



# VIVES BUSINESS ACADEMY

Campus Bruges

Business Management, Hotel management and Tourism

*Design your future*

 hogeschool  
**vives**

# 1 Inhoud



		1
1	The VIVES University of Applied Sciences .....	4
2	Department of Commercial Sciences, Business Management and Informatics .....	5
3	VIVES Business Academy .....	6
4	Social Life.....	9
5	VBA-courses on Campus Brugge - overview .....	10
6	Description of the VBA-courses .....	14
6.1	<b>Personal Skills &amp; Teamwork Module</b> .....	14
6.1.1	<b>Social Competences</b> .....	14
6.1.2	<b>Personal Development Planning</b> .....	14
6.1.3	<b>Presentation Skills &amp; Public Speaking</b> .....	14
6.1.4	<b>Group Dynamics</b> .....	15
6.2	<b>A Taste of Belgium</b> .....	15
6.3	<b>Comparative Constitutional Law</b> .....	16
6.4	<b>Strategic Marketing Management</b> .....	17
6.5	<b>Strategic &amp; Innovation Management</b> .....	17
6.6	<b>European and international law</b> .....	18
6.7	<b>Social security systems throughout the world with focus on European countries</b> .....	20
6.8	<b>Social and Tax Law</b> .....	21
6.9	<b>International Marketing in a Strategic Context</b> .....	21
6.10	<b>Rebranding: The rise of fallen angels</b> .....	22
6.11	<b>ebusiness and sales</b> .....	23
6.12	<b>Revenue management</b> .....	23
6.13	<b>Financial management</b> .....	24
6.14	<b>Project trends in hospitality</b> .....	24
6.15	<b>Welcome to the City: Security meets Hospitality</b> .....	26
6.16	<b>Geopolitics and Tourism</b> .....	26
6.17	<b>Hotel organisation</b> .....	27
6.18	<b>Business game</b> .....	28
6.19	<b>Emerging Trends in IT for Business</b> .....	28
6.20	<b>Company Visits</b> .....	29
6.21	<b>Dealing with Diversity</b> .....	29
6.22	<b>Ethnic, religion and world views</b> .....	30
6.23	<b>Negotiation and Mediation: an Introduction</b> .....	31
6.24	<b>Social Economy and Entrepreneurship</b> .....	32
6.25	<b>Business economics</b> .....	32
6.26	<b>Artificial Intelligence for Marketing Strategy (AI Marketing)</b> .....	33
6.27	<b>Event Organization</b> .....	34
6.28	<b>Human resources management</b> .....	35
6.29	<b>Lean management</b> .....	35
6.30	<b>Digital Business and E-commerce Management (E-commerce)</b> .....	36
6.31	<b>Management advanced and strategic management</b> .....	38
6.32	<b>Sales and Marketing</b> .....	39
6.33	<b>Tourism Topics</b> .....	40
6.34	<b>Tourism and Hospitality in the Middle East</b> .....	40
6.35	<b>Excel for Business</b> .....	41

6.36	ICT - Hospitality software basic .....	42
6.37	International Case: Tour 'n Tasting (TNT) .....	42
6.38	Practical Case Café CuiZien .....	43
6.39	Profit & Loss.....	46
6.40	Cultural Awareness .....	46
6.41	Global Sustainability and Engagement .....	47
6.42	Dutch 1 .....	49
6.43	Dutch.....	49
6.44	French 1 .....	50
6.45	English 1 .....	51
6.46	German 1.....	51
6.47	Spanish Basic .....	53
6.48	Spanish Elementary.....	53
6.49	Business (Management) English.....	54
6.50	French, English, Spanish, as of level 2.....	54

# 1 The VIVES University of Applied Sciences

The VIVES University of Applied Sciences is a merger that consists of five campuses situated in Brugge, Kortrijk, Oostende, Roeselare and Torhout, and provides a whole range of professionally oriented study programmes at the level of bachelor. These five places are medium-sized cities in Flanders, the Dutch-speaking region in Belgium.

With approximately 17.000 students, VIVES is the biggest university college in Flanders.

The **Faculty of Commercial Sciences, Business Management & Applied Informatics** is located on the VIVES Bruges and Kortrijk Campuses. The VIVES Bruges Campus is situated near the historical city centre of Bruges ('Brugge' in Dutch, see [www.brugge.be](http://www.brugge.be)), a UNESCO World Heritage City.



Campus Brugge



Campus Kortrijk

## 2 Department of Commercial Sciences, Business Management and Informatics



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

Dear International Students,  
We are glad you have chosen to stay with us to study at VIVES-Brugge.

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

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



### 3 VIVES Business Academy

The VIVES Business Academy is a programme consisting of lectures, group work, visits and projects in the field of Business Management, Hotel, and Tourism. The VIVES Business Academy has been set up for undergraduate business students. Incoming students can select a programme of up to 30 ECTS credits per semester. This programme consists of a **compulsory part**, to be completed with **optional courses** from our degree study programmes or given by guest lecturers from abroad.

Given the fact that Vives Bruges has an English bachelor programme in Hotel Management, several specific courses on the topic are also open to VBA-students with a hotel or hospitality background.

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

#### **Flanders...**

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

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

Specifically, the VIVES Business Academy has the following goals:

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

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

#### **Application**

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

Deadlines: 

- End of May (Autumn semester)
- Mid of November (Spring semester)

No tuition fees for students of partner universities of VIVES University of Applied Sciences.

#### **Teaching language**

English

#### **Level**

- Professional bachelor programme for undergraduate students who have already acquired at least 60 ECTS credits at their home university.

- Language: students have an upper-intermediate level of spoken and written English. The minimum requirement is Level B1 in the Common European Framework of Reference. You may be invited for a skype interview in English.

### **Workload**

International students staying for one semester programme are advised to select courses or modules equivalent to 30 ECTS credits per semester.

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

**A laptop is required, as is your presence in the courses.** If you are more than 15 minutes late, you will not be allowed in the classroom. If you are absent without a valid reason (such as illness, stated by a doctor), **marks can be deducted from your final grade.**

All costs for published handbooks or field trips are to be covered by the student.

### **Evaluation**

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

### **COVID19 Disclaimer**

In exceptional circumstances, (part of) the classes on campus can be replaced by (a)synchronous online learning. The evaluation will preferably take place on campus. Depending on the circumstances, the evaluation can also take place online.

### **More information**

Website: Most updated information on our website: <https://www.vives.be/en/commercial-sciences-business-management-and-informatics> or to be requested from [Mieke.verheyde@vives.be](mailto:Mieke.verheyde@vives.be)

### **The Vives Global Engagement Office**

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





Working in close collaboration are Ms. Mieke Verheyde and Ms. Anna Szermuszyn. If you need help, please make an appointment with them. You can send an e-mail to [mieke.verheyde@vives.be](mailto:mieke.verheyde@vives.be) and [anna.szermuszyn@vives.be](mailto:anna.szermuszyn@vives.be). In case of emergency, don't hesitate to contact Ms Mieke Verheyde: +32 498254279 or Ms Szermuszyn + 32 485 98 51 11.

## Your contact persons

- **Mieke Verheyde** →

[Mieke.verheyde@vives.be](mailto:Mieke.verheyde@vives.be)

+32498254279

**General coordination VBA Bruges**  
**Courses/Time schedule**  
**Personal programme etc.**



- **Anna Szermuszyn** →

[anna.szermuszyn@vives.be](mailto:anna.szermuszyn@vives.be)

+32485985111

**Final learning agreements**  
**Transcript of records**  
**Certificate of arrival**  
**Miras**



- **Melanie Carbonelle** →

[melanie.carbonelle@vives.be](mailto:melanie.carbonelle@vives.be)

**Application**  
**Cultural events**  
**Certificate of state**  
**Insurances – in need of a doctor**



MIRAS (some Language courses):

The Department of Commercial Sciences, Business Management & Informatics works together with the Higher Institute for Languages and Economics (cvo MIRAS). cvo MIRAS takes care of some of the language courses you can attend during your stay at VIVES. The contact person for cvo MIRAS is Hermine Schouteten. Her e-mail address is [nathalie.deblanc@miras.be](mailto:nathalie.deblanc@miras.be)



## 4 Social Life

### Events

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

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

You will be able to buy the cultural voucher from STUVO (services for students) for a show of **Cultuurcentrum Brugge, Concertgebouw, de Werf, Cactus musical festival, De Andere film, Cinema Lumiere, Comedy Shows** and **Entrepot**.



Check <https://stuvoloods.be/brugge/culture> for cultural activities. If you would like to organize any event (sport or trip) feel free to contact our colleague [lies.lammaing@stuvoloods.be](mailto:lies.lammaing@stuvoloods.be). Under some conditions you might be able to get a logistical and financial support for the initiative.

### Sports

Many research was done by scientists and nobody could deny the statement that sport is closely related to health. So we would like to train healthy specialists for the future. Vives has arranged discounts for the students in some sporting clubs. We also organize various sports activities from rock climbing to diving.



Get our sports brochure at the STUVO reception or check our online calendar [www.stuvoloods.be](http://www.stuvoloods.be). You can also borrow all kinds of sport equipment (rackets, balls...) from STUVO for free, you just have to bring your student card and pay a small deposit.

## 5 VBA-courses on Campus Brugge - overview

The VIVES University of Applied Sciences Campus Brugge organizes an international VIVES Business Academy in the Autumn and Spring Semester. Students can come for one semester or for a full year.

Below you will find the full list of courses we offer in the autumn semester and the spring semester. For the description of the courses, you can click on the course title (see also Description of the VBA-courses in the next heading).

Some courses are compulsory, others are optional. The **compulsory courses** cannot be skipped. Students with a full year programme obviously should follow the compulsory courses in one semester only. Each student needs to choose credits from the list of **optional courses**. An optional course will be organized as soon as 5 students have enrolled for that course.

Before you fill out your learning agreement, please make sure you read the full description of the courses in the next chapter. Some courses are indeed only open for students with a certain background (e.g. hotel management) or have specific entry requirements.

### AUTUMN COURSES

COMPULSORY COURSES (12 ECTS)	ECTS
Personal Skills & Teamwork Module	6
A Taste of Belgium	3
Comparative Constitutional Law	3

OPTIONAL COURSES	ECTS
<b>MANAGEMENT</b>	
Strategic Marketing Management	3
Strategic & Innovation Management	3
Management advanced and strategic management	3
<b>LAW</b>	
European and international law	3
Social security systems throughout the world with focus on European countries	3
<b>MARKETING, SALES AND ENTREPRENEURSHIP</b>	
International Marketing in a Strategic Context	3
Rebranding: The rise of fallen angels	3

Social Economy and Entrepreneurship	3
Business game	3
Emerging Trends in IT for Business	3
<b>TOURISM</b>	
Welcome to the City: Security meets Hospitality	3
Geopolitics and Tourism	3
<b>HOTEL &amp; HOSPITALITY</b>	
Hotel organisation	3
Company Visits	3
ebusiness and sales	3
Revenue management	3
Financial management	3
Project trends in hospitality	3
<b>CROSS-CULTURAL SKILLS</b>	
Dealing with Diversity	3
<b>LANGUAGES AND COMMUNICATION</b>	
Dutch 1	3
French 1	3
English 1	3
Spanish Basic	3
German 1	3
<i>The following classes will be held in an external Language Institute, located in the city of Kortrijk or Bruges!</i>	
French, English, Spanish, as of level 2	3
Business (Management) English	3

## SPRING COURSES

COMPULSORY COURSES (12 ECTS)	ECTS
Personal Skills & Teamwork Module	6
A Taste of Belgium	3
Comparative Constitutional Law	3

