

Course list

Exchange Programmes 'Management & IT'

Academic Year 2025-2026

You can find the course descriptions on the [KdG website](#). From mid-June, you will be able to find more detailed information (teaching methods, learning objectives, assessments) on the [ECTS-website](#).

INSTRUCTIONS BEFORE SELECTING YOUR COURSES

- Please select courses **within one track** (= area of specialization) **per semester**. You may NOT combine courses of different tracks in the same semester!
- We accept **min. 20 credits** and **max. 33 credits/semester**.
- Important for **full academic year** students: '**Dutch Foreign Language for Beginners**' will be offered in both semesters, but they are exactly the same. Therefore you can choose this course either in autumn OR in spring, but not in both semesters.

AUTUMN SEMESTER 2025

5 tracks	1	Marketing and Management	autumn	MNM
	2	Sustainable Business & Innovation	autumn	SBI
	3	Applied Computer Science	autumn	ACS
	4	Global Supply Chain Management	autumn,	GSC
	5	International Entrepreneurship	autumn	IES

Marketing and Management – autumn – 40 ECTS – maximum of 45 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
MNM01	3	Dutch Foreign Language for Beginners (autumn)	On campus	P1+P2, 2h/w
MNM02	3	Social Media Communication	On campus	P1+P2, 2h/w
MNM03	3	Managerial Psychology	On campus	P2, 4h/w
MNM04	3	European Affairs	On campus	P1+P2, 2h/w
MNM05	3	Pitch and Presentation Skills	On campus	P2, 4h/w
MNM06	3	Google Search and Advertising	On campus	P1, 4h/w
MNM07	3	Marketing and Branding Strategies	On campus	P1, 4h/w
MNM08	3	International Human Resources Management	On campus	P1, 4h/w
MNM09	3	City Marketing	On campus	P1, 4h/w
MNM10	3	Cultural Aspects of Management Practices	On campus	P2, 4h/w
MNM11	3	Storytelling as a Business Tool	On campus	P2, 4h/w
MNM12	3	Digital Marketing Strategy	On campus	P2, 4h/w
MNM13	4	CSR Business Game	On campus	P1+P2, 2h/w

The Dutch Language course is optional. The other courses are free to choose by interest. Course descriptions can be found in the list here below.

Sustainable Business & Innovation – autumn – 33 ECTS – maximum of 45 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
SBI01	3	Dutch Foreign Language for Beginners (autumn)	On campus	P1+P2, 2h/w
SBI02	3	Sustainable Business & Economics fundamentals	On campus	P1+P2
SBI03	3	Sustainable Business & Economics advanced	On campus	P1+P2
SBI04	3	Applied Business Research & Data	On campus	P1+P2
SBI05	3	Future-Proof Business Strategy	On campus	P1+P2
SBI06	5	Innovation Management	On campus	P1+P2
SBI07	3	Change Management	On campus	P1+P2
SBI08	3	Personal Leadership	On campus	P1+P2
SBI09	7	Business Cases	On campus	P1+P2

The Dutch Language course is optional, the other 7 courses (for 30 credits in total) are all mandatory! Course descriptions can be found in the list here below.

Applied Computer Science – autumn – 87 ECTS – maximum of 15 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
ACS01	3	Dutch Foreign Language level A1 (autumn)	On campus	P1+P2, 2h/w
ACS02	6	Programming Fundamentals (BEGINNER)	On campus	P1+P2
ACS03	6	Relational Database Fundamentals (BEGINNER)	On campus	P1+P2
ACS04	6	Operating Systems Fundamentals (BEGINNER)	On campus	P1+P2
ACS05	6	The Company 1 (BEGINNER)	On campus	P1+P2
ACS06	6	Conceptual Thinking (BEGINNER)	On campus	P1+P2
ACS07	6	The Company 3 (INTERMEDIATE)	On campus	P1+P2
ACS08	6	Programming 3 (INTERMEDIATE)	On campus	P1+P2
ACS09	6	Programming 4 (INTERMEDIATE)	On campus	P1+P2
ACS10	6	Integration 3 (INTERMEDIATE)	On campus	P1+P2
ACS11	6	A Big Picture (ADVANCED)	On campus	P1+P2
ACS12	6	Data & AI 5 (ADVANCED)	On campus	P1+P2
ACS13	6	Data & AI 6 (ADVANCED)	On campus	P1+P2
ACS14	6	Integration 5 (ADVANCED)	On campus	P1+P2
ACS15	6	Programming 6 (ADVANCED)	On campus	P1+P2

The Dutch Language course is optional.

You can choose your programme from the other available course units. There are 3 categories of the difficulty level: BEGINNER (year 1) – INTERMEDIATE (year 2) – ADVANCED (year 3). Depending on your own level or degree, you can compose your own semester programme (you can discuss this also with us: incoming.mit@kdg.be).

Re-sits are planned between August 16th and the end of August. Normally, exams take place on campus in Belgium. Exceptionally, if the student cannot come back to Belgium for re-sit, oral exams can be taken online and written exams can be taken in a proctored environment in the home institution at the same date and time as in Belgium.

Course descriptions can be found in the list here below.

Global Supply Chain Management – autumn – 40 ECTS – maximum of 5 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
GSC01	3	Dutch Foreign Language for Beginners (autumn)	On campus	P1+P2
GSC02	3	Import and Export Management	On campus	P1+P2
GSC03	5	International Business Law	On campus	P1+P2
GSC04	3	Innovation and Change	On campus	P1+P2
GSC05	5	Supply Chain Management	On campus	P1+P2
GSC06	3	Geopolitics	On campus	P1+P2
GSC07	3	Transport Management	On campus	P1+P2
GSC08	3	Maritime and Port Logistics	On campus	P1+P2
GSC09	3	International Business Practices (elective)	On campus	P1+P2
GSC10	3	Networking and Lobbying (elective)	On campus	P1+P2
GSC11	3	Sales Strategy (elective)	On campus	P1+P2
GSC12	3	Storytelling as a Business Tool (elective)	On campus	P1+P2
GSC13	3	AI in Practice (elective)	On campus	P1+P2

The Dutch Language course is optional. The course units without the tag - (elective) - are mandatory. You can complete your individual programme by selecting from the elective course units.

Course descriptions can be found in the list here below.

International Entrepreneurship – autumn – 31 ECTS – maximum of 5 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
IES01	3	Dutch Foreign Language for Beginners (autumn)	On campus	P1+P2
IES02	3	Strategic and Operational Marketing	On campus	P1+P2
IES03	5	Trade and Supply Chain Practices	On campus	P1+P2
IES04	3	International Business Law	On campus	P1+P2
IES05	4	Start-up Strategy	On campus	P1+P2
IES06	4	Brand Reputation	On campus	P1+P2
IES07	3	International Business Practices (elective)	On campus	P1+P2
IES08	3	Storytelling as a Business Tool (elective)	On campus	P1+P2
IES09	3	AI in Practice (elective)	On campus	P1+P2
IES10	3	Human Resources Management (elective)	On campus	P1+P2

The Dutch Language course is optional. The course units without the tag - (elective) - are mandatory. You can complete your individual programme by selecting from the elective course units. Course descriptions can be found in the list here below.

