

Course list

Exchange Programmes 'Management & IT'

Academic Year 2026-2027

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 2026

6 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	IOR
	6	Global Business	autumn	GBS

Marketing and Management – autumn – 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 (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	Prompt & Play	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	Consumer Insights	On campus	P2, 4h/w
MNM11	3	Storytelling as a Business Tool	On campus	P2, 4h/w
MNM12	3	Digital Marketing Strategy & AI	On campus	P2, 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 – 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	On campus	P1+P2
SBI03	3	People & Social Sustainability in Business	On campus	P1+P2
SBI04	3	Applied Sustainability Analytics	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 – maximum of 15 students

- You can choose [Applied Computer Science](#) courses from year 1 (beginner), year 2 (intermediate) and year 3 (advanced) – depending on your background and interests.
- Use the Excel-overview to explore your options and build a programme that works for you.
- You can register for a minimum of 20 credits and a maximum of 33 credits per semester.
- To shape your individual exchange study programme, please contact us at incoming.mit@kdg.be.

View the course overview in [EXCEL](#).

Re-sits are planned between mid August 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. 'Dutch Foreign Language for Beginners (autumn)' (3 ECTS) is optional.

Global Supply Chain Management – autumn – 31 ECTS – maximum of 10 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	Sales Strategy	On campus	P1+P2
GSC10	3	AI in Practice	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 – 32 ECTS – maximum of 15 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
IOR01	3	Dutch Foreign Language for Beginners (autumn)	On campus	P1+P2
IOR02	4	Company Project	On campus	P1+P2
IOR03	3	Project & Change Management	On campus	P1+P2
IOR04	4	International Entrepreneurship	On campus	P1+P2
IOR05	3	Sales Skills	On campus	P1+P2
IOR06	3	CSR Business Game	On campus	P1+P2
IOR07	3	Current Economic Affairs	On campus	P1+P2
IOR08	3	AI in Practice	On campus	P1+P2
IOR09	3	Human Resources Management	On campus	P1+P2
IOR10	3	Digital Business	On campus	P1+P2

The Dutch Language course is optional. Course descriptions can be found in the list here below.

Global Business – autumn – 31 ECTS – maximum of 10 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	Strategic and Operational Marketing	On campus	P3+P4
GSC03	5	International Business Law	On campus	P3+P4
GSC04	3	Managerial Accounting	On campus	P3+P4
GSC05	3	Supply Chain Management	On campus	P3+P4
GSC06	3	Import and Export Management	On campus	P3+P4
GSC07	3	Innovation and Change	On campus	P3+P4
GSC08	3	International Finance Management	On campus	P3+P4
GSC09	3	Global Human Resources Management	On campus	P3+P4
GSC10	3	Geopolitics	On campus	P3+P4

The Dutch Language course is optional. Course descriptions can be found in the list here below.

SPRING SEMESTER 2027

4 tracks	1	Marketing and Management	spring	MNM
	2	Applied Computer Science	spring	ACS
	3	Global Supply Chain Management	spring	GSC
	4	Global Business	spring	GBS

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	Trends in Innovation	On campus	P3, 4h/w
MNM06	3	Smart Sustainable Cities	On campus	P4, 4h/w
MNM07	3	Fashion Marketing	On campus	P4, 4h/w
MNM08	3	Responsible Marketing	Online	P4, 4h/w
MNM09	3	Prompt & Play	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.

Applied Computer Science – spring – maximum of 15 students

- You can choose [Applied Computer Science](#) courses from year 1 (beginner), year 2 (intermediate) and year 3 (advanced) – depending on your background and interests.
- Use the Excel-overview to explore your options and build a programme that works for you.
- You can register for a minimum of 20 credits and a maximum of 33 credits per semester.
- To shape your individual exchange study programme, please contact us at incoming.mit@kdg.be.

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Re-sits are planned between mid August 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. 'Dutch Foreign Language for Beginners (autumn)' (3 ECTS) is optional.

Global Supply Chain Management – spring – 31 ECTS – maximum of 10 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	Global Customs Procedures	On campus	P3+P4
GSC05	3	Geopolitics	On campus	P3+P4
GSC06	5	Quantitative Business Techniques	On campus	P3+P4
GSC07	3	Sales Strategy	On campus	P3+P4
GSC08	3	Air Freight Logistics	On campus	P3+P4
GSC09	3	AI in Practice	On campus	P3+P4

The Dutch Language course is optional. Course descriptions can be found in the list here below.

Global Business – spring – 31 ECTS – maximum of 10 students

Course unit code	ECTS-credits	Course unit title	Online, on campus or hybrid	Period
GBS01	3	Dutch Foreign Language for Beginners (spring)	On campus	P3+P4, 2h/w
GBS02	3	Strategic and Operational Marketing	On campus	P3+P4
GBS03	5	International Business Law	On campus	P3+P4
GBS04	3	Research and Academic Reporting	On campus	P3+P4
GBS05	3	Supply Chain Management	On campus	P3+P4
GBS06	3	Import and Export Management	On campus	P3+P4
GBS07	5	Quantitative Business Techniques	On campus	P3+P4
GBS08	3	International Finance Management	On campus	P3+P4
GBS09	3	Geopolitics	On campus	P3+P4
GBS10	3	AI in Practice	On campus	P3+P4

The Dutch Language course is optional. 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 – 33 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!