OPTIONAL COURSES	ECTS
<b>MANAGEMENT</b>	
Event Organization	3
Human resources management	3
Lean management	3
Digital Business and E-commerce Management (E-commerce)	3
Management advanced and strategic management	3
<b>LAW</b>	
Social security systems throughout the world with focus on European countries	3
Social and Tax Law	3
<b>MARKETING, SALES &amp; ENTREPRENEURSHIP</b>	
Sales and Marketing	3
Social Economy and Entrepreneurship	3
Business economics	3
Artificial Intelligence for Marketing Strategy (AI Marketing)	3
<b>TOURISM</b>	
Tourism Topics	3
Tourism and Hospitality in the Middle East	3
Geopolitics and Tourism	3
<b>HOTEL &amp; HOSPITALITY</b>	
ICT - Hospitality software basic	3
International Case: Tour 'n Tasting (TNT)International Case: Tour 'n Tasting (TNT)	3
Practical Case Café CuiZien	5

Profit & Loss	3
<b>ICT</b>	
Excel for Business	3
<b>CROSS-CULTURAL SKILLS</b>	
Cultural Awareness	3
Global Sustainability and Engagement	3
Global Sustainability and Engagement	5
Ethnic, religion and world views	3
<b>LANGUAGES AND COMMUNICATION</b>	
Negotiation and Mediation: an Introduction	3
Dutch	4
Spanish Elementary	4
<i>Only for students who with a full year programme, and as a continuation of the course in the Autumn semester</i>	
Dutch 1	3
French 1	3
English 1	3
<i>These classes will be held in the MIRAS Language Institute, located in the city of Kortrijk or Bruges!</i>	
French, English, Spanish, as of level 2	3
Business (Management) English	3

## 6 Description of the VBA-courses

<b>Module title</b>	<b>6.1 Personal Skills &amp; Teamwork Module</b>
<b>ECTS credits</b>	<b>6</b>
<b>Type of course unit</b>	<b>compulsory</b>
<b>Description</b>	<b>Personal Skills &amp; Teamwork Module</b> comprises 4 courses: <ol style="list-style-type: none"> <li>1. Social Competences (1 ECTS)</li> <li>2. Personal Development Planning (1 ECTS)</li> <li>3. Presentation skills &amp; public speaking (2 ECTS)</li> <li>4. Group Dynamics (2 ECTS)</li> </ol>
<b>Course title</b>	<b>6.1.1 Social Competences</b>
<b>Semester</b>	Autumn & Spring
<b>Lecturer</b>	Ms Anna Szermuszyn <a href="mailto:anna.szermuszyn@vives.be">anna.szermuszyn@vives.be</a>
<b>Course content</b>	This chapter offers you opportunities to develop people skills from the perspective of a student or new graduate. You will learn how to work with a wide range of people of different ages and backgrounds. A training based on real life examples - not just science.
<b>Course objectives</b>	<ul style="list-style-type: none"> <li>• To understand 'people skills' is critical to success in a broad variety of careers.</li> <li>• To understand the skill conceptually, have opportunities to practice, get feedback on how well you perform and use the skill often enough.</li> </ul>
<b>Teaching method</b>	Interactive workshop
<b>Course material</b>	PowerPoint handouts
<b>Assessment</b>	Active participation
<b>Course title</b>	<b>6.1.2 Personal Development Planning</b>
<b>Semester</b>	Autumn & Spring
<b>Lecturer</b>	Ms Anna Szermuszyn <a href="mailto:anna.szermuszyn@vives.be">anna.szermuszyn@vives.be</a>
<b>Course content</b>	The workshop reaches strategies for improving personal performance and a better sense of the life and work you want. Following the activities and study cases we will train a confidence in skills, qualities and attributes for being in a better position to compete for jobs. The course focuses on positive attitudes, career thinking and problem-solving routes associated with successful professional life.
<b>Course objectives</b>	To understand crucial success factors at work in times of transition and globalization. To understand activities and develop valuable career skills. To think about personal, academic and career goals and to plan a path to success.
<b>Teaching method</b>	Interactive workshop
<b>Course material</b>	PowerPoint handouts
<b>Assessment</b>	Active participation
<b>Course title</b>	<b>6.1.3 Presentation Skills &amp; Public Speaking</b>
<b>Semester</b>	Autumn & Spring
<b>Lecturer</b>	Ms Anna Szermuszyn <a href="mailto:anna.szermuszyn@vives.be">anna.szermuszyn@vives.be</a>

<b>Course content</b>	Learn how to deliver your next presentation to any size audience and keep them with you every step of the way. Analyse real life examples illustrating how to achieve an effective presentation. Understand the importance of body language, voice control and the relationship with your audience. Practice and apply tips and tricks you need to become both comfortable and effective at public speaking. Demonstrate an awareness of cross-cultural communication.
<b>Course objectives</b>	Learn how to conduct a successful presentation and how to feel at ease with public speaking.
<b>Teaching method</b>	Lectures
<b>Course material</b>	PowerPoint handouts
<b>Assessment</b>	Participation, presentation
<b>Course title</b>	6.1.4 Group Dynamics
<b>Semester</b>	Autumn & Spring
<b>Lecturer</b>	Mr Jos van Erp <a href="mailto:erp@decip.nl">erp@decip.nl</a>
<b>Course content</b>	<ul style="list-style-type: none"> <li>• What is a team?</li> <li>• Team Life Cycle</li> <li>• Interpersonal skills</li> <li>• Applying interpersonal skills</li> <li>• Johari diagram</li> <li>• Individual competence profile</li> <li>• Why and how do people learn</li> <li>• Team roles</li> <li>• Constructive and efficient team work</li> <li>• Verbal and non-verbal communication</li> <li>• Change and personal expression</li> </ul>
<b>Course objectives</b>	Analysing the way groups of people might work together as a team, improving team performance and learning how to act as a manager.
<b>Teaching method</b>	A two days module combining theory with working in groups on exercises and assignments followed by homework (three hours per student) building a report and presentation which will be analysed and improved during a third day after a one or two weeks interval period.
<b>Course material</b>	Will be distributed in class.
<b>Assessment</b>	Team presentation, content building, individual participation, report and individual exam.

<b>Course title</b>	6.2 A Taste of Belgium
<b>Semester</b>	Autumn & Spring
<b>ECTS credits</b>	3
<b>Lecturers</b>	Mr. Dany De Wispelaere, Ms. Christel Debrabandere, Mr. Lode Vanwildemeersch, Mr. Patrick Huyghe, and Ms. Anne Van Deynse
<b>Type of course unit</b>	compulsory



<b>Course content</b>	The student gets familiar with those aspects Belgium is well-known for, such as its gastronomy, beers, chocolates, fashion, arts and top-level sports communication.
<b>Course objectives</b>	The student gains insight into the Belgian state structure and royal house, and is introduced to the key features that determine Belgium and its people.
<b>Teaching method</b>	Lectures, visits, group assignment
<b>Course material</b>	Course documents on Toledo
<b>Assessment</b>	Written examination, assignment Permanent assessment ( <b>so you have to be present in the courses!</b> )

<b>Module title</b>	<b>6.3 Comparative Constitutional Law</b>
<b>Semester</b>	Autumn & Spring
<b>ECTS Credits</b>	<b>3</b>
<b>Type of course unit</b>	<b>compulsory</b>
<b>Lecturer</b>	Ms Mieke Verheyde <a href="mailto:mieke.verheyde@vives.be">mieke.verheyde@vives.be</a>
<b>ECTS credits</b>	3
<b>Course content</b>	<p>A first part of the course focuses on <u>Belgian constitutional law</u>. The course goes into the basic principles of the Belgian Constitution, the main developments in Belgium since its independence, and the current structure and functioning of the Belgian federal and regional authorities. This means that issues such as separation of powers, federalism, parliamentary democracy, representative election system, and human rights are dealt with. All this is done within a broad international perspective where several systems of government are compared (e.g. federal state v. unitary state; parliamentary system v. presidential system, system of proportional representation v. majoritarian system etc.).</p> <p>In a second part, the <u>comparative perspective</u> is more focused upon: students exchange knowledge about their respective governmental systems.</p> <p>The course ends with a <u>study visit</u> to the Belgian federal parliament and the Belgian Palace of Justice in Brussels.</p>
<b>Course objectives</b>	<p>Students have a basic understanding of</p> <ul style="list-style-type: none"> <li>- the main principles of the Belgian constitution, including the structure and functioning of the Belgian federal and regional governments and the protection of human rights in Belgium;</li> <li>- the several existing systems of government, and the differences and similarities between their respective systems of government;</li> <li>- international human rights protection and of the human rights record of Belgium and of their respective countries.</li> </ul>
<b>Teaching Method</b>	Lectures, study visit

<b>Course material</b>	Provided by the lecturer
<b>Assessment</b>	75% oral exam + 25% presentation

<b>Course title</b>	<b>6.4 Strategic Marketing Management</b>
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms An Winnepenninckx <a href="mailto:an.winnepenninckx@vives.be">an.winnepenninckx@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<ul style="list-style-type: none"> <li>- Introduction to strategy</li> <li>- Strategic marketing decisions in the boston consultancy matrix</li> <li>- A strategic marketing plan</li> <li>- Insights in different strategies</li> <li>- Ownership strategies</li> <li>- Business cases</li> </ul>
<b>Course objectives</b>	<p>After having followed this course, the student will have an overview of the strategic decisions a company can take.</p> <p>The student will understand the reason and outcome of strategic marketing decisions.</p>
<b>Entry requirements</b>	None
<b>Teaching method</b>	<ul style="list-style-type: none"> <li>- Interactive lectures</li> <li>- Case studies of different hospitality companies.</li> </ul>
<b>Course material</b>	Non-published hand-outs and cases.
<b>Assessment</b>	Written exam

<b>Course title</b>	<b>6.5 Strategic &amp; Innovation Management</b>
<b>Semester</b>	Autumn
<b>ECTS credits</b>	<b>3</b>
<b>Lecturer</b>	Barbara Soenen <a href="mailto:barbarasoenen@gmail.com">barbarasoenen@gmail.com</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<p>Strategic management is the theory and practice of making decisions that shape the future of the firm. In this course students will get to familiarize themselves with some of the core issues that lay close to the challenges top managers are faced with.</p> <p>The purpose is to provide students with concepts, frameworks, and experiences that are useful for taking part in the management of innovation processes in the firm.</p>

	In five sessions we explore the following questions: What is strategy? Which strategy fits your business best? What is the impact of the environment on setting strategy? How can firm resources influence strategy formation? And, what is the impact of change on strategy? The answers to these questions will give students a sufficient understanding and appreciation of the field of strategic management.
<b>Course objectives</b>	At the end of the course the student will be able to: <ul style="list-style-type: none"> <li>• Understand the basic concept of strategy and different types of strategies;</li> <li>• Understand the role of external and internal factors for setting effective strategies;</li> <li>• Understand how, why and which type of innovation occurs in an industry;</li> <li>• Understand how to develop innovation projects;</li> <li>• Critically assesses the external environment a firm faces;</li> <li>• Critically assesses a firm's internal strengths and weaknesses;</li> <li>• Analyze the effectiveness of a firm's strategy using concepts from relevant theory;</li> <li>• Appreciate the role of strategic management in the wider context of the firm and in the generation and use of innovation in particular;</li> <li>• Value the challenges strategic managers face in attaining competitive advantage.</li> </ul>
<b>Entry requirements</b>	Students are expected to have had introductory courses in business management and possibly strategy. Basic understanding of the concept of strategy is preferable as well as preliminary participation in organizations where the student was able to observe the practical application of policy set by top and/or middle-management.
<b>Teaching Method</b>	The course will be taught in 5 four-hour sessions each consisting of a mix of lectures, group presentations, class participation, and student – lecturer interaction. The content of each session is spread over theory, practical guidelines, and case studies.
<b>Course material</b>	Will be provided by the teacher.
<b>Assessment</b>	Partial or continuous assessment with (final) exam during the examination period Written, Paper/Project Open questions