SPRING SEMESTER 2026

4 tracks	1	Marketing and Management	autumn	MNM
	2	Sustainable Business & Innovation	autumn	SBI
	3	Applied Computer Science	autumn	ACS
	4	Global Supply Chain Management	autumn,	GSC

Marketing and Management – spring – 36 ECTS – maximum of 45 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
MNM01	3	Dutch Foreign Language for Beginners (spring)	On campus	P3+P4, 2h/w
MNM02	3	Global Synergy: Mastering Intercultural Teamwork and Communication	On campus	P3+P4, 2h/w
MNM03	3	International Sales Management	On campus	P3, 4h/w
MNM04	3	E-Business	On campus	P3, 4h/w
MNM05	3	Innovative Opportunities	On campus	P3, 4h/w
MNM06	3	Smart Sustainable Cities	On campus	P4, 4h/w
MNM07	3	Managing Information Systems in Marketing	On campus	P4, 4h/w
MNM08	3	Social Marketing and Sustainable Practice	Online	P4, 4h/w
MNM09	3	The Future of Marketing – AI, Consumers & the Battle for Attention	Online	P4, 4h/w
MNM10	3	Trends in Marketing	On campus	P3, 4h/w
MNM11	3	Project and Change Management	On campus	P4, 4h/w
MNM12	3	AI for Business	On campus	P3, 4h/w

The Dutch Language course is optional. The other courses are free to choose by interest.
Course descriptions can be found in the list here below.

Sustainable Business & Innovation – spring – 33 ECTS – maximum of 45 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
SBI01	3	Dutch Foreign Language for Beginners (spring)	On campus	P3+P4, 2h/w
SBI02	3	Sustainable Business & Economics fundamentals	On campus	P3+P4
SBI03	3	Sustainable Business & Economics advanced	On campus	P3+P4
SBI04	3	Applied Business Research & Data	On campus	P3+P4
SBI05	3	Future-Proof Business Strategy	On campus	P3+P4
SBI06	5	Innovation Management	On campus	P3+P4
SBI07	3	Change Management	On campus	P3+P4
SBI08	3	Personal Leadership	On campus	P3+P4
SBI09	7	Business Cases	On campus	P3+P4

The Dutch Language course is optional, the other 7 courses (for 30 credits in total) are all mandatory!
Course descriptions can be found in the list here below.

Applied Computer Science – spring – 48 ECTS – maximum of 15 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
ACS01	3	Dutch Foreign Language level A1 (autumn)	On campus	P3+P4, 2h/w
ACS02	3	Computer Architecture (BEGINNER)	On campus	P3+P4
ACS03	3	Webtechnology (BEGINNER)	On campus	P3+P4
ACS04	3	Networking Fundamentals (BEGINNER)	On campus	P3+P4
ACS05	6	The Company 2 (BEGINNER)	On campus	P3+P4
ACS06	6	Integration Project 1 (BEGINNER/INTERMEDIATE)	On campus	P3+P4
ACS07	6	Data Science Fundamentals (BEGINNER)	On campus	P3+P4
ACS08	6	Data & AI 4 (INTERMEDIATE)	On campus	P3+P4
ACS09	6	Integration 4 (INTERMEDIATE)	On campus	P3+P4
ACS10	6	Infrastructure 3 (INTERMEDIATE)	On campus	P3+P4

The Dutch Language course is optional.

You can choose your programme from the other available course units. There are 2 categories of the difficulty level: BEGINNER (year 1) – INTERMEDIATE (year 2). Depending on your own level or degree, you can compose your own semester programme (you can discuss this also with us: incoming.mit@kdg.be).

Re-sits are planned between August 16th and the end of August. Normally, exams take place on campus in Belgium. Exceptionally, if the student cannot come back to Belgium for re-sit, oral exams can be taken online and written exams can be taken in a proctored environment in the home institution at the same date and time as in Belgium.

Course descriptions can be found in the list here below.

Global Supply Chain Management – spring – 39 ECTS – maximum of 5 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
GSC01	3	Dutch Foreign Language for Beginners (spring)	On campus	P3+P4, 2h/w
GSC02	3	Import and Export Management	On campus	P3+P4
GSC03	5	International Business Law	On campus	P3+P4
GSC04	3	Innovation and Change	On campus	P3+P4
GSC05	3	Global Customs Procedures	On campus	P3+P4
GSC06	3	Geopolitics	On campus	P3+P4
GSC07	5	Quantitative Business Techniques	On campus	P3+P4
GSC08	6	English Road C1 (elective)	On campus	P3+P4
GSC09	3	Sales Strategy (elective)	On campus	P3+P4
GSC10	3	Air Freight Logistics (elective)	On campus	P3+P4

The Dutch Language course is optional. The course units without the tag - (elective) - are mandatory. You can complete your individual programme by selecting from the elective course units.

Course descriptions can be found in the list here below.

Course Unit Descriptions

Dutch Foreign Language for Beginners (3 credits)

This course will help you to develop your skills in Dutch, the language spoken in the Netherlands and in Flanders. The learning objective is to reach level A1 of the CEFR for languages: understand and use familiar everyday basic phrases, introduce yourself and others, interact in a simple way provided the other person talks slowly and clearly and is prepared to help. However, students who are fluent in German tend to learn Dutch very fast and can reach an A2 level in one semester and will have the chance to do so. You'll learn about the culture of Antwerp and Belgium, you'll recognize grammatical structures (A1) and use them (A2), you'll develop your vocabulary, listening and speaking skills and you can choose between a more interactive and fun approach or a more classical approach focusing on grammar and vocabulary.

AUTUMN SEMESTER 2026

Marketing and Management – autumn – 40 ECTS – maximum of 45 students

Social Media Communication (3 credits)

At the completion of this course, students should be able to:

- Identify social media communication strategies, how they are used and by whom
- Analyze and recreate the various techniques of persuasion used on social media
- Recognize what the media makers want us to believe or do
- Evaluate social media messages based on their own experiences, skills, beliefs, and values
- Create and distribute their own social media communications on subjects involving business, the arts, and social or environmental causes

Managerial Psychology (3 credits)

The course will focus on the role of the modern manager as a leader and a coach, and the psychological aspects of working with people. Focus will be on how people function as an individual (me), interindividual (you and me), and as a group (we). First part of the course consists of a brief introduction to psychology. Special attention will be given to Positive Psychology, which focuses on improving the mental functioning of human beings above that of normal mental health. Students will learn what makes the positive psychological traits of human beings. They will learn how the mind works, and the role of automatic thoughts. How the way people think influences the way they feel. Which specific thoughts lead to which specific feelings. How by changing the way you think, you can change the way you feel. The ten most common thinking errors.

