

VBA-courses on Campus Brugge 2024-2025

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

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

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

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

AUTUMN COURSES

COMPULSORY COURSES (10 ECTS)	ECTS
Personal Skills & Teamwork Module	7
Comparative Constitutional Law	3

OPTIONAL COURSES	ECTS
GENERAL	
A Taste of Belgium	3
Emerging technologies	3
Strong sustainability	3
MANAGEMENT	
Strategic Marketing Management	3

Strategic & Innovation Management	3
Business planning and outsourcing	3
Business decision-making with artificial intelligence	3
LAW	
European and international law	3
MARKETING, SALES AND ENTREPRENEURSHIP	
Social Economy and Entrepreneurship	3
Sustainability and Entrepreneurship	3
Business game	3
Emerging Trends in IT for Business	3
TOURISM	
Welcome to the city	3
Geopolitics and Tourism	3
HOTEL & HOSPITALITY	
Hotel organisation	3
ebusiness and sales related to the hotel business	3
Revenue management related to the hotel business	3
Financial management related to the hotel business	3
Project trends in hospitality	3
CROSS-CULTURAL SKILLS	
Ethics and cultural diversity	3
ICT & TECHNOLOGIES	
ICT – Office programs basic	3
Office programs advanced	3
LANGUAGES AND COMMUNICATION	
Dutch 1	3
French 1	3
English 1	3
Spanish Basic	3
German 1	3
<i>The following classes will be held in an external Language Institute, located in the city of <u>Kortrijk</u> or <u>Bruges</u>!</i>	

French, English, Spanish, as of level 2	3
Business (Management) English	3

SPRING COURSES

COMPULSORY COURSES (10 ECTS)	ECTS
Personal Skills & Teamwork Module	7
Comparative Constitutional Law	3

OPTIONAL COURSES	ECTS
GENERAL	
A Taste of Belgium	3
Emerging technologies	3
Strong sustainability	3
International summer school on innovative entrepreneurship	4
MANAGEMENT	
Event Organization	3
Human resources management	3
Lean management	3
Digital Business and E-commerce Management (E-commerce)	3
Business planning and outsourcing	3
LAW	
Social and Tax Law	3
MARKETING, SALES & ENTREPRENEURSHIP	
Sales and Marketing	3
Rebranding: The rise of fallen angels	3
Social Economy and Entrepreneurship	3
Business economics	3
Artificial Intelligence for Marketing Strategy (AI Marketing)	3
Emotional Intelligence in Business	3
TOURISM	

Tourism Topics	3
Tourism and Hospitality in the Middle East	3
HOTEL & HOSPITALITY	
ICT - Hospitality software basic	3
International Case: Tour 'n Tasting (TNT)	3
Profit & Loss	3
CROSS-CULTURAL SKILLS	
Global Sustainability and Engagement	3
Global Sustainability and Engagement	5
Ethics, religion and world views	3
Dealing with Diversity	3
LANGUAGES AND COMMUNICATION	
Negotiation and Mediation: an Introduction	3
Dutch	4
Spanish Elementary	4
<i>Only for students who with a full year programme, and as a continuation of the course in the Autumn semester</i>	
Dutch 1	3
French 1	3
English 1	3
German 1	3
<i>These classes will be held in the MIRAS Language Institute, located in the city of <u>Kortrijk</u> or <u>Bruges</u>!</i>	
French, English, Spanish, as of level 2	3
Business (Management) English	3