<b>Module title</b>	<b>6.6</b> European and international law	
<b>Semester</b>	Autumn	
<b>Credits</b>	<b>3</b>	
<b>Type of course unit</b>	<b>optional</b>	
<b>Lecturer</b>	Ms Mieke Verheyde	<a href="mailto:mieke.verheyde@vives.be">mieke.verheyde@vives.be</a>

<b>ECTS credits</b>	3
<b>Course content</b>	<p>The course is composed of two parts:</p> <p>In a first part, EU law is being dealt with. Our life is indeed increasingly being determined and influenced by EU regulations. The course therefore explores where the EU comes from, what the main EU bodies are doing, and on what topics the EU can make rules. It shows the effect of these rules on our everyday life. It also reveals the topics on which the member states prefer to take their own decisions. Some lessons focus on the policy of the EU, namely the internal market, agriculture, social policy, and climate policy. The course ends with an overview of the crises the EU experienced and the future challenges it is facing.</p> <p>In a second part, the student gets an introduction to international law. First the student gets to know the main players in international law, such as the states and international organisations (the United Nations, the NATO, etc.). Then, students will learn how states can resolve their conflicts (e.g., via negotiations, intervention of the UN security council etc.). Further, the course will focus on challenging issues in contemporary international politics, including the recent examples of the use of force (cf. the Russian invasion in Ukraine), international trade law, and international criminal law.</p>
<b>Course objectives</b>	The purpose of the course is to make students understand how the EU works and to make students understand how international law deals with contemporary global issues.
<b>Entry requirements</b>	None. The course is not restricted to those with a legal background but is open to all students with an interest in the topic.
<b>Teaching Method</b>	Lectures
<b>Course material</b>	Provided by the lecturer
<b>Assessment</b>	100% oral exam

<b>Course title</b>	<b>6.7</b> Social security systems throughout the world with focus on European countries
<b>Semester</b>	Autumn + Spring
<b>ECTS credits</b>	3 ECTS
<b>Lecturer</b>	Mr. Jef Tavernier <a href="mailto:jef.tavernier@vives.be">jef.tavernier@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<ul style="list-style-type: none"> <li>- The term social security in this course refers to programs established by statute that insure individuals against interruption or loss of earning power and for certain special expenditures arising from marriage, birth, illness or death. This definition also includes allowances to families for the support of children.</li> <li>- The social security system in Belgium is compared with the system in the native countries of the students</li> <li>- Old age, disability and survivor programs</li> <li>- Sickness and maternity programs</li> <li>- Work injury programs</li> <li>- Unemployment programs</li> <li>- Family allowance programs</li> </ul>
<b>Course objectives</b>	The students should be able to understand the challenges for people having no income or meeting special necessary expenditures and the challenges and different approaches for a country to solve these problems. They have to understand the system and the ongoing discussions in their native country, compared first of all with Belgium
<b>Teaching method</b>	Interactive lectures, discussion
<b>Entry requirements</b>	None
<b>Course material</b>	"Social security systems throughout the world", Europe 2016 Country reports Publications of the European commission Slides, handouts
<b>Assessment</b>	Active participation during the course, written exam on the global principles and differentiated for each own country. In case of failure a paper about their own country, linked to an oral online exam.

<b>Course title</b>	<b>6.8 Social and Tax Law</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3 ECTS
<b>Lecturer</b>	Ms Julie Bergé <a href="mailto:julie.berge@vives.be">julie.berge@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<p><b>Social law:</b></p> <p>The student gets an overview and understanding of the most important international and European regulations and understands how this is implemented in national law.</p> <p>The rights and obligations when working in an international context will be discussed.</p> <p><b>Tax law:</b></p> <p>In the first part, the concept of double taxation and the double taxation treaties will be discussed, with a focus on the OECD model tax convention.</p> <p>The second part will explain BEPS : main topics of the Base Erosion and Profit Shifting Report of the OECD.</p> <p>In the third part, international tax planning will be discussed.</p> <p>The course will conclude with how Belgium taxes foreigners.</p>
<b>Course objectives</b>	The purpose of this course is to understand the implications of working internationally.
<b>Entry requirements</b>	None
<b>Teaching method</b>	Lectures in class and/or online in exceptional circumstances.
<b>Course material</b>	Slides and other course material on Toledo
<b>Assessment</b>	<p>100% written exam, closed book.</p> <p>Special provisions:</p> <ul style="list-style-type: none"> <li>- The students are allowed to use certain legislation, indicated by the teacher, at the exam. This will be made available through Toledo.</li> <li>- No correction will be made for multiple choice questions.</li> </ul>

<b>Course title</b>	<b>6.9 International Marketing in a Strategic Context</b>
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Mr Costin Damasaru <a href="mailto:costin.damasaru@gmail.com">costin.damasaru@gmail.com</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	1. Introduction to International Marketing- Scope & Challenge.

	<ol style="list-style-type: none"> <li>2. Strategic Marketing in 2019 global challenges</li> <li>3. The International Mktg. Environment</li> <li>4. Cultural Dynamics / Business Customs &amp; Segmenting, Targeting and Positioning</li> <li>5. International Political Environments</li> <li>6. Global Marketing &amp; The Digital Revolution</li> <li>7. Global Marketing Channels and Physical Distribution</li> <li>8. The Strategic Approach to International Marketing I</li> <li>9. The Strategic Approach to International Marketing II</li> <li>10. Competitive Advantage in the international business context</li> <li>11. Ethic dilemmas in the business environment</li> <li>12. Final Evaluation</li> </ol>
<b>Course objectives</b>	Upon satisfactory completion of this course, a student should have the ability to analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries. This includes European and American companies marketing elsewhere as well as foreign firms marketing their products here in the European Union.
<b>Entry requirements</b>	None
<b>Teaching method</b>	The course will be conducted through lectures, discussion, and case analysis. Students are expected to read the textbook and supporting materials and to come to class prepared to discuss this material, together with any fresh developments reported in the media.
<b>Course material</b>	Provided by the lecturer.
<b>Assessment</b>	Individual assignment

<b>Course title</b>	<b>6.10</b> Rebranding: The rise of fallen angels
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3 ECTS
<b>Lecturer</b>	Sharon Neuman Choukroun <a href="mailto:skn69@hotmail.fr">skn69@hotmail.fr</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	Lectures, case study, workshops and final group presentations
<b>Course objectives</b>	To develop the knowledge, understanding and techniques of how to deal with a media scandal (e.g. in the sporting world). How to face the crisis, deal with the athlete or team, and create the media 'Buzz' necessary for them to start their rebranding. How to operate the rebranding and "media rebirth" of the client/clients in order for them to come back into favor with the media and their fans.
<b>Entry requirements</b>	None
<b>Teaching method</b>	Lecture, case study, presentation, workshops



<b>Course material</b>	Research, PowerPoint, the news media
<b>Assessment</b>	Evaluation based on group presentations

<b>Course title</b>	<b>6.11</b> ebusiness and sales
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3 ECTS
<b>Lecturer</b>	Matthieu Calu <a href="mailto:Matthieu.calu@vives.be">Matthieu.calu@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>In the first part of the semester, we take a look at the operation of a channel manager and we discuss pricing, packages, discounts, etc. The student configures a fully functioning reservation system for his own hotel in which all these elements are implemented.</p> <p>In the second part of the semester, we discuss the online marketing of a hotel. Attention is given to the hotel website, social media, but also to online reviews and online travel agents (OTAs). With this information, the student conducts his own research into the use of social media in a hotel and develops a good social media strategy.</p>
<b>Entry requirements</b>	<b>Only for students with a hospitality/hotel background!</b>
<b>Course objectives</b>	<p>Working out a correct and well-founded price strategy for a hotel</p> <p>Making recommendations to a hotel on the effective use of social media and various online channels</p>
<b>Teaching method</b>	Lecture and individual assignments
<b>Course material</b>	Material on Toledo, Software and own laptop
<b>Assessment</b>	The points are earned on two papers (one handed in in the middle of the semester and the other at the end of the semester).

<b>Course title</b>	<b>6.12</b> Revenue management
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3 ECTS
<b>Lecturer</b>	Laurens Roels
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	We deal with the definition of RM and discuss basic elements such as variable pricing, occupancy, average room rate. We then look at all the factors involved in pricing and selling, learning to set up and implement a consistent pricing policy. We discuss stay controls, distribution channels and recent trends such as mobile apps and social media. We spend a lot of time on metrics and reports such as historical figures, demand curves, group trends, rate shopping reports etc. We also look at a number of ways to benchmark hotel performance against competing hotels. All modules are supported by an online forum. Here, additional articles and links to live reports, polls and discussion points are offered.
<b>Course objectives</b>	<p>After completing Revenue management, the student will be able to:</p> <ul style="list-style-type: none"> <li>- Understand and calculate various concepts and performance indicators of Revenue Management [RM].</li> </ul>

	<ul style="list-style-type: none"> <li>- Understand and apply various aspects of pricing and selling.</li> <li>- Apply Stay Controls during busy periods.</li> <li>- Understand the functioning of distribution channels, use the various channels selectively.</li> <li>- Drawing up, analysing and using figures and reports to make decisions for the future: historical figures, demand curves, forecasting and availability reports, benchmarking.</li> <li>- Reading and interpreting Profit &amp; Loss tables</li> </ul>
<b>Entry requirements</b>	<b>Only for students with a hospitality/hotel background!</b>
<b>Teaching method</b>	Lectures
<b>Course material</b>	Made available by the lecturer on Toledo
<b>Assessment</b>	<p>Partial or permanent evaluation, with (final) examination during the examination period</p> <p>First examination opportunity during the first examination period</p> <ul style="list-style-type: none"> <li>- 75% Written exam</li> <li>- 25% Participation online forum</li> </ul> <p>Second examination opportunity during the third examination period</p> <ul style="list-style-type: none"> <li>- 100% Written exam</li> </ul>

<b>Course title</b>	<b>6.13 Financial management</b>
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3 ECTS
<b>Lecturer</b>	To be determined
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>In this course, we examine how financial figures can help with company policy.</p> <p>We pay attention to the importance of good working capital management. Furthermore, we discuss the different ratios step by step. All this will be illustrated by means of practical examples. These include liquidity, solvency, profitability and added value.</p>
<b>Entry requirements</b>	<b>Only for students with a hospitality/hotel background!</b>
<b>Teaching method</b>	Lectures
<b>Course material</b>	Made available by the lecturer on Toledo
<b>Assessment</b>	To be determined

<b>Course title</b>	<b>6.14 Project trends in hospitality</b>
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3 ECTS
<b>Lecturer</b>	Griet Deklerk & Céline Leys <a href="mailto:griet.deklerk@vives.be">griet.deklerk@vives.be</a> , <a href="mailto:celine.leys@vives.be">celine.leys@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>

<b>Course content</b>	<p>In the project Trends in Hospitality:</p> <ul style="list-style-type: none"> <li>- The student reflects on the concept of hospitality in the context of today's society with its evolutions and trends.</li> <li>- In doing so, he/she will go beyond the limited hotel sector to think about hospitality in the broader sense of the word: reception and service in tourism, the cultural and business world or the care sector.</li> <li>-The students will work in teams on the 'design thinking' process, taking up the challenge of investigating how customer service can be optimised.</li> </ul> <p>-DESIGN THINKING-</p> <p>Under the guidance of the teachers (in cooperation with design and advice studio Studio Dott) the students go through the stages of this process in teams</p> <p>framing: formulating a well-defined research question</p> <ul style="list-style-type: none"> <li>-discovering: determining and carrying out various research methods, applied to the stakeholders and the situation</li> <li>-seeing and focusing: seeing patterns and perspectives based on the data that resulted from the research</li> <li>-developing a prototype: the concrete elaboration of ideas into a model, product or service</li> </ul>
<b>Entry requirements</b>	<b>Only for students with a hospitality/hotel background!</b>
<b>Teaching method</b>	<p>College: the lectures at the beginning of the semester let the students take a bath in the multitude of trends. They go in search of the megatrends and evolutions in the hospitality sector.</p> <p>Project work: the students work in teams on the design thinking process, in which they delineate their research question in an analogous manner and go and discover it.</p> <p>Assignment: the students, as a team, come to the focus of the 'problem' and design a prototype solution for the sector.</p>
<b>Course material</b>	Made available by the lecturers on Toledo
<b>Assessment</b>	<p>3 types of evaluation will be done:</p> <ul style="list-style-type: none"> <li>-continuous evaluation (individual score): presence during sessions, creative thinking, professional focus on the objective</li> <li>-constructive evaluation (group score and peer assessment) 1. formulating the research question / 2. designing a research plan / 3. focusing the design challenge / 4. proposing a prototype</li> </ul>