Second part of the course will focus on the differences between different personality types. Students will receive an introduction to the most common personality type indicators, with the possibility to take one (MBTI), so students can get an insight in how their own personality works. How their personality typically develops during lifetime. What is their dominant mental function. What is their inferior function. What typical situations bring them stress, and how can they reduce it. What are the typical careers for the different types. Based on the different personality types, different subjects will be discussed. Speed reading personality types. Misunderstandings between types. What each type can learn from the others. How do the different types view leadership, teamwork, time management, meetings, problem solving,... Students will learn about the different roles people play in a team.

European Affairs (3 credits)

The starting point of this course will be several key elements that have been instrumental in the development of a European identity as we know it today. From industrialisation, the formation of

nation states and the tendency to internationalise and globalise certain aspects of politics and trade over the concept of supranationalism, the transfer of sovereignty, the creation of the internal market and the customs union to the creation of the EU where concepts such as freedom, democracy and respect for human rights are considered as commonplace in European democracies.

We will study each of those topics more thoroughly, from a historical and contemporary perspective, find similarities over different countries and look for equivalents worldwide, consult media channels, look at what challenges them nowadays, consider future projections ...

Pitch and Presentation Skills (3 credits)

Delivering a memorable presentation requires you to be a psychologist, creative wonder, strategic salesperson and Hollywood star combined. No small task.

On top of this, public speaking ranks – next to flying, death and spiders - very high on the list of things we're most afraid of.

Therefore, our approach in this course will be a bit different from other presentation trainings out there. It's not one size fits all, we'll build on your personal talents and work around the pitfalls.

We'll explore ways to master all aspects of presenting so you can confidently take that floor and become the pitch Ninja you never thought you'd be!

Google Search and Advertising (3 credits)

Students will learn to drive traffic and sales for a real business with Google Ads. After a theoretical introduction of how Ads works and how to research and set up a campaign, students will create a real Google Ads campaign for "their client". In the end, students will interpret the data of the campaign, create a report and present their insights and recommendations.

Marketing and Branding Strategies (3 credits)

Branding has become one of the most important concepts in marketing. Branding includes corporate identity expressions like brand and product names, logos, design, packaging, look & feel,... Its application ranges from consumer goods and services to places, people and concepts. The branding phenomena reached its peak when companies got a green light to incorporate the brand's intangible value in their balance sheet. In this module students will obtain a clear understanding of the relevance of brands in contemporary society and will learn how to set up a brand management strategy.

International Human Resources Management (3 credits)

This course addresses the topic of Human Resource Management in an international setting. As the business world globalizes even more, we must be aware of the reasons, the benefits, and the challenges of having a global workforce. Even though HR processes are based on the same core concepts and frameworks regardless of their national or international reach, the specificity of managing individuals, teams, and organizations in an international environment is quite significant. After this course, students will understand what it means to recruit & select employees internationally, train & develop them, and create compensation packages across borders.

City Marketing (3 credits)

City Marketing, also known as City Branding (or Place Making) is a practice whose objective is to build a city's image, which in turn is the starting point for developing a city's brand. It is the basis for raising a policy to pursue economic expansion and, at the same time, it serves as a conduit for city residents to identify with their own city, impacting in their daily life, economically, socially and culturally. In an scenario of a globalized world, where competition among cities is a commonplace, City Branding comes to the foreground as a complex cutting edge, all-pervasive discipline and well-organized governmental activity, which contributes to the economic and physical restructuring of localities, in order to succeed in such a competitive environment.

The analysis and design of cities' image and/or identity, including its subjective dimension as a place of emotion and meaning; and the methodological considerations techniques, practices and postulates of City Marketing are some of the aspects tackled in this course. Some of the questions that are addressed include, what is: A place? A city? A brand? Identity versus image? The citizens' role versus tourists'? Measurement and city brand equity? A city brand index and items to be considered? Or if brands can be city makers?, among other inquiries.

Cultural Aspects of Management Practices (3 credits)

The course aims to develop managerial skills in multicultural decision-making contexts through the acquisition of knowledge necessary for the understanding of interaction between different cultures. The course will bring strong emphasis on human skills required to manage the cultural diversities in global teams.

Storytelling as a Business Tool (3 credits)

Storytelling, it's all about communication, interaction and getting your idea across.

- The difference between information and ideas
- Key requirements
- Story versus factual representation
- Requirements to tell stories
- CAST model
- Finetuning
- Bringing it all together

If you want to communicate so that your ideas and messages stick, tell stories. Storytelling is not fluffy, it's about adding narrative structures, narrative elements to your content, to your texts.

It's about shaping the story of your organisation, through stories of the past, the future, the successes and the failures. Adding a human touch, and shaping the tone of voice of your brand, your organisation. It's about communication without clutter, making yourself heard and remembered.

Digital Marketing Strategy (3 credits)

This course will prepare you to conceive and deliver a solid Digital Marketing Strategic Plan, using the very same methodology implemented in a number of high-level organisations, often in a multi-country environment, such as Toyota and many others. By the end of this course (via a hands-on and interactive methodology) you will be able to:

- Conduct an in-depth analysis of your brand and your competitors online.
- Use the most relevant tools to audit digital channels: sites and social networks.
- Propose solid strategic paths to achieve success in the online environment.
- Deliver a tactical plan in order to maximise your company's results in an increasingly tough and unpredictable market.

CSR Business Game (4 credits)

You take part in a business game on the topic of Corporate Social Responsibility. You form a team with students from other degree programmes. Each team represents the management team of a netbook manufacturer whose mission is "to be successful in business by being innovative and socially responsible". Throughout the game, you make strategic and operational decisions (e.g. choice of product, sales region, product location, supplier, quality of the components, terms of employment etc.). The goal of the game is to achieve the highest scores on the 3 Ps (People, Planet and Profit). The CSR Business Game is integrated in interactive workshops and complemented with a variety of assignments aimed at the acquisition and processing of knowledge and competences.

Sustainable Business & Innovation – autumn – 33 ECTS – maximum of 45 students

Sustainable Business & Economics: fundamentals & advanced (3+3 credits)

During this course unit you will learn about the different sustainability frameworks (e.g. SDGs, 3Ps, CSRD..) and how this topic is situated in a historical context and as part of geopolitics in our globalized world. Next to the general principles we focus on system thinking and new economic models like circular economy, regenerative economy, social entrepreneurship, etc. In the advanced module you will learn how this applies to different domains eg HR, Logistics...After this course unit you will have a profound knowledge about how sustainability drives business today and tomorrow.

Applied Business Research & Data (3 credits)

You will learn about methods to critically consult and assess different types of information sources. It is about gathering, validating, measuring and processing data to develop insights, strategies and appropriate actions, and reporting about sustainability parameters. You will be able to make the right calculations and decisions with the support of tools (e.g. AI).

Future-Proof Business Strategy (3 credits)

You support the development of concrete business options and setting up the right priorities in the surrounding business ecosystem. This means that you consider different business models, gather and process inputs of relevant stakeholders (e.g. customers, suppliers,...). You will be able to distinguish between different options and make informed choices as a consultant and ambassador for the initiatives you are involved in.

