing				
Business Applications ()	3			34
Business Intelligence (Alea Fairchild)	3			34
MARKETING ANALYSIS				
Consumer behaviour & Statistics for market research 1				
Consumer behaviour (Chris Yeager)	3			24
Statistics for market research 1(Chris Yeager)	3			24
MARKETING MANAGEMENT				
Marketing planning and marketingmix strategies		NT SS		
Marketing planning and marketing mix strategies (Igor Nowé)	4			34
Marketing communication & Digital marketing				
Marketing communication (David Zaruk)	4		30	
Digital marketing (Philip Weiss)	3		30	
COMMERCIAL MANAGEMENT				
Commercial budgeting en Accountmanagement				
Commercial budgeting (Alea Fairchild)	2		16	
Accountmanagement (Chris Yeager)	3			24
ELECTIVE MODULE³				
Legal issues of commercial topics (Elective 2)				
Legal issues of commercial topics(Stefanie Gardner)	3			24
LEARNING@WORK AND ENTREPRENEURSHIP				
Exploring the world of business 2		NT SS		
In company training (Frank Billingsley)	4		12	
Seminars (David Zaruk)	2			
Business project (Chris Yeager & David Zaruk)	2			
Project management en marketingproject		NT SS		
Projectmanagement and marketingproject (Jaak Neyns)	4		16 + blended + begeleiding	
ELECTIVE MODULE³				
Innovation and the young entrepreneur (Elective 2)				
Innovation and the young entrepreneur (Raf Verbruggen)	3			27

Competencies of a Bachelor in Business Management with a Major in Marketing

Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently

- 1.1 analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies
- 1.2 drafts, motivates and follows-up a marketing budget.
- 1.3 Interprets financial ratios, costing and the annual accounts and words an advice in order to prepare short and long term management decisions.
- 1.4 converts an opportunity into a project and to write, present and answer for a simple business plan.
- 1.5 identifies problems of a legal nature and contributes to a solution.
- 1.6 words an advice in order to prepare and conclude commercial transactions.

Competency 2: Leaving from his own area of specialization the graduate develops and maintains good relationships with all stakeholders

- 2.1 undertake actions in order to make professional contacts with stakeholders
- 2.2 undertakes actions in order to develop professional contacts with stakeholders

Competency 3: the graduate handles internal and external oral and written communications in three languages

- 3.1 understands and interprets oral messages
- 3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.
- 3.3 holds a conversation about both general socio-economic as well as professional issues.
- 3.4 interprets and assesses business sources, messages or instructions correctly.
- 3.5 writes informative and convincing texts adapting the style to the audience and combining different media.
- 3.6 writes internal and external correspondence and uses an appropriate format

Competency 4: The graduate can work in an international/intercultural environment

- 4.1 assesses the impact of relevant international organizations on professional activities
- 4.2 assesses the impact of regional, national, international and intercultural issues on business processes.

Competency 14: The graduate is able to analyze the logistics sector, the supply-chain and the business environment and to define the influence of environmental factors on company operations

- 14.1 gathers and assesses information on the logistics sector or processes as well as on the supply-chain and the procurement processes
- 14.2 understands the logistics sector and processes, the supply-chain and the procurement processes
- 14.3 determines the influence of supply-chain management on business operations, the supply chain and the procurement processes

Competency 15 The graduate can organize and manage the (international) flow of goods along with the corresponding flow of information and documents

- 15.1 implements and optimizes warehousing systems
- 15.2 defines and adjusts warehousing policies
- 15.3 assists when drafting a production plan.
- 15.4 defines and adjusts the transport management systems
- 15.5 defines, helps to introduce and adjust an adequate distribution system.
- 15.6 exchanges relevant logistics data with all stakeholders using the required format taking into account the total information flow.
- 15.7 coordinates the logistical processes (creates production orders, drafts documents) applying the appropriate ICT tools.

Competency 16: The graduate analyzes the market and words conclusions

- 16.1: delivers a customer analysis and/or a vendor rating and/or carries out and interprets a competitor analysis.
- 16.2: analyzes and interprets the macro-environment.

Competency 17: The graduate words advice interpreting the data derived from market research

- 17.1: prepares and/or carries out (parts of) a market research
- 17.2: interprets the outcomes of a market research, gives advice and reports to the management

Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies

- 18.1: determines segments, target groups and defines position.
- 18.2: takes decisions about products, services and assortment
- 18.3: takes decisions about distribution channels.
- 18.4: assesses communication tools and the communication mix
- 18.5: (helps) to develop a communication tool
- 18.6: drafts an integrated communication plan and follows-up
- 18.7: prepares decision making relating to pricing policy.
- 18.8: drafts a marketing plan integrating strategic elements such as product, services, distribution, communication and pricing.
- 18.9: determines and/or interprets data and trends relating to marketing

Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy

- 19.1 prepares and/or delivers a sales pitch taking into account the specific customer profile
- 19.2 has a sound understanding of a customer database.
- 19.3 analyses a simple CRM-database and draws conclusions.
- 19.4 prepares and answers for an (internal and external) account plan.
- 19.5 contributes to an integrated commercial plan.
- 19.6 understands the main keys to lead a sales team successfully
- 19.7 calculates and analyzes commercial data

Course title: BUSINESS ETHICS			
Number of credits : 3	Language of Instruction English	Number of contact hours 20	Semester 1
ECTS-file completed by Erica Lutes	Status: compulsory	Lecturer 1 Erica Lutes	

Competencies

Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently

1.1 analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies

Competency 3: the graduate handles internal and external oral and written communications in three languages

3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.

3.3 holds a conversation about both general socio-economic as well as professional issues.

3.4 interprets and assesses business sources, messages or instructions correctly.

3.5 writes informative and convincing texts adapting the style to the audience and combining different media.

Competency 4: The graduate can work in an international/intercultural environment

4.2 assesses the impact of regional, national, international and intercultural issues on business processes.

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations

Specific requirement and prerequisites: none

Course Rationale

The decline in business ethics, from CEOs to consumers, is no surprise. From large corporations, all the way down to the individual, ethics can make or break reputations, livelihoods and even communities. Increasing globalization and competition means ethical behavior might come short of priorities during countless interactions and commercial transactions. As the globalization of business and practices combine at accelerated rates, personal ethics and corporate-level ethics will make all the difference. The cost to individuals, groups, and businesses for deceit and corruption is staggering. This course looks at business ethics, including: its foundation, theories, and applications in light of past and modern trends. It aims to improve the moral awareness of current and future business professionals by developing the understanding of ethics and by applying it to a range of business dilemmas. An interdisciplinary approach based on philosophy, sociology and psychology will be used to understand persons, organizations and their moral responsibilities and rights whereby students are equipped to discuss and justify ethical decisions.

Course contents

Section A

Part One: Course Introduction & Overview

1. A definition of Business Ethics
2. Review of Ethics of Philosophy

Section B

Part Two: Prescriptive or Philosophical Ethics

1. How do I know what is right?
2. Case Studies

Section C

Part Three: Behavioural Ethics

1. Why do people do things that are virtuous or unethical?
2. Case studies (Using social science research to help us understand)

Section D**Part Four: Leadership Ethics**

1. How do I lead my organization to be ethical?
2. Casestudies

Section E**Part Five: Compliance or Regulatory Ethics**

1. What are the rules I need to know about in terms of laws/regulations?
2. Case Studies

Part Six: Conclusions and group presentations

1. Business Ethics Going Forward
2. Final Presentations

This schedule may change during the semester to reflect the needs of the class. These changes may include the order of lectures, as well as adding or removing assignments. You will be notified promptly about any changes by an announcement in class and by e-mail.

Course material

<https://cb.hbsp.harvard.edu/cbmp/product/BH665-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/ES1621-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/511050-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/R1104C-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/313075-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/W94C15-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/TB0245-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/314055-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/BH721-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/INS959-PDF-ENG>
<https://cb.hbsp.harvard.edu/cbmp/product/INS519-PDF-ENG>

Teaching methods and assignments

Mainly learner-centred, interactive sessions, involving lots of hands-on spoken and written practice, group work as well as self and mutual critique

Assessment

GENERAL GUIDELINES

- Your presence during class is required. Class will be a mixture of lecturing and discussions. Participation in class discussions is mandatory. No cell phones are allowed in class.
- Any absence (without doctor's note or other documents) during tests and assignments leads to 'no-score' for this course
- Assignments turned in past the deadline date will not be accepted
- Absence with doctor's note for other acceptable reasons (during more than 2 tests or assignments) leads to extra assignment(s) at the exam

1st exam period:

1. Modes of assessment:
2. Question format:

ASSIGNMENTS AND GRADING

TYPE	ASSIGNMENT	POINTS
CLASS PARTICIPATION	Discussion	30
HOMEWORK	Reading	40
TEAM	Project & Collaboration	30
FINAL	Report	40

Papers that are handed in after the instructor's deadline result in a no-score and a 'fail' for the module.

3rd exam period:

1. Formal written exam

Course title: BUSINESS COMMUNICATION AND REPORTING TECHNIQUES			
Number of credits : 4	Language of Instruction English	Number of contact hours 44 (20 +24)	Semester 1 + 2
ECTS-file completed by Dr. David Zaruk	Status: compulsory	Lecturer 1 David Zaruk	

Competencies and Key Objectives

Competency 3: the graduate handles internal and external oral and written communications in three languages

3.2 writes reports and phrases a message, a personal opinion or point of view, integrating business information and numerical data.

3.4 interprets and assesses business sources, messages or instructions correctly.

3.5 writes informative and convincing texts adapting the style to the audience and combining different media.

Admission Requirements

Compulsory course for second year BBM students

Students should have passed the module Dutch Communication and Academic writing

Course rationale

This course module comes under the learning path 'Business Communication Languages & ICT' In the business world, being able to communicate a message to others is essential. Managers need to present their ideas in the form of reports, presentations, speeches and letters/emails. All of these elements both theoretical (analyses) and practical (implementation) aspects.

This course continues on the process of developing clear communications channels established in the Year 1 Academic Writing course. Part technical, part analytical, part philosophical, the goal of this course is to cement a student's ability to assess, critically analyse, develop a position into an argument and deliver it clearly as a message to a pre-defined audience. In the second semester, focus will be on the process of developing a research plan and using particular tools to produce a clear research paper (surveys, assessments, analyses, benchmarking...). By the end of the course, students will be able to conduct an analysis and present a market analysis research report.