	-final evaluation by word of mouth (group score) the teams present the final version of their prototype to the teachers, implementing feedback and self-reflection
--	---

<b>Course title</b>	<b>6.15 Welcome to the City: Security meets Hospitality</b>
<b>Semester</b>	Autumn and spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Mr Arthur van der Ham <a href="mailto:arthurvdhvaj@gmail.com">arthurvdhvaj@gmail.com</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	An increasing proportion of the population lives, studies and works in an urban environment. Security gets growing attention in the media and in the policy of organizations. In what way can hospitality play a role in balancing the feelings of being safe and open in today's big cities?  In this course urbanization, hospitality and security will meet with focus on: - the public space (unlike private space); - social safety & security (people, unlike 'things'); - a Dutch approach: <i>Rotterdam Exploration 2019 + Bicycle vision 2040</i> .
<b>Course objectives</b>	Develop awareness and understanding of modern city life. Know what attitude is needed in a growing sense of urban insecurity. Show that hospitality and other sciences can be helpful to create a safe city.
<b>Entry requirements</b>	Energetic, for there will be a full schedule (with at least one session outside where the use of a bicycle is recommended). Open mind to connect knowledge with creativity.
<b>Teaching method</b>	- Practical sessions & lectures. - A comparative study of three cities alike.
<b>Course material</b>	Literature – reports – media
<b>Assessment</b>	Personal: a written essay (25%) Group work: paper + presentation (30%) Participation and involvement: schedule, deadlines (25%) Body of knowledge test (15%) Co-creation of a tangible outcome of this course (5%)

<b>Course title</b>	<b>6.16 Geopolitics and Tourism</b>
<b>Study Programme</b>	Vives Business Academy (VBA) – campus Bruges
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Dr. Tom Bruyer <a href="mailto:tom.bruyer@vives.be">tom.bruyer@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	This course will give students a useful framework to gain in-depth knowledge about international challenges related to geopolitics and tourism.  The sessions will zoom in on specific trends in global tourism and the impact of current events on the future of travel.

	<p>Case studies:</p> <ul style="list-style-type: none"> <li>• Europe- the Middle East- Africa- Asia</li> <li>• Tourism and Politics: Freedom and human rights</li> <li>• Tourism and the Economy: The rise of new tourist hubs</li> <li>• Future trends, challenges and opportunities</li> </ul>
<b>Course objectives</b>	<p>This course will allow students to understand the complexities of international affairs and the impact of current events on global tourism.</p> <p>Students will gain insights into:</p> <ul style="list-style-type: none"> <li>• International relations in the 21<sup>st</sup> century impacting global tourism.</li> <li>• Tourism as a geopolitical and economic tool in a rapidly changing and globalised world</li> </ul> <p>Specific case studies: country and city marketing across the world</p>
<b>Entry requirements</b>	None
<b>Teaching method</b>	<p>Lectures</p> <p>Interactive class discussions</p> <p>Case studies</p>
<b>Course material</b>	PowerPoint handouts provided by the lecturer
<b>Assessment</b>	<p>Personal: a written essay</p> <p>Group presentation</p> <p>Class participation</p> <p>Oral examination</p>

<b>Course title</b>	<b>6.17 Hotel organisation</b>
<b>Study Programme</b>	Vives Business Academy (VBA) – campus Bruges
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms An Winnepeninckx <a href="mailto:An.Winnepeninckx@vives.be">An.Winnepeninckx@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<ul style="list-style-type: none"> <li>- the place of hospitality in a bigger economic context</li> <li>- the external hotel organization and the general organization of the hotel industry</li> <li>- the internal hotel organization and its different departments</li> </ul>
<b>Course objectives</b>	To get an introduction to the world of hospitality
<b>Teaching method</b>	<p>Interactive lecturers</p> <p>Guest speakers</p> <p>Visits</p>
<b>Entry requirement</b>	<b>Only for students with a hospitality/hotel background!</b>
<b>Course material</b>	Non-published syllabus on Toledo
<b>Assessment</b>	Written exam with open ended questions.

<b>Course title</b>	<b>6.18 Business game</b>
<b>Study Programme</b>	Vives Business Academy (VBA) – campus Bruges
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Matthieu Calu <a href="mailto:matthieu.calu@vives.be">matthieu.calu@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	By means of a Business Game (especially tailored for the hotel management course) the students learn how to run a restaurant and a hotel. In fact, they run a virtual hotel.
<b>Course objectives</b>	The purpose is to form an image of the integrated approach specific to the restaurant and hotel world; this by means of a business game written specifically for the hotel management student.  Objectives include: <ul style="list-style-type: none"> <li>• promoting teamwork,</li> <li>• taking management and policy decisions with a view to achieving a financially healthy business.</li> </ul>
<b>Teaching method</b>	Workshop + supervised group assignment
<b>Entry requirements</b>	- <b>Participants should have a basic knowledge of accountancy.</b> - <b>Maximum 5 participants (hospitality students get the first chance)</b> - <b>The subscription costs 35 euro</b>
<b>Course material</b>	Course material on Toledo Cesim – Software Laptop – during the lectures
<b>Assessment methods</b>	80% group assignment 20% oral exam/presentation

<b>Course title</b>	<b>6.19 Emerging Trends in IT for Business</b>
<b>Study Programme</b>	Vives Business Academy (VBA) – campus Bruges
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ellen Taylor <a href="mailto:estaminet.vic@free.fr">estaminet.vic@free.fr</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<ol style="list-style-type: none"> <li>1. The Digital Transformation</li> <li>2. World wide web of lies?</li> <li>3. Ubiquitous computing</li> </ol>

	<p>4. The Internet of Things</p> <p>5. Blockchain</p> <p>6. Introduction to Artificial Intelligence</p>
<b>Course objectives</b>	This course aims to critically explore current and emerging trends in Information and Communications Technology (ICT) with emphasis on business value creation. It aims to critically enquire and report on the digital disruption that all industry sectors are experiencing. The anticipated outcomes are to critically think and report on emerging ICT trends in the current business environment; analyse the impact on organizational strategy and demonstrate a deep understanding of Business Value creation via the ICT Infrastructure deployment.
<b>Entry requirements</b>	None
<b>Teaching method</b>	Interactive lectures and case studies
<b>Entry requirements</b>	None
<b>Course material</b>	Slides, videos, reading material and case studies
<b>Assessment methods</b>	Written

<b>Course title</b>	<b>6.20 Company Visits</b>
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Type of course unit</b>	<b>Optional (program of 2 EHOM)</b>
<b>Lecturer</b>	Mrs. Ilse Duponcheel <a href="mailto:ilse.duponcheel@vives.be">ilse.duponcheel@vives.be</a>
<b>Course content</b>	<p>Students visit about 5 renowned hotels and/or hospitality related companies (e.g. a catering fair)</p> <p>The company visits highlight aspects related to the catering industry. The guides are carefully selected and the variation in the choice of topics enables students to explore all aspects of the catering industry.</p>
<b>Course objectives</b>	<p>The company visits aim to introduce students to the environment they will be employed in later. These visits also allow the students to see how the theory taught in the classroom is put into practice.</p> <p>Students are required to be punctual and impeccably dressed for these study visits.</p>
<b>Entry requirements</b>	<b>Only for students with a hospitality/hotel background!</b> <b>Maximum 7 participants.</b>
<b>Teaching method</b>	About 5 company visits – presence and participation are compulsory!
<b>Assessment</b>	<p>First exam chance during the second exam period:</p> <ul style="list-style-type: none"> <li>• 75% oral exam without preparation</li> <li>• 25 % on the 2 company reports</li> </ul> <p>Second exam chance /resit 100% oral exam without preparation</p>

<b>Course title</b>	<b>6.21 Dealing with Diversity</b>
<b>Semester</b>	Autumn



<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms Françoise De Waele <a href="mailto:f.dewaele@ephec.be">f.dewaele@ephec.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<ol style="list-style-type: none"> <li>1. The notions of personality, identity and diversity</li> <li>2. The business case for diversity in organizations</li> <li>3. Implementing diversity policies in organizations</li> <li>4. Working with cultural differences (cultural models)</li> <li>5. Understanding how our brain deals with diversity (neuro-sciences)</li> </ol>
<b>Course objectives</b>	<p>By the end of this course the students should be able to deal with diversity on a personal, company and society level in a reflexive way.</p> <p>They can communicate about their own personality, identity and values. They are aware of some of their own biases. They have reflected on cultural dimensions that could influence them or their partners. They can spot and describe various diversity issues at society or organization level. They will try to adopt attitudes that lead to better understanding, communication as well as business collaboration in a diverse team.</p>
<b>Entry requirements</b>	None
<b>Teaching method</b>	<p>Theoretical presentations and workshops with practical exercises or activities through 7 three-hour sessions.</p> <p>Out-of-class readings, individual and group assignments.</p> <p>Journaling.</p>
<b>Course material</b>	PowerPoint presentation
<b>Assessment</b>	<p>Written/Oral examination</p> <p>Class participation/Journaling/ Individual and group assessment.</p>

<b>Course title</b>	<b>6.22 Ethnic, religion and world views</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Mr Jos Speybrouck <a href="mailto:jos.speybrouck@vives.be">jos.speybrouck@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>The course consists of two main parts:</p> <ol style="list-style-type: none"> <li>2. Introduction to Philosophy: We start with the beginning of philosophy in the ancient Greek world: three founding fathers: Socrates, Plato and Aristotle (topic: the virtues); two schools: Epicurean school (topic: tetrapharmakos) and the Stoa (topic: stoic rules of thumb) and so we proceed to modern teachings and philosophers (e.g. Adam Smith and economic thought).</li> <li>2. Critical Thinking (logic): Statement and argument analysis; when can we speak of a good argument (valid, sound, cogent, strong and weak)? The distinction between deductive and inductive reasoning; syllogisms, formal (confirming the consequent) and informal (strawman, red herring, ...) logical fallacies. And finally: some biases (confirmation bias, sunken cost, ...).</li> </ol>
<b>Course objectives</b>	The student acts in an ethical, deontological and socially responsible manner and reflects on his/her own actions and those of others

<b>Entry requirements</b>	None
<b>Teaching method</b>	<p>Blended Learning and Multi-Channel Approach</p> <p>+ The method used for this course is 'Blended learning'. It's a non- formal education program that combines online digital media with traditional classroom methods. It requires the physical presence of both teacher and student on regular moments as scheduled. But it consists also of elements under the control of the student.</p> <p>+ 'Multi-channel approach': Multi-channel learning is a deliberate use of multi-sensory channels to teach concepts and enable practice and application. We use written text as well as videos (YouTube) and self- correcting exercises on Toledo.</p>
<b>Course material</b>	The courses (part 1 & 2) will be put available on Toledo. There the student will also find lots of self- assessment exercises that can be made autonomously by each student.
<b>Assessment</b>	<p>Written examination</p> <p>The exam will consist of a mix of questions: closed questions, open questions and multiple choice questions (no guess correction will be applied).</p>

<b>Course title</b>	<b>6.23 Negotiation and Mediation: an Introduction</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Dr. Renaat Hoop
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<p>This course aims to introduce students to negotiation and mediation as techniques for resolving conflicts through communication.</p> <p>In this course, we will consider, among other things:</p> <ul style="list-style-type: none"> <li>* the concepts of conflict, conflict management and conflict management styles</li> <li>* the integrative negotiation technique (the "Harvard method")</li> <li>* some communication skills: Non-Violent Communication (Rosenberg) and Deep Democracy (Lewis)</li> </ul>
<b>Course objectives</b>	This course will create an awareness of the student's personal communication and conflict style and offer him a framework to improve his negotiation and problem solving techniques and to move away from conflict and toward collaboration.
<b>Entry requirements</b>	None but Max. 16 students are allowed.