Innovation Management (5 credits)

Within sustainability it is of big importance to know how innovation can play a role in a business transformation process. You will need to solve specific problems within a company by using iterative techniques (e.g. product & service design thinking, co-creation) and process development. We immerse you in the trends, successes and failures of new technologies and what to integrate in the context of sustainability. The principles of intrapreneurship will help you to see and combine different perspectives to develop structural and impactful actions. You will apply your knowledge in real cases, explored in a multidisciplinary setting.

Change Management (3 credits)

You will learn the basic principles of change management and what makes it part of sustainability. You will not only be able to understand the different parts of change but will also be able to enable change in different parts of an organisation, team and company. As a change manager you need to listen, to understand, formulate clear goals, empower and motivate colleagues and other stakeholders involved. You keep the overview and bring in knowledge that is needed to get through the never-ending journey. You will have to cope with successes and failures throughout the process. Project and time management will be essential to analyze structural patterns in an organization.

Personal Leadership (3 credits)

This course is about fostering personal growth and self-awareness, encouraging reflection on values, beliefs, and emotions, and promoting the development of critical thinking skills to cultivate a deeper understanding of oneself and the world around them. This to become resilient, empathetic, and socially responsible in the business context and beyond. We explore how to use talents and authentic leadership to make international and intercultural teams work in a business and the current world context.

Business Cases (7 credits)

The theory and knowledge that you will gain during the different course units will come together and will be deepened during a series of cases, closely connected to different sustainability topics and specific sectors. The cases will both be conducted individually and in groups and will gradually evolve in complexity over the track. At the end of the semester you will be immersed in a complex case where you have to demonstrate in thinking and doing what you have learned and personally integrated to create impact within the topic of sustainability.

Applied Computer Science – autumn – 87 ECTS – maximum of 15 students

Programming Fundamentals (6 credits)

Basic Programming Concepts, Object-Oriented Programming, Java: Dive into the world of programming. You will learn object-oriented programming in Java to develop your first applications.

Relational Database Fundamentals (6 credits)

SQL Databases: In this introductory course you will learn how to create relational databases using SQL, manage the data and retrieve the information that you need out of the data by using the SQL language in Postgresql.

Operating Systems Fundamentals (6 credits)

In this introductory course you will learn about the different functions of an operating system. You will learn how to work with RedHat Linux, get to know the bash shell, perform system administration tasks such as file management, scripting, storage, services, security and user management.

The Company 1 (6 credits)

Business management skills: Focus lies on (cross-cultural) skills, self-awareness, team formation, audacity, scrumming, business processes, organizational structures and reflection.

Conceptual Thinking (6 credits)

This course is an introduction to the basics of Software Engineering including Object Oriented Analysis & Design (OOAD), Data Modelling and the main stages of the Software Development Life Cycle. You will create conceptual, design and data models (such as Class Diagrams and ERDs) using tools like UML, GitLab and IDEs. Occasionally, we will use the Java programming language to build Proof of Concepts (PoC) solutions. Using theory and hand-on exercises, you will learn how to turn abstract ideas into working software.

Data & AI 3 (6 credits)

- You apply modelling techniques (a.o. normalisation) to design databases.
- You apply advanced SQL techniques.
- You apply performance optimizations to the database and in SQL queries
- You use a Database and a Data Science development environment, and you modify them autonomously according to your needs and insights
- You know, and you have an eye for the limitations of relational Databases and Data Science models and techniques
- You identify the most suitable Data Science model, taking into account the available data, the intended purpose and the measurement levels.
- You apply the Data Science model on the available and relevant data to achieve the wanted goal (predictions, classifications, ...).
- You critically evaluate the achieved results from the Data Science model (a.o. by using evaluation metrics)

The Company 3 (6 credits)

The Company 3 follows you as a team manager. You actively participate in a Small Business Project. You set up a business plan, a financial plan and think about intellectual properties. This course also continues with its strong focus, set out in The Company 1, on honing and practising your (intercultural) communicating skills, now from a team leader standpoint.

Programming 3 (6 credits)

- Advanced Java Language Features
- Using a build automation tool like Gradle
- Work with data standards like XML en JSON
- Using a Dependency Injection (DI) framework like Spring
- Build an application with a layered architecture (N-layer)
- Work with databases using an Object Relation Mapper (ORM)
- Build webapplication using the MVC design pattern

Programming 4 (6 credits)

- Major UML diagrams
- Test driven design
- Principles and patterns for analysis, object oriented design, architecture
- GRASP
- SOLID
- GoF

Behaviour Driven Design
Layered architecture
Dependency injection
Object Relational Mapping

Integration 3 (6 credits)

You work out a project in a team from analysis to delivery and apply concepts and techniques involved in the other subjects.

You use and learn to deal with

- Gitlab Source control
- Arduino and Spring Framework
- Cloud database
- Automated unit tests
- Cloud services and secure network communication

A Big Picture (6 credits)

Ethics, Society, Philosophy & Religion

The "grand societal challenges" and sustainable development goals

Design thinking (prototyping) (design oriented backcasting, road mapping, serious concepting, value flow model, ..)

System thinking

Trends and uncertainties

Signals for change

Future consciousness

Data & AI 5 (6 credits)

- Machine Learning Techniques
- AI in the Cloud
- Natural Language Processing
- Deep Learning
- Data Exploration & Modelling

Data & AI 6 (6 credits)

- Reinforcement Learning
- Recommender Systems
- Large Language Models

Integration 5 (6 credits)

You will analyse, build, test and deploy a complete solution for a business problem, that consists of different services that manage data, AI, business domain/rules, application and presentation logic.

This course unit needs to be taken simultaneously with or after obtaining a credit for:

- Programming 6
- AND Data & A.I. 5
- AND Data & A.I. 6
- AND A Big Picture (Society, Philosophy & Religion)

Programming 6 (6 credits)

Advanced Spring framework

- Domain Driven Design
- Hexagonal architecture
- Event driven and streaming architecture
- Microservices

Single Page Applications with React

- Functional components and hooks
- Routing, state management and backend communication
- Component frameworks and design systems
- Web ecosystem

Import and Export Management (3 credits)

- Terms of delivery: Incoterms®
- Instruments of payments
- Payment of short term transactions
- Documents in international trade
- Financing of international transactions

International Business Law (5 credits)

- Legal and Illegal Advertising
- Company Structures
- Intellectual Property Rights: Trademarks, Design Rights, Patents and Copyright
- International Sales Contracts
- Other contracts: Licensing and Franchising, Agents and Distributors
- Competition Law
- General Data Protection Regulation (including Consumer Protection)

Innovation and Change (3 credits)

The advancement of technology and AI, climate crisis and Covid-19 have created an unpredictable and uncertain environment across business industries and society. Our VUCA world calls for a new approach to drive innovation and change, for organisations to remain competitive and relevant.