Content

Lectures will include the following themes (spread over different lectures)

1. Review of central themes from first year's course: Academic Writing
2. How to research
3. Developing and structuring your ideas
4. How to transform your written work into presentations
5. Speeches and presentations (practical exercises)
6. Writing for business needs (memos, emails, minutes)
7. Benchmarking skills – how to develop ideas
8. Research tools (conducting qualitative and quantitative surveys, analyses ...)
9. Research reporting tools
10. Preparing a market analysis research report

Course material

Each module will contain a selection of on-line source materials. There will be an even balance between theoretical analyses and practical implementation.

Teaching methods and assignments

Sessions will include a balance of lectures, discussions and working sessions. The students are expected to apply the lessons through a series of assignments which will be corrected by and discussed with the professor. In the second half of the course, the students will prepare a research project and produce a market analysis report.

Assesment

As a writing course, the students will work throughout the year (there will be no exams). Permanent assessment is really essential in this course. Hence active participation during the contact hours and willingness to perform a lot of autonomous work is a prerequisite to meet the requirements of this course. Apart from the work you have to do during the contact hours you will also work autonomously for at least 50 hours.

In the first half of the year, students will present three different written/research projects and one presentation and will be graded accordingly (4 X 10%). The market analysis report in the second half of the year (and implementing research tools leading up to it) will be worth 40%.

Participation and attendance will be worth 10% for each half of the course.

Papers that are handed in after the instructor's deadline result in a no-score and a 'fail' for the module.

Course title : ENGLISH COMMUNICATION ADVANCED			
Unit : English communication advanced 2.1			
Unit : English communication advanced 2.2			
Number of credits: 3 +2	Language of Instruction English	Number of contact hours 20+24	Semester 1 + 2
ECTS-file completed by	Status: compulsory	Lecturer 1 FHT	

Competencies
<p>Competency 3: Can support and manage internal and external oral and written communications in at least three languages</p> <p>3.1 understands and interprets oral messages (advanced) 3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data. (advanced) 3.3 Speaks about general socio-economic as well as professional issues. (advanced) 3.4 interprets and assesses business sources, messages or instructions correctly. (advanced) 3.5 writes informative and convincing texts adapting the style to the audience and combining different media. (advanced) 3.6 writes internal and external professional correspondence in an appropriate way (advanced)</p> <p>Competency 4: The graduate can work in an international / intercultural environment</p> <p>4.2 assesses the impact of regional, national, international and intercultural issues on business processes.</p>

Admission Requirements
<p>General admission requirements and prerequisites: check the education and examination regulations Specific requirements and prerequisites: Starters' level: All students need to pass an English proficiency test. Either they hold a Toefl or IELTS certificate (IELTS 6.5 – Toefl 79/120), or they pass the E&EFAS test organized by KU Leuven. Native Dutch speakers have to register for an advisory orientation test. Common European Framework of Reference (CEFR): All students should have a B2 level at minimum on starting this course.</p>

Course Rationale
<p>Being able to communicate in English, both verbally and in writing, has become essential in today's global market place. This course aims to equip students with the necessary skills and competencies to communicate successfully in English in a multicultural business environment.</p>

Course contents

The course will address:

- **Linguistic competence:** vocabulary, fluency (incl. intonation and pronunciation), functional language and relevant paralinguistic features.
 - *Business-specific language:* Addressing team dynamics, management styles, employability, key strategic issues, market intelligence, etc.
 - *Formal and informal registers:* including the finer points of business etiquette, both in meeting face-to-face and in writing.
 - *Functional language:* Making an argument and persuading; holding one's own in meetings; negotiating; dealing with disagreement or sensitive issues in a professional way; networking in an intercultural setting; powerful speeches and presentations, etc.
- **Communicative competence:** Ability to adapt to a given communicative context while keeping one's agenda in mind. Being able to sense an audience: intercultural awareness, diversity awareness, awareness of the powers at play, ability to tune into your audience's business culture and adopt an appropriate communication register. Thinking on one's feet in business interactions.
- **Writing and speaking skills:** powerful business communication: memos and reports, online writing, presentations and speeches, networking and socializing.

Course material

The following books will be used:

Bill Mascull: Business Vocabulary in Use Advanced, Cambridge University Press, ISBN 978-0-521-74940-4

Bob Dignen: Communicating Across Cultures, Cambridge University Press, ISBN 978-0-521-18198-3

Recommended for self-study (available in the library):

John Seely: Oxford Guide to Effective Writing and Speaking, Oxford University Press, ISBN 978-0-19-965270-9

Throughout the course, students are encouraged to use a monolingual dictionary, such as the Compact Oxford English Dictionary and its online version (free):

<http://www.oxforddictionaries.com>. Less advanced students can use the Collins COBUILD Advanced Learner's Dictionary, or its online version (free):

<http://www.collinsdictionary.com/dictionary/english-cobuild-learners>.

Students should regularly check the learning platform Toledo and their Odisee email for all necessary information (authentic material, slides, exercises, dates of tests, etc).

Teaching methods and assignments

Mainly learner-centred, interactive sessions, involving lots of hands-on spoken and written practice, group work as well as self and mutual critique.

Frequent oral and written tasks, such as short presentations, written briefs and emails.

Students are expected to attend classes regularly and participate actively in group work (see continuous assessment, below). **If they miss a class, students are asked to catch up by checking the Toledo platform and their Odisee email.**

Assessment

1st exam period

Type: Practice test, namely (written) short report, comment or opinion piece + (oral) presentation.

1) Mode of Assessment:

- Continuous assessment throughout the course: 30 points (participation, delivery of written tasks and short presentations).
- Oral exam: 30 points
- Written exam: 40 points

2) **Question format:** multiple choice and open questions.

3) **Additional learning materials that can be used:** A compact English (monolingual) dictionary.

3rd exam period

Type: Practice test, e.g. Write a short report, comment or opinion piece; Make a presentation.

1) Mode of Assessment:

- Oral exam: 40 points
- Written exam: 60 points

2) **Presentation of questions:** multiple choice and open questions.

3) **Learning materials to be used:** None.

Course title: FRENCH COMMUNICATION ADVANCED 2			
Number of credits : 5	Language of Instruction English	Number of contact hours 40	Semester 1
	Status: Elective	Lecturer 1 Oelbrandt/Vantichelen	

Competencies

Competency 3: the graduate handles internal and external oral and written communications in three languages

- 3.1 understands and interprets oral messages (intermediate)
- 3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data. (intermediate)
- 3.3 holds a conversation about both general socio-economic as well as professional issues. (intermediate)
- 3.4 interprets and assesses business sources, messages or instructions correctly. (starter)
- 3.5 writes informative and convincing texts adapting the style to the audience and combining different media. (intermediate)
- 3.6 writes internal and external correspondence and uses an appropriate format (intermediate)

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations
 Specific requirement and prerequisites: Only students with prior fluent knowledge of French can enter at this level. Students need to have passed the French communication advanced 1 module in order to enroll for this module.

Course Rationale

The module is primary designed to provide students staff with instruction in advanced oral and written communication skills, and courses in inter-cultural knowledge of the French business environment. In discussions and readings, we focus on business vocabulary, situations, and on analysis of economic and financial materials. The curriculum is designed by the professor to enhance the students' awareness of and adaptability to a French business environment. Courses are conducted entirely in French and emphasize conversation, oral presentations and phonetic skills.

Course contents

- Affaires.com : Acteurs économiques, créateurs d'entreprise, ressources humaines, marketing, correspondance professionnelle, résultats et tendances.
- Grammaire : accord du participe passé, emploi des modes (indicatif-subjonctif-conditionnel), accord du verbe avec le sujet, les verbes impersonnels, le participe présent et l'adjectif verbal, les semi-auxiliaires.

- Correspondance professionnelle : la lettre professionnelle – le courrier électronique – l'offre – la commande – l'accusé de réception de la commande – l'avis d'expédition des marchandises

Various chapters have to be studied autonomously:

- Lexique didactique du français des affaires avec exercices (chapitres 1, 2, 7, 8 et 9)
- Le français du monde du travail (chapitres 1, 4, 6 et 9)

Course material

The following books will be used:

- P. Dumont,- Lexique didactique du français des affaires .- Acco ISBN: 9789033449079
- J-L. PENFORNIS, Affaires.com niveau avancé, 2ème édition, livre de l'élève + DVD rom.- clé international.- ISBN: 9782090380415
- C. Oelbrandt, S. Van Helleputte.- Frans 2 voor Marketing.- ISBN: 2220139975224
- E. Close.- Le français du monde du travail.- PUG, 2014, 2014

Teaching methods and assignments

Mainly learner-centered, interactive sessions, involving lots of hands-on spoken and written practice, group work as well as self and mutual critique.

Frequent oral and written tasks, such as short presentations, written briefs and emails.

Assessment

1st exam period:

1. exam-written examination (40 %):
Question format : multiple choice, open/closed questions
-integrated exam grammar,
-correspondance commerciale and lexique didactique (chapitres 1, 2, 7, 8 et 9) + Affaires.
2. continuous assessment during the year (60 %):
Question format :
-sales appointment (entretien de vente) (15)
-oral presentation (présentation du stage de vente) (10)
-group work (10)
-listening exercise (5)
-Oral test on "Le français du monde du travail" chapitres : 1, 4, 6 et 9 (20)

Additional learning materials that can be used: none

3rd exam period:

Modes of assessment:

Question format: multiple choice, open/closed questions

Additional learning materials that can be used: none

A student who is ill at the time of a test must inform the professor by email before the contact hour in which the test takes place and shall provide as soon as possible (i.e. at the latest during the next contact hour after the absence) a copy of the doctor certificate. The time of a catch-up test is determined by the teacher. Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity. Student who did not take one single test or permanent/partial evaluation activity cannot participate in the written exam.