Description of the VBA-courses

Module title	1.1 Personal Skills & Teamwork Module
ECTS credits	7
Type of course unit	compulsory
Semester	Autumn + Spring
Description	<p>Personal Skills & Teamwork Module comprises 5 courses:</p> <ol style="list-style-type: none"> 1. Social Competences (1 ECTS) 2. Personal Development Planning (1 ECTS) 3. Presentation skills & public speaking (2 ECTS) 4. Group Dynamics (2 ECTS) 5. Media training (1 ECTS)
Course title	1.1.1 Social Competences
Lecturer	Ms Anna Szermuszyn anna.szermuszyn@vives.be
Course content	<p>This chapter offers you opportunities to develop people skills from the perspective of a student or new graduate. You will learn how to work with a wide range of people of different ages and backgrounds.</p> <p>A training based on real life examples - not just science.</p>
Course objectives	<ul style="list-style-type: none"> • To understand ‘people skills’ is critical to success in a broad variety of careers. • To understand the skill conceptually, have opportunities to practice, get feedback on how well you perform and use the skill often enough.
Teaching method	Interactive workshop
Course material	PowerPoint handouts
Assessment	Active participation
Course title	1.1.2 Personal Development Planning
Lecturer	Ms Anna Szermuszyn anna.szermuszyn@vives.be
Course content	<p>The workshop reaches strategies for improving personal performance and a better sense of the life and work you want. Following the activities and study cases we will train a confidence in skills, qualities and attributes for being in a better position to compete for jobs. The course focuses on positive attitudes, career thinking and problem-solving routes associated with successful professional life.</p>
Course objectives	<p>To understand crucial success factors at work in times of transition and globalization.</p> <p>To understand activities and develop valuable career skills.</p> <p>To think about personal, academic and career goals and to plan a path to success.</p>
Teaching method	Interactive workshop
Course material	PowerPoint handouts
Assessment	Active participation
Course title	1.1.3 Presentation Skills & Public Speaking
Lecturer	Ms Anna Szermuszyn anna.szermuszyn@vives.be
Course content	<p>Learn how to deliver your next presentation to any size audience and keep them with you every step of the way.</p>

	<p>Analyse real life examples illustrating how to achieve an effective presentation.</p> <p>Understand the importance of body language, voice control and the relationship with your audience.</p> <p>Practice and apply tips and tricks you need to become both comfortable and effective at public speaking.</p> <p>Demonstrate an awareness of cross-cultural communication.</p>
Course objectives	Learn how to conduct a successful presentation and how to feel at ease with public speaking.
Teaching method	Lectures
Course material	PowerPoint handouts
Assessment	Participation, presentation
Course title	1.1.4 Group Dynamics
Lecturer	Mr Jos van Erp erp@decp.nl
Course content	<ul style="list-style-type: none"> • What is a team? • Team Life Cycle • Interpersonal skills • Applying interpersonal skills • Johari diagram • Individual competence profile • Why and how do people learn • Team roles • Constructive and efficient team work • Verbal and non-verbal communication • Change and personal expression
Course objectives	Analysing the way groups of people might work together as a team, improving team performance and learning how to act as a manager.
Teaching method	A two days module combining theory with working in groups on exercises and assignments followed by homework (three hours per student) building a report and presentation which will be analysed and improved during a third day after a one or two weeks interval period.
Course material	Will be distributed in class.
Assessment	Team presentation, content building, individual participation, report and individual exam.
Course title	1.1.5 Media training
Lecturer	Mr Pol Van Den Driessche
Course content	Dealing with media, press release formatting and interview preparation
Teaching method	Interactive workshop
Course material	Provided by the teacher
Assessment	Assignment

Module title	1.2 Comparative Constitutional Law
Semester	Autumn + spring
ECTS Credits	3
Type of course unit	compulsory
Lecturer	Ms Mieke Verheyde mieke.verheyde@vives.be
ECTS credits	3
Course content	<p>A first part of the course focuses on <u>Belgian constitutional law</u>. The course goes into the basic principles of the Belgian Constitution, the main developments in Belgium since its independence, and the current structure and functioning of the Belgian federal and regional authorities. This means that issues such as separation of powers, federalism, parliamentary democracy, representative election system, and human rights are dealt with. All this is done within a broad international perspective where several systems of government are compared (e.g. federal state v. unitary state; parliamentary system v. presidential system, system of proportional representation v. majoritarian system etc.).</p> <p>In a second part, the <u>comparative perspective</u> is more focused upon: students exchange knowledge about their respective governmental systems.</p> <p>The course ends with a <u>study visit</u> to the Belgian federal parliament and the Belgian Palace of Justice in Brussels.</p>
Course objectives	<p>Students have a basic understanding of</p> <ul style="list-style-type: none"> - the main principles of the Belgian constitution, including the structure and functioning of the Belgian federal and regional governments and the protection of human rights in Belgium; - the several existing systems of government, and the differences and similarities between their respective systems of government; - international human rights protection and of the human rights record of Belgium and of their respective countries.
Teaching Method	Lectures, study visit
Course material	Provided by the lecturer
Assessment	75% oral exam + 25% presentation Resit: 100% oral