This course will help you gain insights about the importance of innovation today. We will focus on the following areas:

- Learning about change management and organisational change theories, tools and techniques
- Exploring the stages of the change process and the impact of change on the business environment
- Understanding the principles of Lean Change Management
- Analysing change in context: reasons of failure of no longer existing companies and companies being threatened now
- Discussing industry disruptions, megatrends, cross-industry evolutions and innovation principles & themes that companies need to stay relevant in the current environment and ensure the ongoing success of change
- Introducing Innovation Strategy frameworks for long-term relevance and success
- Applying and evaluating Innovation Strategy tools to set up a portfolio of innovative ideas for different business cases

Supply Chain Management (5 credits)

An introduction to SCM

- SC Forecasting
- SC Inventory management
- SC Procurement
- SC operations (incl MRP & MPS)
- SC strategy & planning (S&OP, MRP2 and IBP)
- SC consolidated exercise in Excel (inventory, forecast, mrp)
- SC sustainability and reverse logistics
- SC collaboration & resilience
- SC technology & innovation
- SC performance mgmt & scenario planning
- SC warehousing
- In depth review different roles in SCM: sales&marketing, logistics, manufacturing, purchasing & finance

Case

- Sales & Operations Planning case with challenges (questions) on: sales&marketing, finance, purchasing, operations and logistics

Geopolitics (3 credits)

- Major geopolitical topics related to the following countries or regions : Europe, Russia, China and the USA
- Geopolitical opportunities & challenges and the impact they have on global business & supply chains.

Transport Management (3 credits)

Course content:

- Recap introduction transportation year1 (modes...)
- Global vs local transportation
- Transportation process
- Transportation roles&responsibilities
- Global rules & regulations, compliance
- Transport documents
- Transport cost insight (fixed, variable, price settings...)
- Sustainable transportation incl carbon footprint calculation
- New technologies in transport mgmt.
- E-commerce, last mile, uberisation
- Disruption, pandemic

Case content:

- Evaluate the different transportation modes based on distance, cost, sustainability, risk, service... and make a proposal you will report in a paper and presentation.

Maritime and Port Logistics (3 credits)

- Introduction to maritime and port logistics
- Cargoes and ships
- Shipping lines
- Ports and terminals

International Business Practices (3 credits)

- Relevant macroeconomics, politics and institutions
- Economic and political factors that affect doing business internationally
- Effects of cultural differences on global business: social aspects, formal and informal protocol, management practices, business traditions, values, negotiations, ...
- US-China trade relations and the repercussions for the EU
- Corporate life

Networking and Lobbying (3 credits)

The value of networking nor lobbying can be overestimated in today's world. Yet both are often seen as vague concepts and blurry activities. The course will introduce you to the world of professional and personal networking and lobbying.

- Networking defined
- How to make it relevant for you
- Networking barriers and how to overcome them
- LinkedIn, powertool for networking
- Intro on lobbying, zooming in on the EU
- Ethics & transparency in networking and lobbying

Sales Strategy (3 credits)

- Part One: Sales perspective
- Part Two: Sales practice
- Part Three: Sales environment
- Part Four: Sales management

Storytelling as a Business Tool (3 credits)

- Storytelling and content marketing
- Storytelling and social media context
- Mindset and basic requirements for storytellers
- The function and the elements of a story
- Storycrafting versus story delivery
- CAST model as a basis for solid storytelling
- Research-crafting-editing as a process

AI in Practice (3 credits)

No previous knowledge or credits required. However, this course is theoretically and practically demanding; deep engagement with the course materials and assignment is a must.

Non-exhaustive list of topics:

- Introduction to AI
- Prompt engineering
- Different AI models and tools in practice
- AI business opportunities
- Ethical considerations and legal framework

International Entrepreneurship – autumn – 31 ECTS – maximum of 5 students

Strategic and Operational Marketing (3 credits)

SOSTAC Strategic Marketing Planning

- Foundations of Strategic Marketing
- Marketing decision-making and case analysis
- Opportunity analysis, market segmentation and market targeting
- Product and service strategy and brand management
- Integrated marketing communication strategy and management
- Marketing channel strategy and management
- Pricing strategy and management
- Marketing strategy reformulation: the control process
- Comprehensive marketing programs

Trade and Supply Chain Practicalities (3 credits)

- Supply chain:
Introduction to SCM
Forecasting
Inventory management
Warehousing basics
- Import and export management:
Terms of delivery: Incoterms®
Instruments of payments
Payment of short term transactions
Documents in international trade
Financing of international transactions

International Business Law (5 credits)

- Legal and Illegal Advertising
- Company Structures
- Intellectual Property Rights: Trademarks, Design Rights, Patents and Copyright
- International Sales Contracts
- Other contracts: Licensing and Franchising, Agents and Distributors
- Competition Law

- General Data Protection Regulation (including Consumer Protection)

Start-up Strategy (4 credits)

- You will learn how to analyse the "why" of a company or Why companies exist, and how to analyse vision statements and formulate a compelling vision yourself.
- We will dig into who you need to achieve this strategy and how to reach out to people. In support of executing a strategy, we will also cover basic market research techniques to validate strategic assumptions.
- You will learn how to set up different canvasses used for business model creation and how these could help in analysing existing models or in creating new models.
- We will discuss multiple frameworks to validate if you are maintaining the right course that was defined in your strategy.
- All subjects serve the overarching goal of understanding how to get from 'this is a nice idea' towards product market fit.

Brand Reputation (4 credits)

- Brand & Reputation
You identify the differences between branding and reputation and how these two are linked.
- Business and Personal Branding
You discover the pros and cons of business and personal branding and how to apply it to your strategy
- Principles of Reputation
You identify the key concepts of Reputation, and how these impact in your brand
- Issues and Crisis Management
You learn about crisis management concepts and cases, and the importance to think ahead to be prepared in case your brand experience crisis and how to react to it.
- Brand architecture
You identify and create the pillars of your brand to construct a strong identity
- Brand Reputation Strategy
You assemble the pieces of the puzzle and implement the essential elements of your brand to create your brand reputation strategy

International Business Practices (3 credits)

- Relevant macroeconomics, politics and institutions
- Economic and political factors that affect doing business internationally
- Effects of cultural differences on global business: social aspects, formal and informal protocol, management practices, business traditions, values, negotiations, ...
- US-China trade relations and the repercussions for the EU
Corporate life

Storytelling as a Business Tool (3 credits)

- Storytelling and content marketing
- Storytelling and social media context
- Mindset and basic requirements for storytellers
- The function and the elements of a story
- Storycrafting versus story delivery
- CAST model as a basis for solid storytelling
- Research-crafting-editing as a process

AI in Practice (3 credits)

No previous knowledge or credits required. However, this course is theoretically and practically demanding; deep engagement with the course materials and assignment is a must.