Prompt & Play (autumn) (3 credits)

Prompt & Play teaches you the fundamentals of marketing and lets you explore AI by doing. One week you get clear guidance, the next you roll up your sleeves and get to work:

- Build your own chatbot
- Create videos with the help of AI
- Plan a content calendar for your favorite brand
- Launch your own WordPress website, with AI as your co-pilot

From sharp prompts to standout content, you'll learn how to use AI with both creativity and critical thinking.

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.

Consumer Insights (3 credits)

In this course, you dive deep into marketing psychology to discover what truly drives people in a complex consumer society. The curriculum covers four essential pillars: you begin with human perception and attitude, followed by an in-depth analysis of the buying process, where motivation and personal values set the course. You will also explore how social and cultural influences steer choices and learn to reach diverse target groups through segmentation.

The highlight of this course is behavioral economics; you will unravel how the brain often decides irrationally and how cognitive biases reshape our reality. By understanding these mechanisms, you learn to create persuasive products and campaigns that truly resonate with tomorrow's consumer.

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 & AI (3 credits)

Digital Strategy & AI puts you in the role of a mini agency. Together with your team, you pick a brand and get to work straight away. At the same time, you take on a real client assigned by your lecturer. Plenty on your plate: you develop a full digital marketing strategy from start to finish.

Along the way, you discover how AI can speed you up and sharpen your thinking. From audience insights to content planning, you use AI as a tool, while staying firmly in control. When do you rely on AI? And when do you trust your own judgment?

In this course, you learn how to combine strategy and technology into work that actually drives impact.

Sustainable Business & Innovation – autumn – 30 ECTS – maximum of 45 students

Sustainable Business & Economics (3 credits)

You will learn how sustainability drives business:

- You will work with sustainability frameworks such as the Sustainable Development Goals (SDGs), the 3Ps (People, Planet, Profit), and the Corporate Sustainability Reporting Directive (CSRD).
- You will examine sustainability from a historical perspective and within the geopolitical context of a globalized world.
- You will explore new economic models, including the circular economy, regenerative economy, and social entrepreneurship.

Applied Sustainability Analytics (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).

People & Social Sustainability in Business (3 credits)

You will dive into several specific business aspects:

- HR as an integral part of a sustainability strategy.
- We explore the strategic role HR can play in a sustainable enterprise.
- We delve into HR solutions and work hands-on with them.
- The supply chain plays a key role in sustainability. By understanding and recognizing the role of supply management and logistics, you will actively apply this knowledge.
- Other current and impactful topics are also covered in this module.

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 – maximum of 15 students

View the course overview in [EXCEL](#).

Global Supply Chain Management – autumn – 31 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

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

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 – 29 ECTS – maximum of 15 students

Company Project (4 credits)

You work as a consultant on a real-life case for a company.

Project & Change Management (3 credits)

This course equips you with the skills you need to work in 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.

International Entrepreneurship (4 credits)

As an international entrepreneur, you demonstrate a broad interest in society and closely follow current events. You apply your knowledge to real-life cases. You gain insight into important themes: international procurement, competitiveness, geopolitics, and much more.

Sales Skill (3 credits)

You learn the tricks of business-to-business sales conversations, how to make appointments by phone, how to structure a sales call, and which negotiation techniques you can use.

CSR Business Game (3 credits)

- During a period of 12 weeks, students participate in a team of 4 or 5 and represent the management team of a company.
- Their mission is to create business success in an innovative and sustainable way.
- During every round, the team makes decisions concerning management, marketing, logistics, staff, and finance.
- The result is based on scores on the 3 P's (people, planet, profit).
- The game helps you to develop business insight, and learn more about sustainability and soft skills while practicing your English.

Current Economic Affairs (3 credits)

- In the course Current Economic Affairs, students are encouraged to follow current events and analyze their impact on the global economy.
- They learn how to find credible sources and assess them critically.
- The course introduces key definitions and theories of political and economic relations, which are then applied by students in real-life case studies (group assignments).

- Students discuss and present their findings to each other in class.
- At the end of the course, students are required to submit a paper consisting of 5 weekly assignments (summary and analysis of news articles) and a more in-depth paper on a current international economic issue.

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)

- In the Human Resources Management course, we start from the Employee Life Cycle to study the various disciplines within HR in a broad sense.
- After a general introduction and a theoretical framework, we begin with Employer Branding, and then look at 'recruitment and selection'.
- Regarding this topic, you will investigate in practice during group work how organizations approach recruitment in this challenging labor market.
- Next, we look at employee onboarding, discuss Talent and Performance Management, and consider the different forms of compensation, concluding with the 'exit' from an organization.