	Students should be able to converse fluently in English in dialogue with the lecturer and other students.
<b>Teaching method</b>	Interactive lectures, discussions, exercises (role play).
<b>Course material</b>	Provided by the lecturer (slides, handouts ...)
<b>Assessment</b>	Class participation, (individual or group) presentation/written essay

<b>Course title</b>	<b>6.24 Social Economy and Entrepreneurship</b>
<b>Semester</b>	Autumn & Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Mr Jef Tavernier <a href="mailto:jef.tavernier@vives.be">jef.tavernier@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	The course starts with a global approach of social economy, social enterprises and social entrepreneurship. We look to the European level and to what's happening in Belgium and in the home-countries of the different students. The legal and also the informal framework and the (financial) supporting mechanisms are given. Special attention is given to the (measurement) of the social impact of social enterprises and organizations. We discover trendy, challenging but also more traditional social enterprises.
<b>Course objectives</b>	Building up knowledge and awareness of the specificity and the importance of the social economy in Europe, Belgium and your country. What's the specific approach, the values the legal framework and the support mechanism on EU-level and national level for social enterprises? What's the relation with CSR (corporate social responsibility)? How do we measure the social impact?
<b>Entry requirements</b>	None
<b>Teaching method</b>	Lectures, discussions, visit to social enterprises in the area of Bruges, individual assignment on a social enterprise in the home-country
<b>Course material</b>	Handouts 'The atlas of Job creation – good practices for social inclusion' (FEBEA) "Social economy and social entrepreneurship", social Europe guide/volume 4 (EU publication)
<b>Assessment</b>	Oral examination and individual evaluating paper on the home country and a specific social enterprise

<b>Course title</b>	<b>6.25 Business economics</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms Julie Bergé <a href="mailto:julie.berge@vives.be">julie.berge@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>

<b>Course content</b>	In addition to determining the cost structure of a hotel, the first part also discusses some costing methods. A second part highlights the use of break-even analysis. In a final section, an analysis to arrive at investment decisions is elaborated. Methods that lead to a sound investment decision are tested and are provided by appropriate commentary.  Exercises and cases are used to transform theory into practice.
<b>Entry requirements</b>	None
<b>Teaching method</b>	Lectures and working groups are organised on campus.  Exercises should be prepared at home.
<b>Course material</b>	<ul style="list-style-type: none"> <li>• Non-published syllabus on Toledo</li> <li>• Calculator</li> <li>• Laptop - in class</li> </ul>
<b>Assessment</b>	Written exam

<b>Course title</b>	<b>6.26 Artificial Intelligence for Marketing Strategy (AI Marketing)</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Joanna Krywalski da Silveira Santiago <a href="mailto:joannas@iseg.ulisboa.pt">joannas@iseg.ulisboa.pt</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course objectives</b>	<p>This course provides the fundamentals to apply innovative and disruptive technologies, better enabling an organisation to create, predict and fulfil market demand. The learners will be able to support business management with enhanced decision-making processes engaging the most innovative tools.</p> <p>Students completing their degree will be able to perform these main missions:</p> <ul style="list-style-type: none"> <li>• Utilize Artificial Intelligence techniques and tools to improve the consumer engagement experience by creating relevant buyer profiles based on KYC “Know Your Customer” concepts.</li> <li>• Apply Artificial Intelligence to monitor and analyze social engagement activity to assist in understanding the market’s perception of a brand.</li> <li>• Employ Artificial Intelligence to provide the company with relevant, timely and precise customer service and social media interaction.</li> <li>• Engage Artificial intelligence in content optimization to boost the visibility and drive traffic to brands websites, building a high-impact content strategy.</li> </ul>
<b>Course content</b>	<p>1. Contextualization</p> <ul style="list-style-type: none"> <li>- What is AI Marketing?</li> <li>- Contextual understanding of AI – history &amp; evolution, future trajectory</li> <li>- Trends in AI</li> </ul>

	<ul style="list-style-type: none"> <li>- AI Marketing use cases.</li> </ul> <p>2. Components of AI in Marketing</p> <ul style="list-style-type: none"> <li>- Machine Learning</li> <li>- Deep Learning</li> <li>- Big Data and Analytics</li> <li>- AI Platform Solutions (Bayesian Learning).</li> </ul> <p>3. Strategic AI Framework - three-stage strategic framework for using AI in marketing.</p> <p>4. Benefits of Leveraging Artificial Intelligence in Marketing</p> <ul style="list-style-type: none"> <li>- Campaign ROI</li> <li>- Customer Relationships &amp; Real-Time Personalization</li> <li>- Performance marketing AI.</li> </ul> <p>5. Examples of Artificial Intelligence in Marketing</p> <ul style="list-style-type: none"> <li>- Bidding on Programmatic Media Buys</li> <li>- Selecting the Right Message</li> <li>- Granular Personalization</li> <li>- Chatbots and Conversational Experiences</li> <li>- Predictive Marketing Analytics</li> <li>- Automatization of Marketing Operations</li> <li>- Dynamic Pricing.</li> </ul> <p>6. Challenges for AI marketing; AI and its social and ethical implications.</p>
<b>Entry requirements</b>	Basic knowledge of marketing is advisable but not necessary. Interest in the most recent technologies and tools.
<b>Teaching method</b>	Lectures
<b>Course material</b>	Handouts
<b>Assessment</b>	15% AI application in marketing strategy/article presentation 55% practical groupwork 30% final exam

<b>Course title</b>	<b>6.27 Event Organization</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Mr Wim Konings <a href="mailto:wim.konings@vives.be">wim.konings@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	Group assignments: develop and describe a new event on the basis of a manual and guidelines.
<b>Course objectives</b>	Working in teams, students will learn to develop a new, non- existent event, being responsible for its finances as well as the organization.
<b>Entry requirements</b>	None
<b>Teaching method</b>	Lectures - Group assignment - Project
<b>Course material</b>	Manual - Digital study material
<b>Assessment</b>	Presentation / Oral examination Group assignment and assessment

<b>Course title</b>	<b>6.28 Human resources management</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms Julie Bergé <a href="mailto:julie.berge@vives.be">julie.berge@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	In this course, we look at how a hospitality organisation can attract and retain the right employees. We look at a good reception and training policy and pay attention to evaluation and feedback. Furthermore, we look at how you can motivate people to perform well. Skills such as writing advertisements, giving constructive feedback, conducting performance interviews, etc. are discussed. Finally, we reflect on personal growth, both in the context of professional functioning and in function of leadership.
<b>Teaching method</b>	Lectures in class and/or online in exceptional circumstances.  Interactive lectures
<b>Course material</b>	Slides and extra course material on Toledo.
<b>Assessment</b>	<b>First examination opportunity</b>  14 out of 20 points written exam - 6 out of 20 points via assignments in class  Assignments with deadlines will be on Toledo. For assignments that are not completed on time, no points can be earned and a 0 will be awarded for this part.  <b>Retake:</b>  100% oral exam  In exceptional circumstances, an exam at the campus can be replaced by an online exam.

<b>Course title</b>	<b>6.29 Lean management</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ellen Taylor <a href="mailto:estaminet.vic@free.fr">estaminet.vic@free.fr</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course objectives</b>	This course is intended as a common sense, low-risk and low-cost approach to a continuous improvement strategy and self-development, which can be applied in all sorts of organisations from private to public, industry and services, profit and non-profit.
<b>Course content</b>	<ol style="list-style-type: none"> <li>1. Origins of Lean</li> <li>2. Lean Basics</li> <li>3. Value and Waste</li> <li>4. Identify the value stream</li> <li>5. Make value flow</li> <li>6. Pull the product/service through the value stream</li> <li>7. Aim for perfection</li> <li>8. Value Stream Mapping: Case Study</li> </ol>

	<p>9. Hoshin Kanri - Policy Deployment: Connecting Strategic Planning to Project Execution</p> <p>10. The Lean Transformation Model and Roadmap</p> <p>11. Lean Project Management</p> <p>12. Pitfalls and Disadvantages of Lean</p>
<b>Teaching method</b>	Interactive lectures and case studies
<b>Course material</b>	Course, slides and case studies
<b>Assessment</b>	written

<b>Course title</b>	<b>6.30 Digital Business and E-commerce Management (E-commerce)</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Joanna Krywalski da Silveira Santiago <a href="mailto:joannas@iseg.ulisboa.pt">joannas@iseg.ulisboa.pt</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course objectives</b>	<p>Digital Business and E-commerce Management course is aimed to introduce the knowledge on digital transformation that enhances various aspects of competitiveness of an organisation by assisting it to develop innovative digital technologies. The digital business involves looking at how electronic communications can be used to enhance and optimize all aspects of an organisation's supply chain management.</p> <p>On completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> <li>• Comprehend various aspects of deploying digital business and e-commerce within an organisation.</li> <li>• Practice his/hers skills upon various case studies, activities and exercises.</li> </ul>
<b>Course content</b>	<p>1. Introduction to digital business and e-commerce</p> <ul style="list-style-type: none"> <li>- The impact of electronic communications on traditional businesses</li> <li>- Inbound marketing</li> <li>- Social media marketing</li> <li>- Tracing the difference between digital business and e-commerce</li> <li>- Digital business opportunities</li> </ul> <p>2. Marketplace analysis for e-commerce</p> <ul style="list-style-type: none"> <li>- Online marketplace analysis</li> <li>- Business models for e-commerce</li> <li>- Online start-up companies</li> </ul> <p>3. Managing digital business infrastructure</p> <ul style="list-style-type: none"> <li>- The growing range of digital business technology platforms</li> <li>- Management issues in creating a new customer-facing digital service</li> <li>- Web services, SaaS, cloud computing and service-oriented architecture (SOA)</li> <li>- Managing internal digital communications through intranets and extranets</li> <li>- Internet governance</li> </ul> <p>4. E-environment</p> <ul style="list-style-type: none"> <li>- Social and legal factors and e-commerce legislation</li> <li>- Privacy and trust in e-commerce</li> </ul>



	<ul style="list-style-type: none"> <li>- Economic and competitive factors</li> <li>- Technological innovation and technology assessment</li> </ul> <p>5. Digital business strategy</p> <ul style="list-style-type: none"> <li>- The imperative for digital business strategy</li> <li>- Digital channel strategies</li> </ul> <p>6. Supply chain management</p> <ul style="list-style-type: none"> <li>- Using technology to support supply chain management</li> <li>- Using digital business to restructure the supply chain</li> </ul> <p>7. E-procurement</p> <ul style="list-style-type: none"> <li>- Drivers of e-procurement</li> <li>- Barriers and risks of e-procurement adoption</li> <li>- Implementing e-procurement</li> </ul> <p>8. Digital marketing</p> <ul style="list-style-type: none"> <li>- Digital marketing defined</li> <li>- Digital marketing planning</li> <li>- Digital media communications</li> <li>- Online branding</li> </ul> <p>10. Change management</p> <ul style="list-style-type: none"> <li>- The challenges of digital business transformation</li> </ul> <p>12. Digital business service implementation and optimisation</p> <ul style="list-style-type: none"> <li>- Optimisation of digital business services</li> <li>- Web analytics: measuring and improving performance of digital business services</li> </ul>
<b>Entry requirements</b>	Interest in digital technics of marketing and management.
<b>Teaching method</b>	Interactive lectures
<b>Course material</b>	Handouts
<b>Assessment</b>	15% E-commerce application example (presentation) 55% practical groupwork 30% final exam