Non-exhaustive list of topics:

- Introduction to AI
- Prompt engineering

- Different AI models and tools in practice
- AI business opportunities
- Ethical considerations and legal framework

Human Resources Management (3 credits)

- HRM from a business perspective:
 - brief historical overview of HRM
 - HR strategy and goal setting
 - Ulrich's HR model
 - Link with company vision, mission, values & strategic objectives
- Talent@work and employee experience:
 - workforce planning
 - employer branding
 - competence and talent management
 - sourcing, selection and recruitment
 - on-boarding
 - performance management
 - learning & development
- Reward
- Off-boarding

SPRING SEMESTER 2026

Marketing and Management – spring – 36 ECTS – maximum of 45 students

Global Synergy: Mastering Intercultural Teamwork and Communication (3 credits)

In today's fast-evolving and deeply interconnected world, effective teamwork and communication across cultures are essential. As an international student, you have undoubtedly experienced this firsthand. This course equips you, as an international student, with the skills to develop intercultural communication competencies, navigate diverse work environments and bridge cultural differences. Through interactive activities, guest lectures and practical frameworks, you will enhance and refine your cross-cultural communication abilities and learn how to collaborate successfully. Mapping your own cultural identity through an exclusive online assessment tool will provide you with valuable new insights. Emphasis is placed on enjoying intercultural communication and leveraging cultural diversity as a strength. By the end of this course, you will be prepared to thrive in global teams and international work settings. A fantastic international project with a partner university and other enthusiastic international students, will be the icing on the cake. Global synergy at its best!

International Sales Management (3 credits)

Money makes the world go around. Sales is at the forefront of every company: without sales, no customers and no income!

We will explore sales in all its aspects from marketing and sales automation to upgrade strategies in order to create loyal clients. How will cultural differences and different personalities come into play? How to prepare and react to it? Sales team management and negotiation tactics will be dealt with to complete your training.

A full course set in an international environment, filled with lots of exercises and thrilling role plays. Are you up to it?

E-Business (3 credits)

The course is focusing on the way Imagineering contributes to the success of e-Business.

Transformational next to transactional marketing brings all parties closely together and enables strong and intense personal reactions; people want to belong to and to be involved because they love to be involved.

Theory will be translated into real action when constructing in small teams an imagineering programme for a real life e-business company. This course will have an irreversible impact on your life as marketer and/or an e-business professional. We want to welcome you to the inspiring world and memorable experience of this course 'imagineering for sustainable happiness'.

Innovative Opportunities (3 credits)

The world is constantly changing. Organizations are challenged to adapt to these changes or to perish. Therefore, the search for new opportunities is a constant concern at each level of the organization. In this course, you will be guided into the world of new ventures and how they can be found and evaluated. Consequently, the creative process of finding solutions to meet the demands of the new opportunities, will be trained focused on igniting specific skills and competences: Working well with others, Self-learning, Discovering and Sharing information, empathy, "Observing and Listening the others", Working in group dynamics.

As pillar knowledge you will learn the Design Thinking for innovation approach, model, process and creative tools. The week seminar will involve hard-work but also a playful learning environment based on exploring. Students grow a creative attitude and the right mindset to become game-changing professionals.

Smart Sustainable Cities (3 credits)

In the intensive course 'Smart Sustainable Cities' we will explore how cities can both adapt to climate change and contribute to its mitigation. This practical course will cover key theoretical concepts such as the Smart Sustainable City, Data Sources, and the Commons in the City, all illustrated with real-world examples and cases, particularly through the lens of urban residents. The course focuses on three core areas: Smart Urban Mobility, Sustainable Construction and Buildings, and Managing (Limited) Resources. Students will visit projects in Antwerp and participate in a Citizen Science experiment.

Managing Information Systems in Marketing (3 credits)

This course introduces the use of information in organizations and the role of information systems in creating competitive advantage. It covers (1) information systems in competition, (2) designing information systems, (3) ethical issues, and (4) marketing applications such as CRM, SCM and digital/mobile marketing tools. The course also introduces students to critical thinking skills with practical marketing examples and case studies."

Social Marketing and Sustainable Practice (3 credits)

Ever wonder how marketing has been used to shape norms and promote positive social change? Never before have social challenges been more at the center of public debate. Learn how marketing can be applied outside the commercial marketplace to the solution of social problems such as drug abuse, smoking, excessive drinking and drive sustainable goals such as recycling, sustainable business, and wellbeing. Get an overview of advanced areas of interest within the marketing discipline – Sustainable Marketing and Social Marketing. Sustainable Marketing is a process that applies commercial approaches, social principles, and green initiatives to communicate and deliver value that benefits communities and the environment. Guided by ethical principles, Social Marketing aims to foster behavioural change through a synergy of activities and is a useful guide for leaders in business, the non-profit community, and governments. Contemporary issues covered in this course include the link between Sustainable, Green, and Social Marketing sub-disciplines; advertising literacy and ethics; media's role in the Social Marketing mix; and the use of fear in changing consumer behaviour for the better. You will have the opportunity to discuss, analyse and evaluate a variety of marketing strategies that can support social change. Inspired by real-world examples and highly interactive workshops, you will be challenged to design your own creative Social Marketing Campaign for a non-profit organisation with a potential real-world implementation. In doing so, the course seeks to encourage well-informed understanding of emerging areas in the field of marketing.

The Future of Marketing – AI, Consumers & the Battle for Attention (3 credits)

The rules of marketing are being rewritten—are you ready to play the game or be left behind? In this practitioners' oriented but theoretically grounded, experiential marketing course, we'll dive deep into how AI, automation, and digital platforms are reshaping the way consumers think, act, and buy—and what that means for brands fighting for survival in a world of mindless convenience. Forget everything you thought you knew about marketing. Consumers are no longer making rational, independent

choices. AI-powered recommendation engines, synthetic influencers, and algorithm-driven decision-making are shifting the power dynamic, making marketing more of a battle of machines than human persuasion. What's in it for you? You'll learn how to harness AI, decode consumer behavior, and design future-proof strategies that thrive in the age of algorithmic commerce. You'll get hands-on experience creating synthetic market participants, hacking attention economics, and exploring why businesses often fail spectacularly at tech adoption. This isn't just another marketing course—it's your survival kit for the AI revolution. What's next? Whether you dream of launching disruptive brands, leading AI-first marketing strategies, or simply staying ahead of the inevitable tech-driven chaos, this course will arm you with the insights, frameworks, and bold strategies you need to navigate—and dominate—the future of marketing. Sign up now and be prepared for a thrilling ride of dystopian proportions. The future isn't waiting for you—it's already here

Trends in Marketing (3 credits)

The digitalisation of our world and the perceived value for each generation, changed the way "marketing" can play a role in the business of tomorrow. Mr. Kotler's "4P" or "5/6C" model has been challenged by modern technologies and consumer's way-of-thinking (sustainability, local solutions on a global scale, personalization, ...). It's important to evolve as "future marketer" using the frameworks of (modern) marketing theories in order to choose the right positioning for your brand/product/service. The course focusses on the latest trends in the different marketing theories and models. During each session, we will firstly elaborate the marketing topics in theory, which are then put into practice and discussed in smaller groups. If you want to know why SAVE is a much more "modern" and practical model than the classical "4P" from our beloved Mr. Kotler, then we expect you very soon in this course.

Project and Change Management (3 credits)

This course equips you with the skills you need to work in introductory-level roles in project and change management. Project managers play a key role in leading, planning and implementing critical projects to help their organization succeed. You'll discover foundational project management terminology, gain a deeper understanding of the value a project management for an organization and understand the need for change management to realize a project's full potential.