COURSE TITLE: INTENSIVE FRENCH 2. Beginners			
Number of credits : 5	Language of Instruction French	Number of contact hours 40	Semester 1
	Status: Elective	Lecturer 1 FHT	

Competencies
<p>Competency 3: the graduate handles internal and external oral and written communications in French</p> <p>3.1 understands and interprets oral messages (starters)</p> <p>3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data. (starters)</p> <p>3.3 holds a conversation about both general socio-economic as well as professional issues. (starters)</p> <p>3.4 interprets and assesses business sources, messages or instructions correctly. (starters)</p> <p>3.5 writes informative and convincing texts adapting the style to the audience and combining different media. (starters)</p> <p>3.6 writes internal and external correspondence and uses an appropriate format (starters)</p>

Admission Requirements
<p>This course can be chosen by foreign students who have no prior communication skills at all in this language, but are prepared to work hard in order to make rapid progress. In order to be admitted to this course students have to take part in an intake interview.</p>

Course rationale
<p>This course module comes under the learning path 'Business Communication Languages & ICT' It is designed as an alternative module for the modules 'Advanced French' or 'Intensive Spanish'. It can only be taken by students who had no prior knowledge of French upon registration for this course. All students who have a prior knowledge of French will be tested in order to assign them to the appropriate language level group.</p>

Content

At the end of this course you should obtain level A1 to A2 of the Common European Framework of Reference for Languages. *You will be able to interact in a simple way, ask and answer simple questions about your work, your education, your work experience, etc. Progressively, you should be able to start functioning socially - greeting, handling short social exchanges, and functioning out and about: using public transport, making purchases, making appointments, and dealing with small, everyday problems in French.*

1. Premiers contacts: se présenter, faire connaissance, échanger des coordonnées
2. Objets: avoir, montrer, situer, expliquer l'usage des objets
3. Emploi du temps: l'heure, les mois, les saisons, les rendez-vous
4. Voyager: à l'hôtel, en déplacement professionnel
5. Le travail: la vie professionnelle, l'email, le téléphone
6. Problèmes: identifier, expliquer, résoudre des problèmes
7. Tranches de vie: se souvenir, raconter, faire des projets

Each chapter includes the necessary grammar and vocabulary; students are encouraged to study grammar on the side and in between each class.

Course material

Compulsory course material:

- *Français.com - débutant Pro niveau A2*, Jean-Luc Penfornis, CLE International, February 2012.
- *Français.com - Cahier d'exercices - Niveau débutant*, Jea-Luc Penfornis, CLE International, 2013

Students are encouraged to buy a good French grammar in their native language for self-study, e.g. for English speakers: *Easy Learning French Complete Grammar, Verbs and Vocabulary*, Collins Dictionaries, paperback, January 2016.

Students should regularly check the learning platform Toledo and their Odisee email for all necessary information (powerpointslides, exercises, dates of tests, etc).

Teaching methods and assignments

- Formal lectures and learner-centered, interactive sessions, involving lots of hands-on spoken and written practice, group work as well as self and mutual critique.
- Students are expected to attend classes regularly and participate actively in group work (see continuous assessment, below). If they miss a class, they are supposed to catch up by checking the Toledo platform and their Odisee email.

Assessment

2nd exam period

Type:

knowledge test – integrated test

1. Mode of assessment:

permanent assessment, with an oral and written exam

- Permanent assessment: 40 points
- Exam: oral (20 points) and written (40 points)

2. Presentation of questions:

multiple choice – open questions – closed questions

3. Learning materials to be used:

none

A student who is ill at the time of a test must inform the professor by email before the contact hour in which the test takes place and shall provide as soon as possible (i.e. at the latest during the next contact hour after the absence) a copy of the doctor certificate. The time of a catch-up test is determined by the teacher. Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity.

3rd exam period

Type: knowledge test – integrated test - presentation

1. Mode of assessment: oral and written exam

Exam: oral (30 points) and written (70 points)

2. Presentation of questions:

multiple choice – open questions – closed questions

3. Learning materials to be used:

none

COURSE TITLE: INTENSIVE FRENCH 2. INTERMEDIATE			
Number of credits : 5	Language of Instruction French	Number of contact hours 40	Semester 1
	Status: Elective	Lecturer 1 FHT	

Competencies
<p>Competency 3: the graduate handles internal and external oral and written communications in French</p> <p>3.1 understands and interprets oral messages (starters)</p> <p>3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data. (starters)</p> <p>3.3 holds a conversation about both general socio-economic as well as professional issues. (starters)</p> <p>3.4 interprets and assesses business sources, messages or instructions correctly. (starters)</p> <p>3.5 writes informative and convincing texts adapting the style to the audience and combining different media. (starters)</p> <p>3.6 writes internal and external correspondence and uses an appropriate format (starters)</p>

Admission Requirements
<p>General admission requirements and prerequisites: check the education and examination regulations</p> <p>Specific requirement and prerequisites:</p>

Course Rationale
<p>The course addresses all the linguistic and cultural aspects of professional life through the world of work-related communication situations.</p> <p>At the end of this module you will obtain level A2-B1.1 of the Common European Framework of Reference for Languages. You will be able to:</p> <ul style="list-style-type: none"> - Understand the main points of clear standard speech on familiar matters or areas of immediate personal relevance. - Read short texts consisting mainly of high frequency every day, education- or job-related language. - Engage in simple exchanges of information and join conversations on topics that are familiar or relevant to everyday life: family, education, work, travel... - Talk about familiar subjects and start expressing opinions. - Write short, simple texts on topics of immediate interest.

Contents

At the end of this course you will obtain level A2-B1.1 of the Common European Framework of Reference for Languages. You will be able to:

- Understand the main points of clear standard speech on familiar matters.
- Read short texts consisting mainly of high frequency everyday, education- or job-related language.
- Engage in simple exchanges of information and join conversations on topics that are familiar or relevant to everyday, university and professional life.
- Talk about familiar subjects and start expressing opinions.
- Write short, simple texts on topics of immediate interest.

Each chapter also covers the necessary grammar and vocabulary. Students are encouraged to revise both grammar and vocabulary between each session, so as to be able to keep the pace and make rapid progress.

Prise de contact

1. Se présenter, accueillir, interroger l'autre
2. Mener une conversation, en face-à-face et au téléphone
3. Rédiger un email simple

L'agenda

1. Gérer les rendez-vous
2. Organiser les horaires de travail
3. Rédiger une lettre simple

Voyager, se restaurer, se loger

1. Comprendre et expliquer les itinéraires
2. Réserver une chambre à l'hôtel
3. Passer la commande au restaurant

L'entreprise

1. Découvrir l'entreprise; lire et expliquer un graphique
2. Comparer des performances; analyser résultats et tendances
3. Réussir: analyser les techniques de vente
4. Chercher des opportunités: analyser un secteur économique
5. Interagir: distance hiérarchique et rapports au travail

Le travail

1. Répartir les tâches et identifier les différents services
2. Résoudre les conflits
3. Rédiger un rapport; Rédiger un email

Recherche d'emploi

1. Consulter, analyser, rédiger une annonce
2. Expliquer et décrire ses motivations; le curriculum vitae
3. L'entretien d'embauche

Prise de parole

1. Pratiquer l'écoute active, comparer des types de conversation
2. Interrompre et interagir avec tact
3. Faire une présentation, prendre des notes, poser des questions

Course material

Compulsory course material:

- *Français.com - Intermédiaire, 2ème édition*, Jean-Luc Penfornis, CLE International, January 2012.
- *Français.com - Livre d'exercices - Intermédiaire, 2ème édition*, Jean-Luc Penfornis, CLE International, January 2012.

The students should regularly check the learning platform Toledo and their Odisee email for all necessary information (authentic material, slides, exercises, dates of tests, etc)

Students are also encouraged to research and build their own vocabulary list.

Teaching methods and assignments

Formal lectures and learner-centred, interactive sessions, involving lots of hands-on spoken and written practice and group work.

Frequent oral and written tasks, such as short presentations, written briefs and emails.

Students are expected to attend classes regularly and participate actively in group work (see continuous assessment, below).

Assessment

2nd exam period

Type:

knowledge test – integrated test

1. Mode of assessment:

- Continuous assessment throughout the course: 40 points (participation, written tasks, short presentations)
- Exam: oral (30 points) and written (30 points)

2. Presentation of questions:

Multiple choice – Open questions – Closed questions

3. Learning materials to be used:

none

3rd exam period

Type: knowledge test – integrated test - presentation

1. Mode of assessment: oral and written exam

Exam: oral (50 points) and written (50 points)

2. Presentation of questions:

Multiple choice – Open questions – Closed questions

3. Learning materials to be used:

none

Course title : INTENSIVE SPANISH 2			
Number of credits : 5	Language of Instruction Spanish	Number of contacthours 48	Semester 1
ECTS-file completed by Hilde De Schryver	Status: Elective	Lecturer 1 Hilde De Schryver	

Competencies and Key Objectives

Competency 3: the graduate handles internal and external oral and written communications in three languages

- 3.1 understands and interprets oral messages
- 3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.
- 3.3 holds a conversation about both general socio-economic as well as professional issues.
- 3.4 interprets and assesses business sources, messages or instructions correctly.
- 3.5 writes informative and convincing texts adapting the style to the audience and combining different media.
- 3.6 writes internal and external correspondence and uses an appropriate format

Admission Requirements

Students need to have passed Intensive Spanish communication 1 module in order to enroll for this module.

Course rationale

The course addresses all the linguistic and cultural aspects of professional life through the world of work-related communication situations.

At the end of this course you will obtain level **A2-B1.1** of the Common European Framework of Reference for Languages. You will be able to:

Listening You can understand the main points of clear standard speech on familiar matters regularly encountered in work, school, leisure, etc. You can understand the main point of many radio or TV programs on current affairs or topics of personal or professional interest when the delivery is relatively slow and clear.

Reading :

You can understand texts that consist mainly of high frequency everyday or job-related language. You can understand the description of events, feelings and wishes in personal letters.

Spoken interaction : You can deal with most situations likely to arise whilst travelling in an area where the language is spoken. You can enter unprepared into exchanges of information and join conversations on topics that are familiar or relevant to everyday life: family, education, work, travel...

Spoken production : You can connect phrases in a simple way in order to describe experiences and events, ; You can briefly give reasons and explanations for opinions and plans.

Writing : You can write short , simple connected texts on topics which are familiar or of personal interest..

Content

Table of contents of Meta profesional 2 –edición internacional

Each chapter also covers the necessary grammar and vocabulary.