Course title	1.3 Strategic Marketing Management
Semester	Autumn
ECTS credits	3
Lecturer	Ms An Winnepenninckx an.winnepenninckx@vives.be

Type of course unit	Optional
Course content	<ul style="list-style-type: none"> - Introduction to strategy - Strategic marketing decisions in the boston consultancy matrix - A strategic marketing plan - Insights in different strategies - Ownership strategies - Business cases
Course objectives	<p>After having followed this course, the student will have an overview of the strategic decisions a company can take.</p> <p>The student will understand the reason and outcome of strategic marketing decisions.</p>
Entry requirements	None
Teaching method	<ul style="list-style-type: none"> - Interactive lectures - Case studies of different hospitality companies.
Course material	Non-published hand-outs and cases.
Assessment	Written exam

Course title	1.4 Strategic & Innovation Management
Semester	Autumn
ECTS credits	3
Lecturer	Barbara Soenen barbarasoenen@gmail.com
Type of course unit	Optional
Course content	<p>Strategic management is the theory and practice of making decisions that shape the future of the firm. In this course students will get to familiarize themselves with some of the core issues that lay close to the challenges top managers are faced with.</p> <p>The purpose is to provide students with concepts, frameworks, and experiences that are useful for taking part in the management of innovation processes in the firm.</p> <p>In five sessions we explore the following questions: What is strategy? Which strategy fits your business best? What is the impact of the environment on setting strategy? How can firm resources influence strategy formation? And, what is the impact of change on strategy? The answers to these questions will give students a sufficient understanding and appreciation of the field of strategic management.</p>
Course objectives	<p>At the end of the course the student will be able to:</p> <ul style="list-style-type: none"> • Understand the basic concept of strategy and different types of strategies; • Understand the role of external and internal factors for setting effective strategies;

	<ul style="list-style-type: none"> • Understand how, why and which type of innovation occurs in an industry; • Understand how to develop innovation projects; • Critically assesses the external environment a firm faces; • Critically assesses a firm's internal strengths and weaknesses; • Analyze the effectiveness of a firm's strategy using concepts from relevant theory; • Appreciate the role of strategic management in the wider context of the firm and in the generation and use of innovation in particular; • Value the challenges strategic managers face in attaining competitive advantage.
Entry requirements	Students are expected to have had introductory courses in business management and possibly strategy. Basic understanding of the concept of strategy is preferable as well as preliminary participation in organizations where the student was able to observe the practical application of policy set by top and/or middle-management.
Teaching Method	The course will be taught in 5 four-hour sessions each consisting of a mix of lectures, group presentations, class participation, and student – lecturer interaction. The content of each session is spread over theory, practical guidelines, and case studies.
Course material	Will be provided by the teacher.
Assessment	Partial or continuous assessment with (final) exam during the examination period Written, Paper/Project Open questions

Module title	1.5 European and international law
Semester	Autumn
Credits	3
Type of course unit	optional
Lecturer	Ms Mieke Verheyde mieke.verheyde@vives.be
ECTS credits	3
Course content	<p>The course is composed of two parts:</p> <p>In a first part, EU law is being dealt with. Our life is indeed increasingly being determined and influenced by EU regulations. The course therefore explores where the EU comes from, what the main EU bodies are doing, and on what topics the EU can make rules. It shows the effect of these rules on our everyday life. It also reveals the topics on which the member states prefer to take their own decisions. Some lessons focus on the policy of the EU, namely the internal market, agriculture, social policy, and climate policy. The course ends with an overview of the crises the EU experienced and the future challenges it is facing.</p>