AI for Business (3 credits)

This course is tailored to provide students with an essential understanding of how artificial intelligence (AI) is revolutionizing the business sector. It delves into the core aspects of AI, such as machine learning, natural language processing, and Large Language Models (LLMs), demonstrating their role in fostering innovation, optimizing operations, and securing a competitive edge. Upon completion, students will possess a thorough grasp of both the opportunities and challenges presented by AI, alongside strategies for its effective deployment within the global business landscape. Moreover, this course will enhance students' ability to discern the practicality of AI for specific business scenarios. It focuses on teaching students to evaluate how well AI initiatives align with a company's strategic objectives, operational capabilities, and ethical guidelines. The program also includes essential training on collaboration with data scientists and AI experts. A series of hands-on activities and engaging workshops, students will develop the necessary skills to effectively bridge the divide between business demands and technical execution, equipping them to guide and participate in AI-driven projects throughout their careers.

Sustainable Business & Innovation – spring – 33 ECTS – maximum of 45 students

Sustainable Business & Economics: fundamentals & advanced (3+3 credits)

During this course unit you will learn about the different sustainability frameworks (e.g. SDGs, 3Ps, CSRD..) and how this topic is situated in a historical context and as part of geopolitics in our globalized world. Next to the general principles we focus on system thinking and new economic models like circular economy, regenerative economy, social entrepreneurship, etc. In the advanced module you will learn how this applies to different domains eg HR, Logistics...After this course unit you will have a profound knowledge about how sustainability drives business today and tomorrow.

Applied Business Research & Data (3 credits)

You will learn about methods to critically consult and assess different types of information sources. It is about gathering, validating, measuring and processing data to develop insights, strategies and appropriate actions, and reporting about sustainability parameters. You will be able to make the right calculations and decisions with the support of tools (e.g. AI).

Future-Proof Business Strategy (3 credits)

You support the development of concrete business options and setting up the right priorities in the surrounding business ecosystem. This means that you consider different business models, gather and process inputs of relevant stakeholders (e.g. customers, suppliers,...). You will be able to distinguish between different options and make informed choices as a consultant and ambassador for the initiatives you are involved in.

Innovation Management (5 credits)

Within sustainability it is of big importance to know how innovation can play a role in a business transformation process. You will need to solve specific problems within a company by using iterative techniques (e.g. product & service design thinking, co-creation) and process development. We immerse you in the trends, successes and failures of new technologies and what to integrate in the context of sustainability. The principles of intrapreneurship will help you to see and combine different perspectives to develop structural and impactful actions. You will apply your knowledge in real cases, explored in a multidisciplinary setting.

Change Management (3 credits)

You will learn the basic principles of change management and what makes it part of sustainability. You will not only be able to understand the different parts of change but will also be able to enable change in different parts of an organisation, team and company. As a change manager you need to listen, to understand, formulate clear goals, empower and motivate colleagues and other stakeholders involved. You keep the overview and bring in knowledge that is needed to get through the never-ending journey. You will have to cope with successes and failures throughout the process. Project and time management will be essential to analyze structural patterns in an organization.

Personal Leadership (3 credits)

This course is about fostering personal growth and self-awareness, encouraging reflection on values, beliefs, and emotions, and promoting the development of critical thinking skills to cultivate a deeper understanding of oneself and the world around them. This to become resilient, empathetic, and socially responsible in the business context and beyond. We explore how to use talents and authentic leadership to make international and intercultural teams work in a business and the current world context.

Business Cases (7 credits)

The theory and knowledge that you will gain during the different course units will come together and will be deepened during a series of cases, closely connected to different sustainability topics and specific sectors. The cases will both be conducted individually and in groups and will gradually evolve in complexity over the track. At the end of the semester you will be immersed in a complex case where you have to demonstrate in thinking and doing what you have learned and personally integrated to create impact within the topic of sustainability.

Applied Computer Science – spring – 48 ECTS – maximum of 15 students

Programming Patterns (3 credits)

This course introduces students learning Java to the Model-View-Presenter (MVP) design pattern, emphasizing its role in building maintainable and testable applications. Students will learn to separate concerns between business logic, data, presentation, and user interactions. You need to be able to write basic Java programs and be familiar with Object Oriented design to follow this course.

Computer Architecture (3 credits)

In this course you learn about the internals of a computer: how is (binary) data stored in memory, how do processors function and how does software and hardware interact. These principles are explored in hands-on labs using Arduino.

Webtechnology (3 credits)

In this introductory course you learn how to make responsive websites using HTML, CSS and JavaScript. Some basic programming experience is required to follow this course.

Networking Fundamentals (3 credits)

This introductory course on computer networking covers concepts such as network layer models, protocols, and network architecture. You will explore topics including IP addressing, subnetting and basic routing. Through hands-on lab you will develop the skills needed to configure and troubleshoot basic networks.

The Company 2 (6 credits)

Business management skills: Focus lies on (cross-cultural) skills, self-awareness, team formation, audacity, scrumming, business processes, organizational structures and reflection.

Integration Project 1 (6 credits)

This course combines the foundations of software engineering, Java programming, web design, database design, data science, Linux, and networking in a collaborative team project. The course emphasizes on technical skills, teamwork and project management as well as soft skills such as problem-solving, self-reflection and communication. Basic prior knowledge of the technologies involved is required.

Data Science Fundamentals (6 credits)

You will learn to analyse and understand data using various techniques. With this, you will be able to assist data analysts and managers in making strategic decisions. Describing datasets (descriptive analysis), exploring patterns and trends in data (exploratory analysis), and making predictions based on data (predictive analysis).

Data & AI 4 (6 credits)

You know what Business Intelligence (BI) is and the different types of BI.
You know the different parts of BI management and can apply certain basic tasks.
You apply data warehouse design techniques when creating a datawarehouse.
You understand the principles of ETL and can apply them.
You create an appropriate data architecture based on the business requirements.
You answer the customer needs by producing appropriate queries and interpreting them correctly.
You identify Data Governance problems.
You create basic BI reports.
You apply basic adjustments to the logical and physical database structure.
You implement a basic NoSQL database.
You create professional and effective data visualisations.

Integration 4 (6 credits)

You work out a project in a team from analysis to delivery and apply concepts and techniques involved in the other subjects.

You use and learn to deal with

- Gitlab Source control
- Secured web application with dedicated front-end and back-end responsibilities- Cloud database
- Automated unit tests and acceptance test as part of the CI/CD pipeline
- Containerization

Programming 5 (6 credits)

Spring Framework REST API
npm, webpack, and npm dependencies, including Sass
JavaScript: modules, fetch, Promises and async/await
REST principles: best practices, content negotiation
Spring Security: form login, CSRF, Cookies
Testing: best practices, Spring testing, (Rest)Controller/endpoint testing, Mocking, Testing with security
Java threads, synchronization, thread pools, and locks

The Company 4 (6 credits)

The Company 4 continues your career as a team manager. You create a project management plan where you manage scope, schedule and budget. You will also make a quote for this project and you report on the status of this project using techniques like earned value management. Furthermore you will use negotiation techniques in several roleplays. This course also continues with its strong focus, set out in The Company 3, on honing and practising your (intercultural) communicating skills, now from a team leader standpoint.