1 Productos con historia

-describir productos y procesos;
hablar de argumentos de venta;
hablar de hechos históricos

2 Trayectoria empresarial

- hablar de las características de una empresa ;
comentar gráficos, hacer balance,
valorar una experiencia

3 El mundo de las ferias

- hablar de preparativos para una feria ;
pedir y dar consejos ;
pedir permiso y reaccionar

4 Campañas publicitarias

-hablar de hábitos de consumo, hablar del perfil del consumidor ;
analizar campañas publicitarias ;
hacer sugerencias ;
expresar causa, fin y consecuencia ;
diseñar una campaña

5 Relaciones laborales

-hablar de estados de ánimo ;
transmitir mensajes ;
expresar acuerdo y desacuerdo ;
ordenar un texto

6 Grandes eventos

- expresar finalidad ;
proponer y reaccionar ;
hablar de la organización de un evento ;
expresar deseos ;
valorar una experiencia

7 Proyectos de futuro

-hablar de la trayectoria personal ;
presentar un proyecto ;
expresar condiciones ;
hablar de planes

8 Visitas de empresa

-hablar de cantidades y pesos ;
describir las actividades de una empresa ;
negociar ;
pedir la palabra ;
aclarar y pedir aclaraciones

Course material

- **Compulsory course material:**
 - *Meta profesional 2 , edición internacional, Libro del alumno, Eva Díaz Gutiérrez , Intertaal, 2015. isbn 978 94 6030 9496*

- *Meta profesional 2 , edición internacional, Libro de ejercicios*, Josefa Jimeno Patrón, Intertaal, 2015. isbn : 978 94 6030 9502

- The students should regularly check the learning platform Toledo for all necessary information (power point slides, exercises, dates of tests, etc.)

Teaching methods and assignments

- Formal lectures
- Group work
- Class discussion

Assesment

Type : Partial or continuous assessment with (final) exam during the examination period

Type of questions : Multiple choice, Open questions, Closed questions

Learning material : None

Type: knowledge test – integrated test

Mode of assessment: permanent assessment with an oral and a written exam

Permanent assessment: 40 points (1 individual presentation, 1 role-playing, 2 written tests and at least 2 writing exercises)

Exam: oral (20 points) and written (40 points)

Presentation of questions: multiple choice – open questions – closed questions

2nd examen opportunity

Type: knowledge test – integrated test – presentation

Mode of assessment: oral and written exam -

Exam: oral (30 points) with preparation of an individual presentation and written (70 points)

Presentation of questions: multiple choice – open questions – closed questions

Course title: ICT & Marketing
Unit : Business Applications
Unit :Business Intelligence

Title of the unit : Business Applications			
Number of credits : 3	Language of Instruction English	Number of contact hours 34	Semester 2
ECTS-file completed by	Status: compulsory	Lecturer 1: to be assigned	Lecturer in the Dutch- taught programme Sabine Demeulenaere

Competencies

Admission Requirements
General admission requirements and prerequisites: check the education and examination regulations Specific requirement and prerequisites: Students need to have passed the ICT and Organisation module in order to enroll for this module.

Course rationale
Students learn to understand operational/transactional business processes and –applications. They also learn to work with databases for registration and processing transactions

content
<p>Part 1. Relational Database Management Systems - Access</p> <ul style="list-style-type: none"> - Tables and relationships: Create, change, use tables, field properties, table properties, relationships between tables - Queries: Create queries, select queries, using 'Query By Example', advanced queries - Forms: Design forms using the form wizard, Using forms - Reports: Design reports using the report wizard, Grouping and calculation of totals in reports. <p>Part 2. ERP in general (e.g. 'order-to-cash' of 'procure-to-pay' process)</p> <p>Part 3. CRM (sales, service, marketing, etc.) <i>Tools: Ms Access + MS Dynamics NAV/CRM</i></p>

Title of the unit : Business Intelligence			
Number of credits : 3	Language of Instruction English	Number of contact hours 34	Semester 2
ECTS-file completed by Alea Fairchild	Status: compulsory	Lecturer 1 Alea Fairchild	Lecturer in the Dutch-taught programme Wouter Thielemans

Competencies

15.7 coordinates the logistical processes (creates production orders, drafts documents) applying the appropriate ICT tools.
 16.2 analyzes and interprets the macro-environment.
 18.9 determines segments, target groups and defines position.
 18.9 determines and/or interprets data and trends relating to marketing
 19.2 calculates and analyzes commercial data

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations
 Specific requirement and prerequisites: Students need to have passed the ICT and Organisation module in order to enroll for this module.

Course rationale

Business intelligence (BI) systems are applications and technologies for gathering, storing, analyzing, and accessing information for better business decision making. Examples of BI systems include measuring and monitoring key performance indicators, benchmarking and forecasting sales, performing data mining and analysis of customer information to discover new business opportunities, and building enterprise dashboards to integrate and visualize information from various business areas. Students actively participate in the delivery of this course through case and project presentations. This course guides students through the complete life cycle of building and managing BI and analytics systems. Students are introduced step by step to the various phases and complexities in building and supporting successful BI and analytics systems. Topics covered include best practices in BI requirement gathering; BI project management; data warehousing; ETL (extract, transform, and load); data mining, predictive analytics, online analytical processing, BI application development, BI implementation, and production support.

Content

- Review of Excel skills and database functions: pivot tables /-graphs, 'what'-'if' analysis: solver, data tables, goal seek, scenario management
- Self-service BI (SSBI)
- Data collection (ETL)
- Data model (e.g. data warehouse)
- Key performance Indicators (KPI's)
- Data-analysis (OLAP, data mining)
- Data visualisation (dash boarding)

Tools used: MS Excel + add-ins, e.g. Power BI and potentially either SAS or SAP tools

Course material

The following books will be used:

Efraim Turban, Ramesh Sharda, Jay Aronson, David King
 Published by Prentice Hall, 2008
 ISBN 10: 013234761X / ISBN 13: 9780132347617

Teaching methods and assignments

Three written assignments, worth 20 percent each:

1. ETL
2. KPI development
OLAP and visualisation

Assessment

2nd exam period:

1. Modes of assessment: Written exam (40 percent of grade),
2. Question format: open ended questions
3. Additional learning materials that can be used: closed book
Assignments from the term are 60 percent of the grade.

3rd exam period:

1. Modes of assessment: Written exam (100 percent of grade),
2. Question format: open ended questions
3. Additional learning materials that can be used: closed book

Assignments cannot be redone during the exam period for either exam period.

Course title :
CONSUMER BEHAVIOUR & STATISTICS FOR MARKET RESEARCH

Unit : Consumer Behaviour

Unit : Statistics for Market Research

Title of the unit:
Consumer Behaviour

Number of credits: 3	Language of Instruction English	Number of contact hours 24	Semester 2
ECTS-file completed by Christopher Yeager	Status: compulsory	English Lecturer Christopher Yeager	Dutch Lecturer Johan Vanhaverbeke

Competencies

Competency 4: The graduate can work in an international/intercultural environment

4.3 Assesses the impact of regional, national, international and intercultural issues on business processes.

Competency 16: The graduate analyzes the market and draws conclusions

16.1: delivers a customer analysis and/or a vendor rating and/or carries out and interprets a competitor analysis.

Competency 18: The graduate is able to define objectives, product-service, pricing, distribution, and communications strategies

18.10 : determines segments, target groups and defines position.

18.11 : takes decisions about products, services and assortment

18.12 : takes decisions about distribution channels.

18.13 : assesses communication tools and the communication mix

18.14 : (helps) to develop a communication tool

18.15 : prepares decision making relating to pricing policy.

Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy

19.1: prepares and/or delivers a sales pitch taking into account the specific customer profile.

Admission Requirements

General admission requirements and prerequisites: None.

Specific requirement and prerequisites: None.

Course rationale

An essential component of marketing is consumer insight – both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level.

This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioral sciences within the framework of the consumer decision process and its main influencing factors.

You will learn about fundamental theories and concepts in consumer psychology and about exciting new findings to enhance your understanding of how and why people choose, use, and evaluate goods and services the way they do. The understanding of consumer behavior that you develop from this class will form the basis for your subsequent learning on developing marketing strategy.

Content

Part I: Internal Consumer Influences:

- Personality, identity, self-image and lifestyle
- Needs, motivation and values
- Perception and processing information

- Learning, attitude emergence and change of attitude

Part II: External Consumer Influences:

- Group and interpersonal influence
- Theory of consumer culture

Part III: Decision Making Dynamics & Consumer Value Framework:

- Time and place dynamics
- Need recognition and search
- Consumer choice decision rules and alternatives

Course material

The following books will be used:

Babin & Harris (2016) CB, 7th ed., ISBN-13: 978-1305403222

Recommended for self-study:

Cialdini, Robert (2008) Influence: The Psychology of Persuasion.

Schwartz, Barry (2004) The Paradox of Choice: Why More Is Less.

Ariely, Dan (2010) Predictably Irrational.

Underhill, Paco (2008) Why We Buy: The Science of Shopping--Updated and Revised for the Internet, the Global Consumer, and Beyond

Teaching methods and assignments

Lecture/class seminar, group project and individual study.

Assessment

1st exam period:

1. Case Study Paper: 1000 words (40%)
2. Formal final exam: 60%

A student who is ill at the time of a test must inform the professor by email before the contact hour in which the test takes place and shall provide as soon as possible (i.e. at the latest during the next contact hour after the absence) a copy of the doctor certificate. The time of a catch-up test is determined by the teacher. Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity.

2nd exam period : (August-September)

Formal exam 100%

Title of the unit: Statistics for Market Research			
Number of credits : 3	Language of Instruction English	Number of contact hours 24	Semester 2
ECTS-file completed by Christopher Yeager	Status: compulsory	English Lecturer Christopher Yeager	Dutch Lecturer Johan Vanhaverbeke

Competencies

Competency 3: the graduate handles internal and external oral and written communications in three languages

3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.

Competency 17: The graduate words advice interpreting the data derived from market research

17.1: prepares and/or carries out (parts of) a market research

17.2: interprets the outcomes of a market research, gives advice and reports to the management

Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies

18.9: determines and/or interprets data and trends relating to marketing

Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy

19.7 calculates and analyzes commercial data

Admission Requirements

General admission requirements and prerequisites: None

Specific requirement and prerequisites: None

Course rationale

Being numerically literate is critical to being taken seriously in business. Marketing research in particular leverages a number of basic statistical tools to gain insight into consumers and markets. This course is an introduction to the basic statistical concepts and methods common in business applications. The emphasis is on parametric techniques used to describe and compare samples and populations. The goal is to introduce you to a new way of thinking about data, and to help you gain an understanding of how to use, communicate, and interpret statistics. The knowledge and skills you acquire will help you in advanced business courses and in your business career.