Digital Business (3 credits)

- Digital Atelier Google Skillshop training courses
- Website usability
- Website obstacle pyramid
- Website conversion optimization
- WordPress: setting up and managing a WordPress website

Global Business – autumn – 31 ECTS – maximum of 10 students

Strategic and Operational Marketing (3 credits)

Explore the role of strategical and operational marketing in today's world of global business. Get an insight into those all-important concepts and techniques, which enable today's managers to identify and capitalise on opportunities that arise. Find out how its benefits are increasingly sought-after by the public sector and other, not-for profit organisations.

International Business Law (5 credits)

To succeed in the corporate world, you need a good understanding of the legislation that impacts on your business activities. Learn how to operate within a legal framework as you discover how to create legal ads, comply with competition rules, protect your intellectual property, and select the right contract for clients and contracting parties. You will also explore options for international mergers and acquisitions and learn how to process client data in line with privacy laws.

Managerial Accounting (5 credits)

Decision-makers within an organisation rely on timely and accurate financial and non-financial information to make informed judgments. You will master the most important managerial accounting techniques needed to achieve this – job order costing, cost-volume-profit relationships, activity-based costing, activity-based management, budgeting, variance analysis and capital budgeting.

Supply Chain Management (3 credits)

Before a client or consumer can benefit from purchased goods and services, a supply chain must run its course. Get an insight into a product's manufacturing, transportation far and wide, packing, storage, selection, and distribution to a shop – often just in time before it is sold and delivered. Join us on this fascinating journey along the supply chain.

Import and Export Management (3 credits)

Delve into the inner workings of international trade. Develop your knowledge of documents in international trade, compare and evaluate payments and financing techniques such as documentary credit arrangements, and learn how to apply Incoterms ® to international trade transactions.

Innovation and Change (3 credits)

In our ever-changing world, companies need to react quickly to maintain their competitive edge. Get an insight into insights, models, tools and techniques to successfully reshape an organisation in light of global developments. Focus on the implications for individuals, teams and organisations and explore project management and organisational culture for ways to create sustainable change.

International Finance Management (3 credits)

Delve into the international corporate financial management. Explore the international financial markets and the sources for international companies to finance their business. Detect the financial risks and how to develop risk exposure management. Use this knowledge to perform investment analysis, working capital and cash management. Develop insight in international payment techniques and trade finance products.

Global Human Resources Management (3 credits)

Find out how to attract the right talent, develop it as well as reward and retain staff – core aspects of any successful business. Get a strategic and transactional overview, learn how to apply HR frameworks and concepts to real-life examples, and create the right conditions for employees and managers to achieve company goals.

Geopolitics (3 credits)

This is where geography meets strategy. Explore the impact of geopolitics on globalized business and supply chains. What interests (e.a. natural resources) determine global politics? What are the current and future geopolitical challenges of an international supply chain and what consequences will they have on global business?

Understanding and facing these challenges is key to supply chain flows.

Learn how to measure potential factors such as political instability, societal polarisation and environmental concerns.

Marketing and Management – spring – 33 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'.

Trends in Innovation (3 credits)

- You learn and apply current models regarding trend spotting and innovation.
- You develop innovation ideas based on trends.
- You develop innovation ideas based on Consumer Insights, Personas, and the Customer Journey.
- You evaluate the innovation ideas and make an informed decision.
- You develop and test a prototype.
- You develop the Business Model Canvas and evaluate market opportunities.

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.

Fashion Marketing (3 credits)

Are you fascinated by fashion, but looking to see beyond the fleeting trends on your timeline? In this course, we unravel the psychology behind our wardrobes. Why do we buy what we buy, and why do we wear what we wear? You will learn how fashion shapes our self-image and how brands strategically position themselves in a global market.

We explore Antwerp's unique DNA as a world-renowned fashion capital, the role of e-commerce, the power of online trends, and the true cost of fast fashion. You will develop the essential skills to become a future fashion expert—a strategist who doesn't just follow trends but creates lasting value based on well researched consumer psychology insights.

Responsible Marketing (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 diverse social problems.

Responsible Marketing is a process that applies commercial approaches, social principles, and future-proof initiatives to communicate and deliver value that benefits communities and the environment.

You will have the opportunity to discuss, analyze and evaluate a variety of responsible 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 Responsible Marketing Campaign for a non-profit organization 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.

Prompt & Play (spring) (3 credits)

Prompt & Play teaches you the fundamentals of marketing and lets you explore AI by doing. One week you get clear guidance, the next you roll up your sleeves and get to work:

- Build your own chatbot
- Create videos with the help of AI
- Plan a content calendar for your favorite brand
- Launch your own WordPress website, with AI as your co-pilot

From sharp prompts to standout content, you'll learn how to use AI with both creativity and critical thinking.

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.

Applied Computer Science – autumn – maximum of 15 students

View the course overview in [EXCEL](#).

Global Supply Chain Management – spring – 30 ECTS – maximum of 10 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)

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

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

Sales Strategy (3 credits)

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

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

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Research and Academic Reporting (3 credits)

Writing a bachelor thesis is challenging and this course will give you a head start. Settle on a topic you want to write about, develop a clear thesis statement, look up different types of sources and evaluate them, plan your work, structure your narrative, and fine tune your writing. The outcome is a well thought-through proposal for your thesis.

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