<b>Course title</b>	<b>6.31 Management advanced and strategic management</b>
<b>Semester</b>	Spring and Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Yaroslav Lysenko: <a href="mailto:yaroslav.lysenko@umb.sk">yaroslav.lysenko@umb.sk</a> LinkedIN <a href="https://www.linkedin.com/in/yaro-lysenko/">https://www.linkedin.com/in/yaro-lysenko/</a>
<b>Course contents</b>	<ol style="list-style-type: none"> <li>1. 1. Brief history of classic management. Stockholder approach. <ul style="list-style-type: none"> <li>- Management history and gurus: Ford, Taylor, Drucker</li> <li>- The classical managerial approaches</li> <li>- Manager's tasks. Best practices and cases</li> <li>- The new challenges for management</li> <li>- Business planning brainstorm</li> </ul> </li> <li>2. Stakeholder approach, engagement and theory <ul style="list-style-type: none"> <li>- Brief stakeholder theory</li> <li>- Stakeholder vs Stockholder</li> <li>- Stakeholder theory and Corporate Social Responsibility, Business ethics <ul style="list-style-type: none"> <li>- Business cases</li> </ul> </li> </ul> </li> <li>3. Strategic Management. Stakeholder capitalism and approaches. <ul style="list-style-type: none"> <li>- Stakeholder identification and mapping: internal and external; primary and secondary stakeholders <ul style="list-style-type: none"> <li>- Creating balanced performance measures</li> <li>- Leadership tasks</li> <li>- Stakeholder capitalism in practise</li> </ul> </li> </ul> </li> <li>4. Subcontracting, outsourcing, "gig economy", "sharing economy", "doing business as". <ul style="list-style-type: none"> <li>- Value creating</li> </ul> </li> <li>5. Business performance measures <ul style="list-style-type: none"> <li>- Financial Statements: balance sheet, income statement, cash flow <ul style="list-style-type: none"> <li>- Financial analysis, KPIs, The bottom line, triple bottom line</li> <li>- Balances scorecards</li> <li>- Six sigma</li> <li>- Kuznets's curses</li> <li>- Business idea presentation and comparison with expectations from the first day.</li> </ul> </li> </ul> </li> </ol>
<b>Course objectives</b>	<p>In the beginning of the course, students should express their expectations upon the course and their studies in general. Based on those expectations, students would be divided into mixed international groups to prepare the project suitable for their expectation. With use of the acquired knowledge and skills from the course, they should prepare the final project. The project is a simplified business plan with balanced scorecard and other metrics, which involves stakeholder's analysis. The mixed international team represents by itself the imitation of stakeholder's groups. The process of making a project is a practical skill of stakeholder's interaction and identification, creating a common value. Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Have an basic understanding of management theory and concept in practice</li> <li>• Analyze and mind map stakeholders</li> <li>• Develop a management strategy using an understanding of</li> </ul>

	<p>stakeholder engagement</p> <ul style="list-style-type: none"> <li>• Determine KPI, involving all stakeholders to make business success</li> <li>• Make and interpret a balanced scorecard, record performance</li> <li>• Adjust KPIs during the time</li> <li>• Create an integrated strategy for the sustainable company development</li> </ul>
<b>Entry requirements</b>	Basic understanding of marketing, management and finance.
<b>Teaching method</b>	The course would be taught as a combination of lectures, business cases, and project-based approach to the principles of Project stakeholder management. The theory is backed up with real life examples, business fails and lessons.
<b>Assessment</b>	Group project assignment, oral presentation and engagement during the lectures and discussions.
<b>Course material</b>	<ol style="list-style-type: none"> <li>1. ATESMEN K. M. 2014. Project Management Case Studies and Lessons Learned: Stakeholder, Scope, Knowledge, Schedule, Resource and Team Management. Boca Raton: Taylor &amp; Francis Group, LLC. ISBN 13: 978-1-4987-0043-6</li> <li>2. FREEMAN R. E., HARRISON J. S, HICKS A., BIDHAN PARMAR AND SIMONE DE COLLE 2010. Stakeholder Theory: The State of the Art New York: Cambridge University Press, 2010. ISBN-13 978-0-521-19081-7.</li> <li>3. LEHMANN O.F., 2019 Project business management, 2019 Boca Raton, CRC press, ISBN 978-0-367-52201-0</li> <li>4. PALEPU G. K., HEALZ P. M., PEEK E., 2019, Business analysis and valuation, 2019, Andover, Hampshire, ISBN 978-1-4737-5842-1</li> <li>5. SCHWAB K. 2021, Stakeholder Capitalism: A Global Economy that Works for Progress, People and Planet. New Jersey: John Wiley &amp; Sons, Inc., 2021. ISBN 9781119756132.</li> </ol>

<b>Course title</b>	<b>6.32 Sales and Marketing</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms An Winnepenninckx <a href="mailto:an.winnepenninckx@vives.be">an.winnepenninckx@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<p>We throw a light upon the content of the words 'sales' and 'marketing'. It will be very concretely put into practice to and illustrated from the hospitality sector:</p> <ul style="list-style-type: none"> <li>- Where is the sales department situated within a hospitality company?</li> <li>- How does this department work?</li> <li>- Who undertakes which responsibilities?</li> <li>- How will the product or service will be marketed?</li> </ul>
<b>Teaching method</b>	<ul style="list-style-type: none"> <li>- lectures</li> <li>- class discussions</li> <li>- team work</li> </ul>
<b>Course material</b>	<ul style="list-style-type: none"> <li>- Provided by the lecturer on Toledo</li> <li>- Compulsory book: Hospitality Marketing - David Bowie, Francis Buttle, Maureen Brookes - ISBN 9781138927483</li> </ul>

<b>Assessment</b>	Written examination
-------------------	---------------------

<b>Course title</b>	<b>6.33 Tourism Topics</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Mr Mark DEVENYNS <a href="mailto:mark.devenyns@vives.be">mark.devenyns@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<ol style="list-style-type: none"> <li>1. Introduction to Flanders</li> <li>2. Cultural cities + visit to one of those cities</li> <li>3. Coastal tourism + visit to one of the coastal sites</li> <li>4. War tourism + visit to the battlefields</li> <li>5. Gastronomy in Flanders + visit/seminar on gastronomy in Flanders</li> <li>6. ...</li> </ol>
<b>Course objectives</b>	<p>The successful completion of the module will allow the student to:</p> <ul style="list-style-type: none"> <li>- acquire the basic knowledge regarding some tourism topics in Flanders</li> <li>- appreciate the possibilities for tourism in Flanders</li> <li>- design, develop and compose his/her own product for a specific market in one of the tourism topics in Flanders</li> </ul>
<b>Teaching method</b>	Lectures, class discussions and work assignments, case studies, visits, seminars, ...
<b>Course material</b>	Provided by the lecturer
<b>Assessment</b>	Paper on one of the tourism topics for a particular part of the market, partly completed as a class activity, partly as an independent coursework. To be submitted by the beginning of June.

<b>Course title</b>	<b>6.34 Tourism and Hospitality in the Middle East</b>
<b>Study Programme</b>	Vives Business Academy (VBA) – campus Bruges
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Contact hours</b>	24
<b>Lecturer</b>	Dr. Tom Bruyer <a href="mailto:tom.bruyer@vives.be">tom.bruyer@vives.be</a>
<b>Language of instruction</b>	English
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>This course will offer a general introduction to the Middle East. The introductory chapter will focus on geopolitical, economic and societal trends across the region and their impact on tourism.</p>

	<p>The tourism and hospitality industry has become a strategic pillar of more diversified economies across the Middle East.</p> <p>The following sessions will zoom in on specific case studies or separate countries:</p> <ul style="list-style-type: none"> <li>• The need for innovation and adaptability in established tourist destinations (Egypt, Turkey)</li> <li>• The rise of the United Arab Emirates: the story of Dubai</li> <li>• Gulf countries: High-spending markets and the future of the hospitality industry</li> <li>• Tel Aviv: exporting the model of the 'smart city'</li> <li>• Tourism: the path to peace in the Middle East?</li> <li>• Saudi Arabia and Iran: opportunities and challenges ahead</li> <li>• Expo 2021 and the World Cup 2022</li> </ul>
<b>Course objectives</b>	<p>This course will give students insights into the complexities of the tourism and hospitality industry in the Middle East:</p> <ul style="list-style-type: none"> <li>• Acquiring a basic understanding of a complex but fascinating region where the tourism and hospitality industry have experienced rapid growth</li> <li>• Gaining insights into established and emerging tourist destinations across the Middle East</li> </ul> <p>Challenging preconceived notions and cultural stereotypes about the region</p>
<b>Teaching method</b>	<p>Lectures Interactive class discussions Case studies</p>
<b>Course material</b>	PowerPoint handouts provided by the lecturer
<b>Assessment</b>	<p>Personal: a written essay Group presentation Class participation Oral examination</p>

<b>Course title</b>	<b>6.35 Excel for Business</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3 ECTS
<b>Contact hours</b>	24
<b>Lecturer</b>	Ms Ilse Verhaeghe <a href="mailto:ilse.verhaeghe@vives.be">ilse.verhaeghe@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>After a short rehearsal of the basics of Excel, the course deepens those basics and continues with more advanced tools.</p> <ul style="list-style-type: none"> <li>• Basics of Excel: cell references, cell formatting, essential functions, graphs, sorting, filtering, printing.</li> <li>• Advanced formatting</li> <li>• Conditional formatting</li> <li>• Validation: controlling input and drop-down lists</li> <li>• Naming ranges</li> <li>• Excel tables</li> </ul>

	<ul style="list-style-type: none"> <li>• Pivot tables and pivot graphs</li> <li>• Dashboard</li> <li>• Advanced functions: <ul style="list-style-type: none"> <li>○ Date and time functions</li> <li>○ Lookup functions</li> <li>○ Database functions</li> <li>○ Logical functions</li> <li>○ Text functions</li> <li>○ Rounding functions</li> </ul> </li> </ul>
<b>Course objectives</b>	Advanced Excel competence and use Excel database tools
<b>Teaching method</b>	Teaching and hands on learning in a computer room
<b>Course material</b>	Provided by the lecturer
<b>Assessment</b>	Computer exam

<b>Course title</b>	<b>6.36</b> ICT - Hospitality software basic
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Matthieu Calu. <a href="mailto:Matthieu.calu@vives.be">Matthieu.calu@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>In this course, students learn software used in hospitality.</p> <p>By doing so, the student not only learns basic skills and acquires proficiency in working with computers, but also gains an overall understanding of the various aspects of hospitality.</p>
<b>Course objectives</b>	After completing ICT - Hospitalitysoftware Basic the student can work independently and smoothly with hospitality-oriented software.
<b>Entry requirements</b>	<p><b>Only for students with a hospitality/hotel background!</b></p> <p><b>Places are limited.</b></p>
<b>Teaching method</b>	<p>Assignments - Practice session</p> <p>During the lesson there is a general explanation (lecture), followed by practice moments (practicum) on the student's personal laptop or a fixed computer in a computer room.</p>
<b>Course material</b>	<p>Hospitalitysoftware</p> <p>Loose-leaf course material - Toledo</p> <p>Laptop - In class</p> <p>Additional information can be found on Toledo</p>
<b>Assessment</b>	Computer exam

<b>Course unit title</b>	<b>6.37</b> International Case: Tour 'n Tasting (TNT)
<b>Study Programme</b>	Vives Business Academy (VBA) – campus Bruges

<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Contact hours</b>	4 team meetings (2 hours/meeting) + 1 project week + 1 feedback session
<b>Lecturer</b>	Céline Leys (coordinator)/ Griet De Klerck / Emmy Poppe / Joëlle Raes <a href="mailto:celine.leys@vives.be">celine.leys@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	Each student has to join an organizational team of Tour 'n Tasting. The teams are being formed at the beginning of the semester. The lecturers of Vives Hotel and Tourism management will be coaching the teams of the students to guide this event towards success.  The theory of organizing a conference including sales & marketing, guest relations, service and preparation of meals and set-up management and planning is being brought to practice by this event.
<b>Course objectives</b>	The main aim of Tour 'n Tasting is to place students in an international immersive atmosphere. Where they can learn from (inter)national lecturers, communicate in foreign languages, organize a real-life event and network with our guests and with each other. Secondly, we want to expand and strengthen our international network. We want to get to know our partner schools personally, and we want to create new partnerships between schools in Europe and far beyond. The third goal is to build a network with stakeholders in the Tourism and Hospitality Industry. We invite innovating companies, non-profit organizations and start-ups to join the event and share their expertise with us.  Building partnerships, exchanging knowledge and best practices and exchanging students is a main focus of this International Week.
<b>Entry requirements</b>	Open to all students. <b>Students have to pay a contribution for the food, drinks, movie, ...</b>
<b>Teaching method</b>	Groupwork, project work, following workshops of international guest lecturers.
<b>Course material</b>	All information on Toledo
<b>Assessment</b>	Each team will get a group grade. This score will be based on criteria set per team. The attitude of the team and time management are important evaluation criteria. This grade can be individualized based on peer-assessment. The coach of each team can also motivate a higher or lower grade based on individual effort and attitude.