Content

- Data collection
- Descriptive statistics
- Probability & probability distributions
- Confidence intervals
- Hypothesis testing
- Statistical inferences based on two samples
- Experimental design and analysis of variance

Course material

Required: Barrow, M. Statistics for Economics, Accounting & Business Studies 6th ed.
ISBN-13: 978-0273764328

Teaching methods and assignments

Lecture, group exercises and individual study

Assessment

2nd Exam period:

1. Mid term: 30%
2. Final Exam, (70%)

3rd Exam period

Final exam, case study and short answer format (100%)

Title of the module: MARKETING PLANNING AND MARKETING MIX STRATEGIES			
Number of credits : 3	Language of Instruction English	Number of contact hours 34	Semester 2
ECTS-file completed by Igor Nowé	Status: compulsory	Lecturer 1 Igor Nowé	Lecturer Dutch- taught programme Ria Van den Bossche

Competencies
<p>Competency 3: the graduate handles internal and external oral and written communications in three languages 3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.</p> <p>Competency 16: The graduate analyzes the market and words conclusions 16.1: delivers a customer analysis and/or a vendor rating and/or carries out and interprets a competitor analysis. 16.2: analyzes and interprets the macro-environment.</p> <p>Competency 17: The graduate words advice interpreting the data derived from market research 17.2: interprets the outcomes of a market research, gives advice and reports to the Management</p> <p>Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies 18.1 : determines segments, target groups and defines position. 18.2 : takes decisions about products, services and assortment 18.3 : takes decisions about distribution channels. 18.4 : prepares decision making relating to pricing policy. 18.8: drafts a marketing plan integrating strategic elements such as product, services, distribution, communication and pricing. 18.9: determines and/or interprets data and trends relating to marketing</p>

Admission Requirements
<p>General admission requirements and prerequisites: check the education and examination regulations</p> <p>Specific requirement and prerequisites: Students need to have passed the Marketing module in order to enroll for this module.</p>

Course rationale
<p>This course aims :</p> <ul style="list-style-type: none"> • To improve the students understanding of the market needs and to be able more completely satisfy them. The student learns to understand marketing strategies in order to match the products and services of a company to the needs of the market • To understand and perform a market segmentation in order to better satisfy the needs of of segments of similar customers • To assess the impact of mix of price, product, place and promotion on the sales volume. If a company can design a product or service that meets the needs of the market, offer it at an affordable price, sell it in convenient locations and let the target market know about it with effective promotion, it will be successful

Course content
<p>Leaving from the module Marketing of the 1st stage we now focus on the different aspects to build a great marketing plan. We will proceed through different steps and make this tangible and concrete</p>

by using the learned marketing concepts such as marketing environment, market segmentation, strategic marketing models and the marketing mix tactics. These concepts are always interpreted within the framework of a concrete case that the students will have to choose within a group. The goal is that students leave from real life cases and are able to find relevant information, to analyze, define targets, develop and present a well-structured marketing mix plan, strategy and tactics. They are able carry on campaigns according to the various stages of the marketing plan First of all, we will define what the objective is of a marketing plan and how it can contribute to the business plan of a company. We will also tackle the framework of marketing management, more specifically marketing as the basis for the value-creation philosophy within a company. We will also define the difference between marketing and the other division of a company, without stressing out which synergies are existing between them.

Then we move into the structured process of building a perfect marketing plan:

- Making up an executive summary
- Making up a situation overview (competition, brands, product analysis)
- Setting goals
- Formulate value-creation strategy
- Delineate the tactical aspects of the offering
- Articulate a plan to implement the tactics
- Define a set of control measures
- Set up relevant exhibits (budget

This process is working on the principles of marketing, set up by Kotler and which is tackled in the 1st stage.

During the lectures, we will tackle each step of the process from a theoretical perspective.

Afterwards the students will have to implement the theory on their self-chosen group assignment.

The students are assigned to a team during the first lecture. During each session, we will tackle the different topics through “real cases”, showing good and wrong examples.

The assignment relating to the marketing plan is possibly linked to a study trip. The assignments are already initiated during the contact hours.

Students have the opportunity to already discuss in group. Presence during the working sessions - and the presentation sessions is mandatory (peer evaluation).

Course material

The following book will be used:

The Marketing Plan Handbook (Alexander Chernev – 4th edition – Cerebellum Press, USA) ISBN 978-1-936572-39-7

Teaching methods and assignments

- Formal lectures and class discussion
- Group work

Assessment

2nd exam period:

1. Modes of assessment : permanent assessment, with a written exam (50%) and oral presentation of the group work (50%)
2. Question format : open questions

3rd exam period:

1. Modes of assessment : written exam (100%)
2. Question format : open questions

Course title
MARKETING COMMUNICATION AND DIGITAL MARKETING
Unit: Marketing Communication
Unit: Digital marketing

Course title: Marketing Communications			
Number of credits : 3	Language of Instruction English	Number of contact hours 30	Semester 1
ECTS-file completed by Dr. David Zaruk	Status: compulsory	Lecturer 1 Dr. David Zaruk	Lecturer 2

Competencies and Key Objectives
<p>Competency 18: The student is able to define objectives, product service, pricing, distribution and communication strategies</p> <p>18.4 Assess communication tools and the communication mix 18.6 Drafts an integrated communication plan and follow-ups</p> <p>Within the profession of marketing is the ability to communicate a marketing message – in other words, to create in the target audience a feeling, perception or identification (a message) that one must buy your product. It is an art to create and deliver a message of need, necessity and compulsion and the course will establish the tools underlying the marketing communication process.</p>

Admission Requirements
<p>General admission requirements and prerequisites: check the education and examination regulations Specific requirement and prerequisites: none</p>

Course rationale
This course module comes under the learning path 'Marketing Management'

Content
<ol style="list-style-type: none"> 1. Introduction / Story of Stuff – Main principle: You Suck! 2. Getting them young 3. How fear is your friend 4. Marketing in an on-line world 5. Narratives: Touching our values in stories 6. Marketing addiction / Sex sells 7. Crises and brands 8. Peer pressure marketing 9. The good old days 10. Using celebrities 11. Marketing You / networking 12. Our weak spots: health and happiness 13. Market research 14. Marketing ethics and privacy

Course material

Lindstrom, Martin, Brandwashed, London: KoganPage 2012, ISBN 978 0 7494 6504 9

Teaching methods and assignments

Standard lecture model from textbook, online materials and engaging techniques: 50%

Practical exercises, presentations, group work: 50%

Two assignments (childhood brand assessment, personal branding), final exam

Assessment

1st exam period

Two group-work assignments worth 20% (2 X 10%)

Two written assignments worth 40% (2 X 20%)

Final exam: 40%

A student who is ill at the time of a test must inform the professor by email before the contact hour in which the test takes place and shall provide as soon as possible (i.e. at the latest during the next contact hour after the absence) a copy of the doctor certificate. The time of a catch-up test is determined by the teacher. Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity.

3rd exam period

Final exam: 100%

Title of the Unit : Digital Marketing			
Number of credits : 3	Language of Instruction English	Number of contact hours 30	Semester 1
ECTS-file completed by Philip Weiss	Status: compulsory	Lecturer 1	Lecturer Dutch-taught programme Katrien V.d. Broecke

Competencies

Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently

1.1 analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies

advice in order to prepare short and long term management decisions.

1.4 converts an opportunity into a project and to write, present and answer for a simple business plan.

Competency 3: the graduate handles internal and external oral and written communications in three languages

3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.

3.4 interprets and assesses business sources, messages or instructions correctly.

Competency 16: The graduate analyzes the market and words conclusions

16.2 : analyzes and interprets the macro-environment.

Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies

18.1: determines segments, target groups and defines position.

18.4: assesses communication tools and the communication mix

18.5: (helps) to develop a communication tool

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations

Specific requirement and prerequisites: none

Course rationale

The purpose of this course is to give students an introduction into the world of digital strategy, marketing and communication. It explores the context in which new strategies, tools and marketing techniques are being used. The course will begin with a focus on the mindset needed to build successful campaigns in the new communication environment, based on the hyperthinking model developed by course leader Professor Weiss. Further it will encourage students to experiment directly with the tools to create their own micro-campaigns and become comfortable with trial and error. At the end of the course the students will have an overview of the challenges that awaits them in the world of agencies and the corporate environment and they will have devised digital campaigns and learned from their experience.

Content

1. Overview
 - The great experiment: learning by doing
 - Hyperthinking: the mindset needed to succeed in the digital age
 - Walk the talk
 - Peer review grading
2. Introduction to the course
 - Why?
 - Skills needed
 - Mind-set : Hyperthinking
 - Your host: experience and background
 - Who is who
 - Expectations

- The law of Karma : you get out of it what you put into it
 - A challenge: you learn by doing
 - Every student is a teacher: New technology & new Ideas
 - This is the course where all your dreams come true
 - *Reading : Hyperthinking*
3. What is marketing and digital marketing?
- Research the meaning of marketing
 - Difference between digital and traditional marketing
 - The digital revolution
 - Reviewing social channels
 - *Reading: Idea virus + Merman Scott + Video*
4. Agency perspective
- What does an agency do?
 - How does it work?
 - Bringing value to your client
 - The future of the agency business
 - The old model
 - Agency trouble: the old model /the new model
 - Guest speaker
 - Perceived value – the only thing you can sell
5. Corporate perspective
- The big disruption
 - How to be an intrapreneur
 - Changes in the corporation
 - Need for a new structure
 - How does digital fit?
 - Corporate guest speaker
 - *Reading: Forester*
6. Brand you: create your personal brand
- Brand yourself
 - Create digital position
 - Create your online profile
 - Share with the class
 - Vote on the best one
 - Sell your skills
 - Make people want to work with you
 - *Reading: Tom Peters – brand you*
7. Campaign 101
- Create a campaign
 - Present
 - Do it
 - Put it live
8. The future of digital marketing
- Trends in digital marketing
 - Internet of things
 - SnapChat insta Music.ly
 - *Reading: the age of context*
9. Get A job
- Linked-in
 - Networking
 - Engaging with potential employers
10. Just do it
- Determine possible personal roadmap
 - Create an action plan to start activating the roadmap
 - Explore personal branding challenge
 - Determine long term project that can serve as learning platform
11. Lessons learned
- What did you learn from this course
 - How can I make it better
 - What was the most interesting thing you took out of it?-

Course material

Videos, texts and hand-outs will be provided via the Toledo learning platform

Compulsory study material

Philip Weiss, *HyperThinking. Creating a new Mindset for the Age of Networks.*- Gower Publishing Ltd, Farnham, 2012.-168p.