Infrastructure 3 (6 credits)

Boot-process of computer systems
Hardware abstraction
I/O management
File management
Process management
Memory management
Advanced system administration scripting
Advanced regular expressions
Containerization
Network protocol configurations, including SSL/TLS
Firewall configuration
Security
Cloud computing and Platforms

Global Supply Chain Management – spring – 39 ECTS – maximum of 5 students

Import and Export Management (3 credits)

- Terms of delivery: Incoterms®
- Instruments of payments
- Payment of short term transactions
- Documents in international trade
- Financing of international transactions

International Business Law (5 credits)

- Legal and Illegal Advertising
- Company Structures
- Intellectual Property Rights: Trademarks, Design Rights, Patents and Copyright
- International Sales Contracts
- Other contracts: Licensing and Franchising, Agents and Distributors
- Competition Law
- General Data Protection Regulation (including Consumer Protection)

Innovation and Change (3 credits)

The advancement of technology and AI, climate crisis and Covid-19 have created an unpredictable and uncertain environment across business industries and society. Our VUCA world calls for a new approach to drive innovation and change, for organisations to remain competitive and relevant.

This course will help you gain insights about the importance of innovation today. We will focus on the following areas:

- Learning about change management and organisational change theories, tools and techniques

- Exploring the stages of the change process and the impact of change on the business environment
- Understanding the principles of Lean Change Management
- Analysing change in context: reasons of failure of no longer existing companies and companies being threatened now
- Discussing industry disruptions, megatrends, cross-industry evolutions and innovation principles & themes that companies need to stay relevant in the current environment and ensure the ongoing success of change
- Introducing Innovation Strategy frameworks for long-term relevance and success
- Applying and evaluating Innovation Strategy tools to set up a portfolio of innovative ideas for different business cases

Global Customs Procedures (3 credits)

1. Introduction
 - Customs policy as an international trade policy instrument
 - Customs unions
 - Free trade areas
 - Free trade agreements
 - Third countries
2. Discover the World Customs Organization & World Trade Organization
3. Classification of goods
 - Harmonised System (HS) and nomenclature
 - Determination of HS codes
 - Classification of goods in customs tariffs
4. Origin of goods
 - Liberalization and expansion of world trade
 - Preferential and non-preferential origin of goods
5. Valuation of goods
 - Determination customs value of goods
 - Methods of determination
6. Customs declaration process & bringing goods into the customs territory
7. Overview of special customs procedures

Geopolitics (3 credits)

- Major geopolitical topics related to the following countries or regions : Europe, Russia, China and the USA
- Geopolitical opportunities & challenges and the impact they have on global business & supply chains.

Quantitative Business Techniques (5 credits)

A selection of these topics will be covered:

- Market analysis
 - Assessment of market size and calculation of potential market
 - Growth-Share matrices and portfolio models (BCG, GE)
- Segmentation
 - Segmentation methods and criteria
 - Segmenting based on Indices (Category Development Index, Brand Opportunity Index), consumerpanels and by means of databases.
- Analysis of a business plan
- Statistics:
 - How to use regression analysis
 - And how to use historic data and results to forecast sales budgets (trend impact analysis)
- Solver Add-on in Excel
 - Use Solver to determine optimal sales team size
 - Use solver to find optimum in production planning and inventory

- Digital Metrics: Evaluation of online marketing campaigns
 - CPC, CPM, CTR, ROI
 - Evaluation of campaigns on websites and emailmarketing campaigns
- Break-even calculations
 - Break-even point, BE-point with expected revenues
 - BE-calculations to decide upon:
 - EOQ
 - To outsource or insource (Production, Logistics & warehousing, Sales (wholesale & distribution),...)
 - Make or buy decisions
- Profitability calculations
 - NPV, IR, ROI
 - Margin chains - contribution margin – markup/down
- Costing Calculation methods
 - Integral /Full Costing
 - Direct Costing
 - Differential Costing - Incremental Costing
 - TCO –Total Cost of Ownership
- Market Research - Data Analysis
 - How to perform a Market Research
 - Data Analysis by means of pivot tables, Looker Data Studio, PowerBI

English Road C1 (6 credits)

This is a self-study course. There are two possible routes towards English C1. 1) the KdG Test or 2) IELTS or TOEFL tests (see further below).

1) KdG test

You take an internal KdG test, based on a Cambridge (IELTS) test. You take this test at the end of the spring semester (May-June) or at resit (August-September). You practise with a wide range of preparation materials available on the internet (e.g. <http://www.cambridgeenglish.org/exams/advanced/preparation/>). In Terms 3 and 4 you write three essays of appr. 250 words and send them to the writing coach.

The coach gives feedback and suggestions to improve style, syntax and vocabulary. Passing the KdG test results in a credit for English C1 but does not give you international certification. In case of complete online assessment, the timing and form remain the same.

2) IELTS* or TOEFL** test

You register for an - external - IELTS or TOEFL test and follow the preparation instructions as described on the respective websites. You take the test in a test centre listed on the IELTS or TOEFL test website. You will receive an internationally recognised certificate. Submit the IELTS or TOEFL certificate via the Credit Transfer procedure on [E-studentservice](#) before 15 May (1st exam session) or 15 August (resit). A valid certificate will result in a credit transfer for English C1 (i.e. a credit for English C1).

If you already have an IELTS or TOEFL certificate no older than two years, you can submit a request for a credit transfer for English C1 following the same procedure.

The marks of the different assessments will be communicated at the exam viewing.

For this course unit, it is your responsibility:

1. to apply the netiquette principles as described in the [IBM Essentials](#) on the Intranet when emailing your lecturer or any member of staff. Any email that does not comply with these principles, will receive a standard reply.

2. to submit all assignments via the proper channel, as determined by your lecturer.

Assignments submitted via a wrong channel will not be graded.

If relevant, you can find how you may or may not employ AI in this course unit on Canvas.

Within the IBM programme, we support the responsible, critical, transparent, and thoughtful use of AI tools.

Transferral of pass mark to resit:

If you fail the composite course Road to IELTS, you only resit the failed part of this composite course. Practically speaking, if you fail this course though have passed the oral exam (or written exam), you do not need to retake the oral exam (or written exam) in the resit exams.

Sales Strategy (3 credits)

- Part One: Sales perspective
- Part Two: Sales practice
- Part Three: Sales environment
- Part Four: Sales management

Air Freight Logistics (3 credits)

- Introduction to air freight logistics
- Worldwide airports and carriers
- The end-to-end airfreight process
- Airfreight goods shipped
- Airfreight cost insight
- Tariffication in air freight
- Sustainability in air cargo
- Digitalisation and Innovations in air cargo
- Contract mgmt in air freight
- Law in air cargo
- Guestlecture(s) and/or visits on particular airfreight themes