<b>Course unit title</b>	<b>6.38 Practical Case Café CuiZien</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	5
<b>Contact hours</b>	36
<b>Lecturer</b>	Lode Vanwildemeersch (coordinator) <a href="mailto:lode.vanwildemeersch@vives.be">lode.vanwildemeersch@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>

<p><b>Course content</b></p>	<p>The CaféCuizien concept includes the following elements: free design of a theme café; determination of the target group; design of the business plan, the clothing for the managers and staff, the interior, the atmosphere (e.g. drawings, sketches, collages, scale-model), the logo of the business, the indoor and outdoor publicity including layout fee; description of the desired atmosphere and the means to achieve it; organisation of a calendar of theme-related events.</p> <p>The students are judged by a jury on the originality and creativity of the concept; the logic between the concept and the proposed target group; the creativity in the execution of the concept regarding: plan, clothing, interior, atmosphere, etc.; the analogy between the concept and the proposed (means; logo; indoor and outdoor publicity; events).</p> <p>The students work during the working lectures and receive feedback on the CaféCuizien file and presentation. The group sessions take place during the lectures.</p> <p>The exact contents and an overview of the contents per lecture can be consulted on Toledo.</p> <p>The intention is that students draw up a business plan per team.</p> <p>In case of exceptional circumstances the content can be adjusted.</p>
<p><b>Course objectives</b></p>	<p>After completing Practical Case CaféCuizien, the student will be able to:</p> <ul style="list-style-type: none"> <li>- be creative and show interest in the café business as a full-fledged enterprise with attention to innovation, sustainability and digitalisation.</li> <li>- come up with an original concept and be aware of the economic dimension of starting a business and its economic consequences.</li> <li>- Writing out the concept and the business plan in a correct language according to the formal requirements and presenting them to the group.</li> <li>- Working in a team, he can lead, delegate, take management and policy decisions in order to start up a financially healthy business.</li> <li>- Drawing up a business plan.</li> <li>- Recognising and illustrating that control in an organisation is important and is a first step towards quality care.</li> <li>- Have a clear understanding of the importance of control and quality standards within an enterprise.</li> <li>- To allocate costs in a well-considered way.</li> <li>- Choosing an appropriate strategy to compile a file.</li> <li>- Using a correct written language, using a businesslike, scientific style and consulting the appropriate resources in case of problems or doubts.</li> <li>- Writing simple business letters and e-mails.</li> <li>- Mastery of different styles of speaking and writing.</li> <li>- Speaking with care.</li> <li>- Take care of word choice and pronunciation during his presentation - Can prepare a case in a businesslike and efficient way;</li> <li>- apply presentation tips and guidelines in their presentation.</li> </ul>
<p><b>Entry requirements</b></p>	<p><b>Only for students with a hospitality/hotel background!</b></p>
<p><b>Teaching method</b></p>	<ul style="list-style-type: none"> <li>- Seminar</li> <li>- Group supervision</li> </ul>



	<ul style="list-style-type: none"> <li>- Group assignment</li> <li>- Project-based work</li> </ul>
<b>Course material</b>	<p>Loose-leaf learning material - Toledo (Students may use any material: textbooks, own course, articles from newspapers and magazines, internet, social media, posters, drawings, models, logos, costumes, etc.)</p>
<b>Assessment</b>	<p>CONCEPT section (40% of the total) and BUSINESS PLAN section (40% of the total)</p> <p>Examination outside the normal examination period</p> <p>First examination opportunity during the second examination period (June):</p> <ul style="list-style-type: none"> <li>- Project CaféCuizien: concept 100% Written group assignment with oral defence</li> </ul> <p>Second examination opportunity during the third examination period August (retake):</p> <ul style="list-style-type: none"> <li>- Project CaféCuizien: concept 100 % Written examination with possibility of oral defence</li> </ul> <p>ENGLISH section (20% of the total)</p> <p>Examination outside the normal examination period</p> <p>First examination opportunity during the second examination period:</p> <ul style="list-style-type: none"> <li>- English skills: file 40 % Written exam</li> <li>- English skills: presentation 60% Oral exam</li> </ul> <p>Second examination opportunity during the third examination period:</p> <ul style="list-style-type: none"> <li>- English skills: file 40 % Written exam</li> <li>- English skills: presentation 60% Oral exam</li> </ul> <p>Special provisions:</p> <p>The assignment consists of a file with as content the elaboration of the concept and the business plan of a theme café. This work will be assessed as to content by internal and external readers. Linked to this is a presentation where there is time for questioning on the written document by internal and external readers. This presentation is an exam with the concept and the business plan as exam subjects.</p> <p>This assignment is a group assignment. The file will be submitted by the end of April. The exact date will be communicated on Toledo.</p> <p>The file will not be returned. Students who need a third examination period submit a file again on the day of the examination of this period. This file can - depending on the situation - be the same version as the first examination period, an adapted one or a new one.</p> <p>The presentation takes place at the end of semester 4. The exact date will be communicated on Toledo.</p> <ul style="list-style-type: none"> <li>- Standards</li> </ul> <p>Illegal absences are not tolerated. The CaféCuizien project is a group work for which no profit is accepted.</p>

	<p>- Sanctions</p> <p>Handing in the dossier too late will result in a loss of points of 10 % of the points obtained per day.</p> <p>Failure to submit the dossier will automatically result in the group members receiving an N/A. This also means that the group in question is not allowed to present and defend its work.</p> <p>An individual student who, without legitimate reason, does not show up for the presentation/defence of the project will be graded 'not registered'. This course unit will then be presented to the student in a third examination period.</p>
--	--

<b>Course title</b>	<b>6.39 Profit &amp; Loss</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms Julie Bergé <a href="mailto:julie.berge@vives.be">julie.berge@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>In several sessions, under the guidance of 3 lecturers from the field, the students will see 3 areas of cost control in the hospitality industry.</p> <p>In the 1st part, the Food &amp; Beverage department is covered. Food costing, purchasing policy, menu optimisation and menu engineering and event costing are the key words here.</p> <p>In the second part, it is the turn of the Rooms Division. Cost control at the reception desk and within housekeeping, with a focus on planning, timetables, materials and maintenance.</p> <p>In the 3rd part, we will take a closer look at a Profit &amp; Loss statement, the various departments and the steps from turnover to EBIDA. This will be rounded off by looking at budgets within hotels based on costs, forecasting and P&amp;L.</p>
<b>Entry requirement</b>	<b>Only for students with a hospitality/hotel background!</b>
<b>Teaching method</b>	Lectures/ Seminar/ Synchronous online lessons
<b>Course material</b>	Loose-leaf study material via Toledo
<b>Assessment</b>	<p>100% written exam - 3 exam parts</p> <ul style="list-style-type: none"> <li>- Cost Control General: 40%</li> <li>- Cost Control F&amp;B: 30%</li> <li>- Cost Control Houskeeping and Front office: 30%</li> </ul> <p>Multiple choice questions / guess correction possible.</p>

<b>Course title</b>	<b>6.40 Cultural Awareness</b>
---------------------	--------------------------------

<b>Semester</b>	Spring
<b>ECTS credits</b>	3
<b>Lecturer</b>	Mr Johan Dedeyne <a href="mailto:johan.dedeyne@vives.be">johan.dedeyne@vives.be</a>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	<p>Introduction</p> <p>Chapter 1: Cultural awareness</p> <ul style="list-style-type: none"> <li>• What is culture?</li> <li>• How do we learn a 'culture'?</li> <li>• Getting a new cultural identity</li> <li>• Intercultural communication</li> </ul> <p>Chapter 2: International business culture</p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Organisation</li> <li>• Leadership</li> </ul> <p>Chapter 3: Theoretical models of cultural differences</p>
<b>Course objectives</b>	<p>The purpose of this course is partly but not only knowledge-based. It also aims to enhance the participants' awareness of cultural idiosyncrasies, including those associated with their own culture, as well as preparing students to deal with these differences in a culturally competent and professional manner.</p> <p>The course aims at improving students' understanding of the similarities and differences with their own cultural background and to develop a cross-cultural etiquette by explaining and overcoming generalisations and stereotyped thinking, facilitating the process of adjusting to other cultures. The object of this course is first and foremost to achieve this with the mix of students attending this class.</p>
<b>Teaching method</b>	Lectures/Individual assignment/Group assignment
<b>Course material</b>	Syllabus
<b>Assessment</b>	Written and oral examination Portfolio/ Individual and group assessment

<b>Course title</b>	<b>6.41 Global Sustainability and Engagement</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	3 (selection of lectures) or 5 (the full module)
<b>Lecturer</b>	<p>Guest lecturers</p> <p>Responsible: Ms Lies Verstraete <a href="mailto:lies.verstraete@vives.be">lies.verstraete@vives.be</a> Mr David Wemel <a href="mailto:david.wemel@vives.be">david.wemel@vives.be</a></p>
<b>Type of course unit</b>	<b>optional</b>
<b>Course content</b>	The beginning of the 21 <sup>st</sup> century is marked by profound societal changes as well as rapid social change. The complexity of the world has increased

	<p>exponentially, and political, economic and sociocultural developments can at present only be analysed and understood in a global context.</p> <p>In this course, we focus on the 21<sup>st</sup> century competences (sustainability, international and intercultural competences, creativity and innovation, dealing with diversity etc.), with the UN Sustainable Development Goals as framework of reference. By following this course, you will gain awareness and insights into the field of global issues and world citizenship. A selection of current global issues will be presented: climate change, environmental justice, poverty and inequality, conflict and peace, migration etc.</p> <p>In this subject, you can choose between two different tracks: a theoretical track with a concluding research paper or a track with an action-oriented / civic engagement component.</p>
<b>Course objectives</b>	<ul style="list-style-type: none"> <li>- To gain an understanding and acquire knowledge about a wide variety of global issues.</li> <li>- To develop and apply 21<sup>st</sup> century skills in different contexts.</li> <li>- To work together in interdisciplinary and intercultural groups.</li> </ul>
<b>Teaching method</b>	Guest lectures and discussion
<b>Course material</b>	Handouts of the guest lecturers
<b>Assessment</b>	Permanent evaluation: papers, presentations and research or project