Teaching methods and assignments

The course will be taught using a combination of presentations, discussions and group activities. Student will be expected to read and research course topic in their own time and put in practice some of the initiatives launched in the course. Most work will be evaluated by the students themselves through peer-to-peer evaluation. The teacher will act as a coach to encourage and stimulate learning, but the key will be for students to determine their individual learning goals and objectives.

Assessment

1st exam period:

1. Modes of assessment: peer to peer evaluation, self-evaluation, teacher input.
2. Question format: open ended questions and work based on personal initiative and insights.
3. Additional learning materials that can be used: books, videos and selected material.

3rd exam period: (see first)

1. Modes of assessment: 100% exam paper writing
2. Question format: open ended questions and work based on personal initiative and insights.
3. Additional learning materials that can be used: books, videos and selected material

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Course title
COMMERCIAL BUDGETING AND ACCOUNTMANAGEMENT
Unit: COMMERCIAL BUDGETING
Unit: ACCOUNT MANAGEMENT

Title of the unit : Commercial budgeting			
Number of credits: 2	Language of Instruction English	Number of contact hours 16	Semester 1
ECTS-file completed by Alea Fairchild	Status: compulsory	Lecturer 1 Alea Fairchild	Lecturer Dutch- taught programme Johan Vanhaverbeke

Competencies
<p>Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently 1.2 Preparation, support and monitoring budgets 3.0 Advanced</p> <p>Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies 18.9 Calculation and / or evaluation of marketing-related indicators 3.0 Advanced</p> <p>Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy 19.5 Ability to develop an integrated commercial plan 2.0 Career 19.6 understands the main keys to lead a sales team successfully 2.0 Career 19.7 calculates and analyzes commercial data. 2.0 Career</p>

Admission Requirements
<p>General admission requirements and prerequisites: check the education and examination regulations</p> <p>Specific requirement and prerequisites</p>

Course rationale
<p>This course offers a good grounding in all financial, budgeting and tracking issues relating to commercial cost management</p> <p>Business economic and financial analysis of projects focusing on the creation, control and monitoring of the commercial budget.</p> <p>-Development of an integrated commercial budget and forecasting this to calculate the cost/revenue both for events as for products</p>

Content
<p>Understanding the commercial plan and its development</p> <p>Drafting a commercial plan and its operating budget</p> <p>Modeling the commercial budget and its components</p> <p>Creating a sales budget and its implementation</p> <p>Evaluating and auditing budgets – control mechanisms and measuring effectiveness</p> <p>Modeling the sales budget and its components</p>

Course material
<p>Compulsory study material</p> <p>Carey, Knowles, & Towers-Clark: Accounting: A Smart Approach 2 nd edition</p>

Teaching methods and assignments

Four homework assignments during the term (20 percent total of grade, 5 percent each)

Written examination (80 percent)

Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity.

Assessment

1st exam period:

1. Modes of assessment: Written examination
2. Question format: Closed and open questions
3. Additional learning materials that can be used: Closed book

3rd exam period:

1. Modes of assessment: Written examination
2. Question format: Closed and open questions
3. Additional learning materials that can be used: Closed book

Title of the unit: Account management

Number of credits : 3	Language of Instruction English	Number of contact hours 24	Semester 2
ECTS-file completed by Christopher Yeager	Status: compulsory	English Lecturer Christopher Yeager	Dutch Lecturer Johan Vanhaverbeke

Competencies

Competency 2: Leaving from his own area of specialization the graduate develops and maintains good relationships with all stakeholders

2.3 undertake actions in order to make professional contacts with stakeholders

2.2 undertakes actions in order to develop professional contacts with stakeholders

Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy

19.2: has a sound understanding of a customer database.

19.3: analyses a simple CRM-database and draws conclusions.

19.4: prepares and answers for an (internal and external) account plan.

19.7: calculates and analyzes commercial data

Admission Requirements

General admission requirements and prerequisites: None

Specific requirement and prerequisites: Sales & Customer Interaction

Course rationale

This course builds on the skills learned in the introductory course Sales & Customer Interaction by extending them to cover more complex business to business (B2B) relationships with existing customers and managing the relationship with key clients by protecting and growing the business with them in line with the organization's goals. Key Account Managers are the representative of their companies for their most important clients, and their clients' voice within their own organization. This course explores the challenges, opportunities, tools, and skills required to make this challenging role a success.

Content

Topics Covered:

- Role of the Account Manager
- Customer Lifecycle
- Types of client relationships
- Account Planning & developing value propositions
- Negotiation & conflict resolution

Course material

Required study material

- Cheverton, P. Key Account Management: Tools and Techniques for Achieving Profitable Key Supplier Status ISBN-13: 978-0749469405
- Wheeler (latest edition) Negotiation (Harvard Business Essentials Series)

Teaching methods and assignments

Lecture, case study & account plan simulation exercise

Assessment

1. 1st exam period: Midterm exam (20%)

2. Account Plan Simulation (40%)

3. Final exam: 40 %

Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity.

3rd exam period

Final exam with case study: 100%

Course title: Legal Issues of commercial topics (Elective)			
Number of credits: 3	Language of Instruction English	Number of contact hours 24	Semester 2
ECTS-file completed by Stephanie Gardner	Status: Elective	Lecturer 1 Stephanie Gardner	Lecturer Dutch- taught programme Geert Baestaens

Competencies

Competency 1: From the perspective of his/her own area of specialization, the graduate can support the company policy efficiently

1.1 On the basis of an analysis of the business processes, the graduate can provide advice that takes into account business functions, business strategy, corporate culture, and the environment in order to optimize short and long term management decisions.

1.5 The graduate can identify problems of a legal nature and contributes to solutions.

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations

Specific requirements and prerequisites: Principles of Law

Course rationale

This course module comes under the learning path 'Commercial Management'

Building on the concepts learned in Principles of Law, this course begins with two of the most traditional aspects of commercial law, the law of agency and sale of goods. Thereafter, students are confronted with current topics in commercial law and related policies particularly within the international context. Topics include current market practices, methods of payment, e-commerce, and intellectual property.

Content

Part 1 - Market practices and consumer protection

A. General introduction & concepts

- General overview
- Review of legal concepts

B. Market practices

- Introduction and range of application
- Law of Agency
- Sale of goods and services
- Consumer rights
- Concluding agreements with consumers
- Advertising and unfair (prohibited) practices
- International trade
- Banking and consumer credit
- Offences, investigation & penalties

Part 2 - Digital entrepreneurship & digital marketing

- E-commerce - online entrepreneurship
- Electronic signature
- Electronic payment
- Privacy protection

Part 3 - Intellectual property

Forms of protection

- Copyright
- Trademark law
- Patents
- Trade Secret

Course material

- **Compulsory course material**

Textbook: Baskind Eric, Osborne Greg, Roach Lee. Commercial Law (2016), Oxford University Press, ISBN 978-0-19-872935-8

- Toledo learning platform
- **Recommended literature:** Ryder Nicholas. Commercial Law Principles and Policy (2012), Cambridge University Press, ISBN 978-0-521-76064-5

Teaching methods and assignments

Teaching methods include interactive lectures, class discussions, case studies, group exercises, reading assignments and a Final Written Paper (+/- 800 words) discussing a current legal topic while integrating various concepts learned in class. Written feedback will be provided prior to end-term.

Assessment

1st exam period

1) Mode of Assessment:

Assessment is based on a combination of the written Paper, a written Midterm test and Final Exam during the regular exam period. Assessment weighting shall be as follows: Midterm test: 20%; Final written Paper 20%; Final exam 60%

Unaccounted absence at a test or late delivery of an assignment always leads to a 0 score for that particular assignment/test/activity.

2) Presentation of exam questions: multiple choice questions, short answer, open questions

3) Learning materials to be used: None

3rd exam period

1) Mode of Assessment:

Assessment is based on a formal written Final Exam during the regular exam period. Assessment weighting shall be as follows: Final Exam 100%

2) Presentation of exam questions:

Multiple choice questions, short answer, open questions

3) Learning materials to be used:

None

Course title: EXPLORING THE WORLD OF BUSINESS 2
Unit : In-Company Training
Unit: Seminars
Unit : Business Project

Title of the unit : In-company training			
Number of credits : 4	Language of Instruction English	Number of contact hours 12	Semester 1 + 2
ECTS file compiled by Rudy Vanheygen	Status: Compulsory	Lecturer 1 Rudy Vanheygen	Lecturer Dutch-taught programme : Dirk Caignie

Competencies
<p>Competency 2: Leaving from his own area of specialization the graduate develops and maintains good relationships with all stakeholders 2.1 undertake actions in order to make professional contacts with stakeholders</p> <p>Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy 19.1 prepares and/or delivers a sales pitch taking into account the specific customer profile 19.5 contributes to an integrated commercial plan.</p>

Admission Requirements
<p>General admission requirements and prerequisites: check the education and examination regulations</p> <p>Specific requirement and prerequisites: Students need to have passed the following modules in order to enroll for this module: Sales – Business organisation – Project work .</p>

Course Rationale
<p>A credit-bearing In-Company Training is one of the most significant professional moments of student's college career. Training provide students with the opportunity to demonstrate their ability to apply classroom knowledge and to strengthen their professional work habits. As job competition rises, participation in a training provides students with a competitive advantage over other graduates with limited practical work experience. Trainings may also confirm or redirect career decision-making through on-the-job experience in a chosen field. Well-planned and well-executed internships offer students a chance to gain first-hand knowledge of an organization and an industry, helping them focus their career goals, to learn how to perform new tasks, undergo personal growth and make strides in one's professional development. Additionally, internships are an outstanding source of networking contacts and professional references for students, as well as the potential for regular employment after the internship ends.</p>

Course contents

What should you evaluate for the best opportunity for you?

- **Leadership**-does the organizational leader inspire you?
- **Long term opportunities**-what are the long term advantages for career advancement.
- **Fiscal**-the company earnings are of interest, or the potential pay is advantageous.
- **Type of Work:** Marketing, Sustainability, Financial, Operational, Management, Human Resources, etc.
- **Values and Culture**-the organization is well suited for your own personal needs.
- **Stress Level**-the level is less and it is similar to your own, or the level is high and more suitable for you.

Location-the location is convenient for your personal needs.

The research paper should deal with each of the following items:

1. Discussion/Analysis
 - a. Marketing
 - b. Leadership/Management
 - c. Human Resource Management
 - d. Operational Management
 - e. Financial and Economics
 - f. Sustainability
2. Conclusion
 - a. Results
 - b. Evaluation
 - c. Recommendations

Course material

Prof. Dr. Frank E. Billingsley.- In-Company Training Second Year Handbook
Materials to be downloaded from the learning platform

Teaching methods and assignments

- Attend 4-face-to-face classroom sessions (8 hours total) before commencement of the research
- Complete the research and interview of a leader
- Attend 2-face-face classroom sessions (4 hours total) after the interview, but prior to completing the research paper
- 5-day in company evaluation: 2-days to follow, 2-days for interviewing, and 1 day for drafted following up questions
- Submit a 1500 word developed research paper about your interview

Assessment

1st exam period:

- Modes of assessment: Submit a 1500 word developed research paper about your interview
- 10% of grade is course preparedness, 25% for company evaluation, and 65% on the research paper

3. Question format:

4. Additional learning materials that can be used:

3rd exam period:

2. Modes of assessment:

3. Question format:

4. Additional learning materials that can be used:

Title of the unit : Seminars			
Number of credits : 2	Language of Instruction English		Semester 1+ 2
ECTS-file completed by David Zaruk	Status: Compulsory	Lecturer 1 David Zaruk	Lecturer Dutch- taught programme Ignace Dermaux

Competencies

Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently

1.1: analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies

1.2: drafts, motivates and follows-up a marketing budget.

1.3: Interprets financial ratios, costing and the annual accounts and words an advice in order to prepare short and long term management decisions.

1.4: converts an opportunity into a project and to write, present and answer for a simple business plan.

Competency 2: Leaving from his own area of specialization the graduate develops and maintains good relationships with all stakeholders

2.1: undertake actions in order to make professional contacts with stakeholders

Competency 3: the graduate handles internal and external oral and written communications in three languages

3.2: writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.

3.3: holds a conversation about both general socio-economic as well as professional issues.

3.4: interprets and assesses business sources, messages or instructions correctly.

Competency 4: The graduate can work in an international/intercultural environment

4.2: assesses the impact of regional, national, international and intercultural issues on business processes.

Competency 16: The graduate analyzes the market and words conclusions

16.2: analyzes and interprets the macro-environment

Competency 17: The graduate words advice interpreting the data derived from market research

17.2: interprets the outcomes of a market research, gives advice and reports to the management

18.5: (helps) to develop a communication tool

18.6: drafts an integrated communication plan and follows-up

18.9: determines and/or interprets data and trends relating to marketing

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations

Specific requirement and prerequisites: Students need to have passed the Marketing module in order to enroll for this module.

Course rationale

This set of seminars wants to acquaint students with the latest trends in marketing field. They also learn to develop a professional network in their field of study. Professional speakers, from enterprises, professional associations hone the students' marketing skills through a number of presentations, debates, company visits. A great variety of topics is dealt with and they result in various assignments or papers.

An overview of the various seminars, speakers, data and assignments can be found on the learning platform.

Title of the unit: Business Project			
Number of credits : 2	Language of Instruction English		Semester 2
ECTS-file completed by Christopher Yeager	Status: Compulsory	Lecturer 1 Christophe Yeager Lecturer 2 David Zaruk	Lecturer Dutch- taught programme

Competencies
<p>Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently</p> <p>1.1 analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies</p> <p>1.2 drafts, motivates and follows-up a marketing budget.</p> <p>1.3 Interprets financial ratios, costing and the annual accounts and words an advice in order to prepare short and long term management decisions.</p> <p>1.4 converts an opportunity into a project and to write, present and answer for a simple business plan.</p> <p>Competency 2: Leaving from his own area of specialization the graduate develops and maintains good relationships with all stakeholders</p> <p>2.1 undertake actions in order to make professional contacts with stakeholders</p> <p>Competency 3: the graduate handles internal and external oral and written communications in three languages</p> <p>3.1 understands and interprets oral messages</p> <p>3.2 writes reports and words a message, a personal opinion or point of view, integrating business information and numerical data.</p> <p>3.3 holds a conversation about both general socio-economic as well as professional issues.</p> <p>3.4 interprets and assesses business sources, messages or instructions correctly.</p> <p>Competency 4: The graduate can work in an international/intercultural environment</p> <p>4.2 assesses the impact of regional, national, international and intercultural issues on business processes</p> <p>Competency 16: The graduate analyzes the market and words conclusions</p> <p>16.1: delivers a customer analysis and/or a vendor rating and/or carries out and interprets competitor analysis. a</p> <p>16.3: analyzes and interprets the macro-environment.</p> <p>Competency 17: The graduate words advice interpreting the data derived from market research</p> <p>17.2: interprets the outcomes of a market research, gives advice and reports to the management</p> <p>Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies</p> <p>18.5: (helps) to develop a communication tool</p> <p>18.6: drafts an integrated communication plan and follows-up</p> <p>18.9: determines and/or interprets data and trends relating to marketing</p>

Admission Requirements
<p>General admission requirements and prerequisites: check the education and examination regulations</p> <p>Specific requirement and prerequisites:</p>

Course Rationale

This course module will provide students with a practical understanding of business processes and will prepare them for their work as bachelors on the level of middle managers in a company. They learn to prepare management decision making and develop advisory skills. The module is one of the steps that lead to the Bachelor thesis in the third year.

Course contents

During the first day of the project week, a number concepts from the course module Business Organisation are refreshed: we skim through special topics such as management theory: strategic management, management style, personnel management, financial management, logistics management, business vision, objectives and strategy.

Next comes a session that deals with team dynamics.

Students are then assigned to multidisciplinary teams that have to analyze a marketing management problem defined by one of the leading Brussels companies. Teams use all the skills and information they have learned in the marketing related courses to prepare a realistic advice for improvement.

They learn how to prepare a professional pitch. On the final day of the project week they will present their findings to the Board of the company as well as to a jury of marketing professors. They will do so both orally and in a written report and offer a realistic implementation strategy

It is important that the advice and the strategy are

- realistic
- meet the budgetary limits of the company and are feasible.

Course material

Syllabus and handouts via the Toledo learning platform

Teaching methods and assignments

- Your presence during the project week is required. Participation in class discussions is mandatory. Any absence (without doctor's note or other documents) during tests and assignments leads to 'no-score' for this course
 - To start off: formal refresher lectures by teaching staff alternating with seminars and presentations delivered by experts from the enterprise world. Then students continue with group discussions, research work.
 - They prepare a presentation which is delivered to a mixed board of lecturers and people from the business environment.
 - Advisory report writing.

Assessment

1st exam period:

5. Modes of assessment:
6. Question format: open questions
7. Additional learning materials that can be used:

3rd exam period:

No resits for this module

Title of the module: PROJECT MANAGEMENT AND MARKETING PROJECT			
Number of credits : 4	Language of Instruction English	Number of contact hours : 24 +16	Semester 1+ 2
ECTS-file completed by Jacques Neyns	Status: Compulsory	Lecturer 1 Jacques Neyns	Lecturer Dutch- taught programme Dirk Caignie

Competencies

Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently

1.2 drafts, motivates and follows-up a marketing budget.
1.4 converts an opportunity into a project and to write, present and answer for a simple business plan.

Competency 18: The graduate is able to define objectives, product-service-, pricing, distribution, and communications strategies

18.5: (helps) to develop a communication tool
18.9: determines and/or interprets data and trends relating to marketing

Competency 19: The graduate can target prospects and manage his customers within the context of the commercial strategy

19.5 contributes to an integrated commercial plan.
19.6 understands the main keys to lead a sales team successfully
19.7 calculates and analyzes commercial data

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations
Specific requirement and prerequisites:

Course Rationale

As a student enrolled in this program, you will develop a hands-on understanding of the essential terminology and the application of the basic tools, techniques, and practices required to become an effective and contributing member of a project team. Additionally, you will gain in-demand skills that employers seek for talent acquisition, ranging from document management, record keeping, meeting management, logistics, basic budgeting and cost analysis, and communications. This module will serve you a lifetime. The second part of the course provides you a hands-on learning experience.

Course contents

Part 1: In an initial set of lectures the students get acquainted with the project management theories, models, tools

Session 1: What is a project, project management and what are the most important skills of a project manager? Which approaches exist concerning project management? PMKoK, Prince2; Agile, SCRUM, ...

Session 2: The approach from PMI: 5-project process groups; 10 knowledge areas.

Initiation process group: the project charter; identify stakeholder

Session 3: Planning: the project management plan: what's in it? Integration management and scope management

Session 4: Planning: time management

Session 5: Planning: cost management & procurement management

Session 6: Planning: human resource management & stakeholders management

Session 7: Planning: communication management

Session 8: Planning: risk & quality management

Session 9: Executing the project: check the resources, the timing, the costs, the quality, involving the stakeholders; earned value management

Session 10: Monitoring and control: follow-up

Session 11: Closing: how to officially end a project, lessons learned
Session 12; Summary of all the process groups and knowledge areas; explanation about the teams project management plan, expectations of the teamwork, how to present the teamwork?

Part 2: A practical case of project management

Initial fase

Students are assigned to teams and have a tutor in the company for which they realize a project/event

The various projects and procedures to be observed are presented during the 1st session.

Moreover, students receive a copy of the "student manual for marketing projects".

Students identify the goals and planned results of the project.

They define the schedule, the available budget and methodologies to be used.

Implementation

In this fase of the project students receive at various intervals (see schedule below) guidance and feedback from the supervisor in the contracting company. The student will also liaise with an academic supervisor. Several lectures will be given on project management and research methodologies. Guidance and adjustment are provided. The meeting moments can take place both in the university college and in the premises of the contractor himself. Presence is part of the evaluation.