LANGUAGE COURSES

<b>Course title</b>	<b>6.42 Dutch 1</b>
<b>Semester</b>	Autumn (OR full year)
<b>ECTS credits</b>	3 (or 6 in case of full year)
<b>Lecturer</b>	Emma Braeckman <a href="mailto:emma.braeckman@vives.be">emma.braeckman@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<p>The content of the course is based on several communicative situations that non-native speakers of Dutch will be confronted with on a daily basis.</p> <ul style="list-style-type: none"> <li>• Introduction.</li> <li>• Who am I?</li> <li>• What time is it?</li> <li>• Where can I find?</li> <li>• At the shop.</li> <li>• What do you do in your free time?</li> <li>• I feel...</li> <li>• ...</li> </ul>
<b>Course objectives</b>	To gain basic knowledge of Dutch.
<b>Teaching method</b>	The course is taught in an interactive way. Students are expected to actively participate in class and prepare the necessary work at home.
<b>Course material</b>	<ul style="list-style-type: none"> <li>• Syllabus (vocabulary and grammar; to be purchased at the campus' copy centre)</li> <li>• Additional handouts will be distributed in class.</li> <li>• Powerpoints</li> </ul>
<b>Assessment</b>	<p>Autumn:</p> <ul style="list-style-type: none"> <li>• permanent evaluation: 10%</li> <li>• written exam in January: 25%</li> </ul> <p>Spring:</p> <ul style="list-style-type: none"> <li>• permanent evaluation: 10%</li> <li>• written exam: 30%</li> <li>• oral exam: 25%</li> </ul> <p>In case of multiple-choice questions: guesswork will not lead to negative marking</p> <p>A student cannot pass this course if he/she does not take part in an exam/assignment subject to assessment.</p>

<b>Course title</b>	<b>6.43 Dutch</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	4

<b>Lecturer</b>	Ms Sofie De Jonckheere (responsible) <a href="mailto:sofie.dejonckheere@vives.be">sofie.dejonckheere@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	There is a focus on vocabulary, combined with very basic grammar. Through speaking, listening, reading and writing exercises this basic package of Dutch will enable participants to manage in simple, everyday situations.
<b>Course objectives</b>	The course is specially designed for incoming exchange students and requires no previous knowledge of Dutch. It provides the incoming students with a basic knowledge of the language and culture of the region in which they will spend their Erasmus study period.
<b>Teaching method</b>	Lectures, assignments
<b>Course material</b>	<b>Book: Zo Gezegd 1.1</b>
<b>Assessment</b>	Written / Oral examination Individual assignment; permanent evaluation

<b>Course title</b>	<b>6.44 French 1</b>
<b>Semester</b>	Autumn (OR full year)
<b>ECTS credits</b>	3 (or 6 in case of full year)
<b>Lecturer</b>	Griet De Klerck <a href="mailto:griet.deklerck@vives.be">griet.deklerck@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	In the course French I, the student learns a lot more about the hospitality sector, by passing a trip through different thematical files. A wide variety of topics are treated, with the continuous goal to create opportunities for communicative activities. An active language acquisition and a practical basic vocabulary are key. In the grammatical journey, the most important items of the French grammar are explored and trained thoroughly.
<b>Course objectives</b>	To gain basic knowledge of French.
<b>Teaching method</b>	The course is taught in an interactive way. Students are expected to actively participate in class and prepare the necessary work at home.
<b>Course material</b>	Online course material: thematical files, presentations and exercises are posted on Toledo  eXplio: online platform as a grammatical training
<b>Assessment</b>	permanent/spread evaluation, with a final exam during the examination period  Autumn: - 20% oral exam with an individual written test - 20% permanent evaluation  Spring: - 30 % oral exam with an individual written test - 30 %, permanent evaluation  Specific conditions: permanent/ spread evaluation During the semester, different assignments and tests are communicated to the students. They are planned beforehand; the goal is to evaluate the

	communicative competences (writing, speaking, understanding and reading), grammar and vocabulary. The conditions will be stipulated during the first lessons and are engaging every student attending the course.
--	---

<b>Course title</b>	<b>6.45 English 1</b>
<b>Semester</b>	Autumn (OR full year)
<b>ECTS credits</b>	3 (or 6 in case of full year)
<b>Lecturer</b>	Sara Candry <a href="mailto:sara.candry@vives.be">sara.candry@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	Classes focus on hotel-related skills and vocabulary and general business skills and vocabulary. Speaking skills are trained during classes via role plays and presentations. Authentic hotel-related materials and situations are used to train the students' reading, listening and writing skills. In addition, the most important topics of English grammar are discussed and practiced.
<b>Course objectives</b>	To gain basic knowledge of English.
<b>Teaching method</b>	The course is taught in an interactive way. Students are expected to actively participate in class and prepare the necessary work at home.
<b>Course material</b>	All course materials (PowerPoints and handouts) are posted on Toledo.
<b>Assessment</b>	<p><b>Autumn (January)</b></p> <ul style="list-style-type: none"> <li>- 80 % Written exam</li> <li>- 20 % Permanent evaluation</li> </ul> <p><b>Spring (June)</b></p> <ul style="list-style-type: none"> <li>- 80 % Written exam</li> <li>- 20 % Permanent evaluation</li> </ul> <p>During the semester, students will complete several assignments and tests as part of their permanent evaluation. If a student is illegitimately absent during a lesson in which permanent evaluation takes place, he/she will receive a zero for that evaluation.</p> <p>The student can't pass this course if he/she didn't take part in all exams related to the course.</p> <p><b>Second examination chance during third exam period (August)</b></p> <ul style="list-style-type: none"> <li>- 100% Written exam</li> </ul>

<b>Course title</b>	<b>6.46 German 1</b>
<b>Semester</b>	Autumn (OR full year)
<b>ECTS credits</b>	3 (or 6 in case of full year)
<b>Lecturer</b>	Vera Turpyn <a href="mailto:vera.turpyn@vives.be">vera.turpyn@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	Classes focus on hotel-related skills and vocabulary and general business skills and vocabulary. Speaking skills are trained during classes via role plays and presentations. Authentic hotel-related materials and situations are used to

	train the students' reading, listening and writing skills. In addition, the most important topics of English grammar are discussed and practiced.
<b>Course objectives</b>	To gain basic knowledge of German.
<b>Teaching method</b>	The lectures take place partly on campus, partly online. Depending on the circumstances, more lectures can take place online.
<b>Course material</b>	Grammatik im Gespräch, Klett-Langenscheidt München ISBN 978-3-12-606369-2  Das Bildwörterbuch Deutsch als Fremdsprache ISBN 978-3-411-71663-0  documents on Toledo.
<b>Assessment</b>	Autumn: 50% Written examination 50% Oral examination  Spring: 50% Written examination 50% Oral examination  The evaluation should preferably take place on campus. Depending on the circumstances, the evaluation can also take place online.



<b>Course title</b>	<b>6.47 Spanish Basic</b>
<b>Semester</b>	Autumn
<b>ECTS credits</b>	3
<b>Lecturer</b>	Ms Christel Debrabandere <a href="mailto:christel.debrabandere@vives.be">christel.debrabandere@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<p><b>Vocabulary - basic language structures</b></p> <ul style="list-style-type: none"> <li>- to talk about yourself, your family, your career, hobbies, health</li> <li>- to describe people (clothes and character)</li> <li>- to give direction</li> <li>- to write a letter</li> <li>- to buy clothes, a computer</li> <li>- to rent a car, an apartment</li> <li>- to express appreciation</li> <li>- to give or to follow a guided tour in a city</li> </ul> <p><b>Grammar</b></p> <ul style="list-style-type: none"> <li>- <u>all</u> tenses of the indicative and subjunctive</li> <li>- pronouns (personal, possessive, demonstrative)</li> <li>- adjectives and adverbs</li> </ul> <p><b>Spanish Culture</b></p> <p>we talk about habits, festivities and folklore in Spain</p>
<b>Course objectives</b>	<ul style="list-style-type: none"> <li>- acquire the basic knowledge (vocabulary and grammar) to be able to understand simple messages, be they oral or written, and to be able to react to them in an appropriate way</li> <li>- acquire the correct pronunciation for Spanish</li> <li>- know something about Spain and Spanish habits</li> </ul>
<b>Teaching method</b>	Lectures, conversation, portfolio
<b>Course material</b>	Textbook; Grammar Book; Course documents on the platform of the school
<b>Assessment</b>	Two exams (oral + written)

<b>Course title</b>	<b>6.48 Spanish Elementary</b>
<b>Semester</b>	Spring
<b>ECTS credits</b>	4
<b>Lecturer</b>	Ms Christel Debrabandere <a href="mailto:christel.debrabandere@vives.be">christel.debrabandere@vives.be</a>
<b>Type of course unit</b>	<b>Optional</b>
<b>Course content</b>	<p><b>Vocabulary - basic language structures – students learn</b></p> <ul style="list-style-type: none"> <li>• to talk about themselves, their family, career, hobbies, health</li> <li>• to describe people (clothes and character)</li> <li>• to give direction</li> <li>• to write a letter</li> <li>• to buy clothes, a computer</li> <li>• to rent a car, an apartment</li> <li>• to express appreciation</li> <li>• to give or to follow a guided tour in a city</li> </ul> <p><b>Grammar</b></p> <ul style="list-style-type: none"> <li>• <u>all</u> tenses of the indicative and subjunctive</li> </ul>

	<ul style="list-style-type: none"> <li>• pronouns (personal, possessive, demonstrative)</li> <li>• adjectives and adverbs</li> </ul> <p><b>Spanish Culture</b> habits, festivities and folklore in Spain</p>
<b>Course objectives</b>	<ul style="list-style-type: none"> <li>- acquire the basic knowledge (vocabulary and grammar) to be able to understand simple messages, be they oral or written, and to be able to react to them in an appropriate way</li> <li>- acquire the correct pronunciation for Spanish</li> <li>- know something about Spain and Spanish habits</li> </ul>
<b>Entry requirements</b>	<b>For students who have already attended <u>36 hours of Spanish</u></b>
<b>Teaching method</b>	lectures, conversation, portfolio
<b>Course material</b>	Textbook; Grammar Book; Course documents on the platform of the school
<b>Assessment</b>	Two exams (oral + written)

<b>Course title</b>	<b>6.49 Business (Management) English</b>
<b>Location</b>	<b>The courses will take place in Kortrijk (language centre MIRAS) OR online (depending on the amount of requests)</b>
<b>Semester</b>	Autumn & Spring
<b>ECTS credits</b>	3
<b>Type of course unit</b>	<b>optional</b>
<b>Lecturer</b>	Teachers from cvo MIRAS/SVG Responsible person: Nathalie Deblanc <a href="mailto:nathalie.deblanc@miras.be">nathalie.deblanc@miras.be</a>
<b>Course content</b>	This course is given at intermediate and advanced level and focuses on business communication.
<b>Course objectives</b>	Improve your practical knowledge of Business (Management) English.
<b>Entry requirement</b>	Level test same as English
<b>Teaching method</b>	Lectures
<b>Course material</b>	Hand outs
<b>Assessment</b>	Tests during the semester

<b>Course title</b>	<b>6.50 French, English, Spanish, as of level 2</b>
<b>Location</b>	<b>The courses will take place in Bruges Centre or Oostkamp<sup>1</sup> (language centre MIRAS/SVG)</b>
<b>Semester</b>	Autumn & Spring
<b>ECTS credits</b>	3
<b>Type of course unit</b>	<b>optional</b>
<b>Lecturer</b>	Teachers from cvo MIRAS/SVG Responsible person: Nathalie Deblanc <a href="mailto:nathalie.deblanc@miras.be">nathalie.deblanc@miras.be</a>
<b>Type of course unit</b>	Languages can be taken as of level 2
<b>Course content</b>	To improve your language level

<sup>1</sup> 20 minutes by bike from the station of Bruges – you can also take the bus

<b>Course objectives</b>	You have to do a level test before you start to attend the course. According to the result of the test, they will put you in a level.
<b>Entry requirements</b>	Level test
<b>Teaching method</b>	Lectures
<b>Course material</b>	Hand outs
<b>Assessment</b>	Written and continuous assessment