Closure

After their project/event follows a critical report, self-assessment and logbook (text and possibly visualization material). This is also part of the evaluation

Course material

Ppp-Presentation by the Lecturer

On line documentation from PMI and PMlef

A User's Manual to the PMBOK Guide by Cynthia Snyder Stackpole.- 5th edition

Teaching methods and assignments

Explanation from lecturer during the contact hours

Exercises to be performed by the students in Team

Teamwork on their own project

Assessment

1st exam period:

Modes of assessment: the team has to deliver a project management plan about their project

Question format: the lecturer will check the papers according the processes and knowledge areas

Additional learning materials that can be used: see course material

3rd exam period:

Modes of assessment: the teams present their project before a jury and will get points according to the way they followed the project management techniques

Question format: questions from the jury about the project

Additional learning materials that can be used: Students_Presentation_Guide fromPMlef (for free)

19/09/2016	2 contact hours	
26/09/2016	2 contact hours	<p><u>Choosing a project on the basis of a number of standards (to be developed):</u> it must be a 'real' project in the sponsoring institute (nonprofit or profit organisation / company), one person is responsible for the project the students must have a sufficient degree of autonomy a market research project could be a relevant project</p>
3/10/2016	2 contact hours	
10/10/2016	2 contact hours	
17/10/2016	2 contact hours	
24/10/2016	2 contact hours	
31/10/2016	autumn break	
7/11/2016	2 contact hours	
14/11/2016	2 contact hours	
21/11/2016	2 contact hours	
28/11/2016	2 contact hours	
5/12/2016	2 contact hours	
12/12/2016	2 contact hours	
19/12/2016	2 contact hours	
26/12/2016	Christmas break	
2/01/2017	Christmas break	
9/01/2017	Exams	
16/01/2017	Exams	
23/01/2017	Exams	
30/01/2017	Exams	
6/02/2017	coaching on demand (4 hours)	<p>Mr Neyns will monitor the projects and the student groups will have to report to him on a (more or less) two weekly basis</p>
13/02/2017	coaching on demand (4 hours)	
20/02/2017	coaching on demand (4 hours)	
27/02/2017	spring break	
6/03/2017	coaching on demand (4 hours)	
13/03/2017	coaching on demand (4 hours)	
20/03/2017	coaching on demand (4 hours)	
27/03/2017	coaching on demand (2 hours)	
3/04/2017	Easter holiday	
10/04/2017	Easter holiday	
17/04/2017	coaching on demand (2 hours)	
24/04/2017	coaching on demand (2 hours)	
1/05/2017	coaching on demand: how to deliver an effective presentation (2 hours)	
8/05/2017	deadline for handing in the papers	
15/05/2017		
22/05/2017	Exams	<p>presentation of the papers (4 hours)</p>
29/05/2017	Exams	
5/06/2017	Exams	
12/06/2017	Exams	
19/06/2017	Exams	

Title of the module : **INNOVATION AND THE YOUNG ENTREPRENEUR**

Number of credits : 3	Language of Instruction English	Number of contact hours 27	Semester 2
ECTS-file completed by Raph Verbruggen	Status: Elective	Lecturer 1 Raph Verbruggen	

Competencies

Competency 1: Leaving from his own area of specialization the graduate can support the company policy efficiently

1.1 analyzes business processes, corporate functions, strategies, corporate culture and the total business environment and words a motivated advice in order to optimize short and long term company policies

1.2 drafts, motivates and follows-up a marketing budget.

1.3 Interprets financial ratios, costing and the annual accounts and words an advice in order to prepare short and long term management decisions.

1.4 converts an opportunity into a project and to write, present and answer for a simple business plan.

Admission Requirements

General admission requirements and prerequisites: check the education and examination regulations

Specific requirement and prerequisites: Students should have a fair interest in entrepreneurship and ideally plan to start up their own entrepreneurial project in the 3rd Bachelor year.

Course rationale

- Entrepreneurship is the driving force of prosperity and welfare: this course works to raise the awareness of these.
- Each individual hides creativity: this course aims to activate the creativity of the individual student
- This course focuses on the skills needed to successfully start your own business: thinking out of the box, analysing, planning in a structured way, being able to anticipate

The focus is also on competencies that are needed to start up a business. The programme covers all important aspects of launching a business from the initial idea to a business plan.

Contents

- 1 Nature of entrepreneurship: generating new business ideas
 - 2 From business idea to business opportunity and from business story to business plan
 - 3 Entrepreneurship in the European and global context
 - 4 Creativity: a key success factor for entrepreneurship
 - 5 Seminars: several entrepreneurs tell about their own business story
 - 6 Opportunity identification
 - 7 How to build a competitive advantage
 - 8 Business strategy and SWOT-analysis
 - 9 Creating the new venture and a dynamic business plan
 - 10 Marketing & sales plan: components of a successful business plan
 - 11 Entrepreneurial finance
 - 12 How to draft a sound financial plan
- Presenting your business story and negotiating your business plan

Course material

Raph Verbruggen, Innovation and the young European entrepreneur part one and two, Brussels, 2016

Recommended literature

- Competing for the Future, Gary Hamel en C.K. Prahalad
 - From Good to Great, Jim Collins
 - The Innovator's dilemma/The Innovator's Solution, Clayton Christensen
 - Re-Imagine and In Search of Excellence, Tom Peters
 - Blue Ocean Strategy, W. Chan Kim & R. Mauborgne
 - Competitive Strategy, Michael Porter
 - Innovation and Entrepreneurship, Peter F. Drucker
 - Funky Business / Karaoke Capitalism, Kjell Norström and Jonas Ridderstrale
 - Creative Management and Development, J. Henry
 - Living the Brand, N. Ind
 - The Power of Strategy Innovation, A New Way of Linking Creativity and Strategic Planning to Discover Great Business Opportunities, R.E. Johnston, J.D. Bate
 - The new Age if Innovation, C.K. Prahalad, M.S. Krishnan
 - Made to Stick, D. Heath, C. Heath
 - The Rise of the Creative Class, Richard Florida
- ...and many others...

Teaching methods and assignments

- Written course (available on the Odisee learning platform)
- Testimonials of several entrepreneurs
- Literature review (from a pre-selection of books)
- Papers and PP presentations
- Interactive work sessions during the class
- Visit abroad to an incubator, company of other organisation

Assessment

1st exam period:

Modes of assessment

- Business plan = 45% of the total

Writing and presenting

Criteria: originality, creativity, accuracy, consistent structure, teamwork and commitment, presentation skills (written and oral)

- Literature review = 15% of the total

Reading and presenting a book (from a pre-selection of books)

Criteria: analytical skills, ability to communicate clearly, fully and to the point, teamwork and commitment, presentation skills – oral and written (PP presentation) -

- Answer to an Open Question = 20% of the total

Each individual student answers an 'Open Question' from a Guest Speaker-Entrepreneur

Criteria: ability to capture the main topics of a lecture, contribution by own research, personal vision, writing a document: strong content and well structured

- Written exam = 15% of the total

Punctual questions on the necessary theoretical insights and concepts = theoretical knowledge of the course

- Attitude = 5% of the total

Criteria: collegiality, responsibility, positive attitude in class, correctness, sense of initiative

Students who leave the program at the end of December are subject to the same evaluation criteria

Question format: Business plan - Literature review - Answer to an Open Question

Additional learning materials that can be used: see course material

3rd exam period:

Because of the hands-on nature of this subject: a resit is not possible.

BUSINESS ORIENTATION	
Business Ethics	https://cb.hbsp.harvard.edu/cbmp/product/BH665-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/ES1621-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/511050-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/R1104C-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/313075-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/W94C15-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/TB0245-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/314055-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/BH721-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/INS959-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/INS519-PDF-ENG
Business Communication and reporting techniques ¹	Toledo
English Communication advanced 2	Bill Mascull: Business Vocabulary in Use Advanced, Cambridge University Press, ISBN 978-0-521-74940-4 Bob Dignen: Communicating Across Cultures, Cambridge University Press, ISBN 978-0-521-18198-3
French Communication advanced 2	P. Dumont,- Lexique didactique du français des affaires .- Acco ISBN: 9789033449079 J-L. PENFORNIS, Affaires.com niveau avancé, 2ème édition, livre de l'élève + DVD rom.- clé international.- ISBN: 9782090380415 C. Oelbrandt, S. Van Helleputte.- Frans 2 voor Marketing.- ISBN: 2220139975224 E. Cloose.- Le français du monde du travail.- PUG, 2014, 2014
Intensive French 2 Beginners level	<i>Français.com - débutant Pro niveau A2</i> , Jean-Luc Penfornis, CLE International, February 2012. <i>Français.com - Cahier d'exercices - Niveau débutant</i> , Jean-Luc Penfornis, CLE International, 2013
Intensive French 2 Intermediate level	<i>Français.com - Intermédiaire, 2ème édition</i> , Jean-Luc Penfornis, CLE International, January 2012. <i>Français.com - Livre d'exercices - Intermédiaire, 2ème édition</i> , Jean-Luc Penfornis, CLE International, January 2012.
Intensive Spanish 2	<i>Meta profesional 2 , edición internacional, Libro del alumno</i> , Eva Díaz Gutiérrez , Intertaal, 2015. isbn 978 94 6030 9496 <i>Meta profesional 2 , edición internacional, Libro de ejercicios</i> , Josefa Jimeno Patrón, Intertaal, 2015. isbn : 978 94 6030 9502
Business Applications	Toledo
Business Intelligence	Efraim Turban, Ramesh Sharda, Jay Aronson, David King. - Published by Prentice Hall, 2008 ISBN 10: 013234761X / ISBN 13: 9780132347617
Consumer behaviour	Babin & Harris (2016) CB, 7th ed., ISBN-13: 978-1305403222
Statistics for market research 1	Barrow, M. Statistics for Economics, Accounting & Business Studies 6 th ed. ISBN-13: 978-0273764328
Marketing planning and marketing-mix strategies	The Marketing Plan Handbook (Alexander Chernev – 4 th edition – Cerebellum Press, USA)

Marketing communication	Lindstrom, Martin, Brandwashed, London: KoganPage 2012, ISBN 978 0 7494 6504 9
Digital marketing	Philip Weiss, HyperThinking. Creating a new Mindset for the Age of Networks.- Gower Publishing ltd, Farnham, 2012.- 168p
Commercial budgeting	Carey, Knowles, & Towers-Clark: Accounting: A Smart Approach 2edition.
Accountmanagement	Cheverton, P. Key Account Management: Tools and Techniques for Achieving Profitable Key Supplier Status ISBN-13: 978-0749469405
Legal issues of commercial topics	Textbook: Baskind Eric, Osborne Greg, Roach Lee. Commercial Law (2016), Oxford University Press, ISBN 978-0-19-872935-8
In company training	Toledo
Seminars	Toledo
Business project	Toledo
Project management en marketingproject	A User's Manual to the PMBOK Guide by Cynthia Snyder Stackpole.- 5 th edition
Innovation and the young entrepreneur	Toledo