	In a second part, the student gets an introduction to international law. First the student gets to know the main players in international law, such as the states and international organisations (the United Nations, the NATO, etc.). Then, students will learn how states can resolve their conflicts (e.g., via negotiations, intervention of the UN security council etc.). Further, the course will focus on challenging issues in contemporary international politics, including the recent examples of the use of force (cf. the Russian invasion in Ukraine), international trade law, and international criminal law.
Course objectives	The purpose of the course is to make students understand how the EU works and to make students understand how international law deals with contemporary global issues.
Entry requirements	None. The course is not restricted to those with a legal background but is open to all students with an interest in the topic.
Teaching Method	Lectures
Course material	Provided by the lecturer
Assessment	100% oral exam

Course title	1.6 Social and Tax Law
Semester	Spring
ECTS credits	3 ECTS
Lecturer	Ms Julie Bergé julie.berge@vives.be
Type of course unit	Optional
Course content	<p>Social law:</p> <p>The student gets an overview and understanding of the most important international and European regulations and understands how this is implemented in national law.</p> <p>The rights and obligations when working in an international context will be discussed.</p> <p>Tax law:</p> <p>In the first part, the concept of double taxation and the double taxation treaties will be discussed, with a focus on the OECD model tax convention.</p> <p>The second part will explain BEPS : main topics of the Base Erosion and Profit Shifting Report of the OECD.</p> <p>In the third part, international tax planning will be discussed.</p> <p>The course will conclude with how Belgium taxes foreigners.</p>
Course objectives	The purpose of this course is to understand the implications of working internationally.
Entry requirements	None
Teaching method	Lectures in class and/or online in exceptional circumstances.
Course material	Slides and other course material on Toledo
Assessment	<p>100% written exam, closed book.</p> <p>Special provisions:</p> <ul style="list-style-type: none"> - The students are allowed to use certain legislation, indicated by the teacher, at the exam. This will be made available through Toledo. - No correction will be made for multiple choice questions.

Course title	1.7 ebusiness and sales
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Matthieu Calu Matthieu.calu@vives.be
Type of course unit	optional
Course content	In the first part of the semester, we take a look at the operation of a channel manager and we discuss pricing, packages, discounts, etc. The student

	<p>configures a fully functioning reservation system for his own hotel in which all these elements are implemented.</p> <p>In the second part of the semester, we discuss the online marketing of a hotel. Attention is given to the hotel website, social media, but also to online reviews and online travel agents (OTAs). With this information, the student conducts his own research into the use of social media in a hotel and develops a good social media strategy.</p>
Entry requirements	Only for students with a hospitality/hotel background!
Course objectives	Working out a correct and well-founded price strategy for a hotel Making recommendations to a hotel on the effective use of social media and various online channels
Teaching method	Lecture and individual assignments
Course material	Material on Toledo, Software and own laptop
Assessment	The points are earned on two papers (one handed in in the middle of the semester and the other at the end of the semester).

Course title	1.8 Revenue management
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Laurens Roels
Type of course unit	optional
Course content	We deal with the definition of RM and discuss basic elements such as variable pricing, occupancy, average room rate. We then look at all the factors involved in pricing and selling, learning to set up and implement a consistent pricing policy. We discuss stay controls, distribution channels and recent trends such as mobile apps and social media. We spend a lot of time on metrics and reports such as historical figures, demand curves, group trends, rate shopping reports etc. We also look at a number of ways to benchmark hotel performance against competing hotels. All modules are supported by an online forum. Here, additional articles and links to live reports, polls and discussion points are offered.
Course objectives	<p>After completing Revenue management, the student will be able to:</p> <ul style="list-style-type: none"> - Understand and calculate various concepts and performance indicators of Revenue Management [RM]. - Understand and apply various aspects of pricing and selling. - Apply Stay Controls during busy periods. - Understand the functioning of distribution channels, use the various channels selectively. - Drawing up, analysing and using figures and reports to make decisions for the future: historical figures, demand curves, forecasting and availability reports, benchmarking. - Reading and interpreting Profit & Loss tables
Entry requirements	Only for students with a hospitality/hotel background!
Teaching method	Lectures
Course material	Made available by the lecturer on Toledo

Assessment	<p>Partial or permanent evaluation, with (final) examination during the examination period</p> <p>First examination opportunity during the first examination period</p> <ul style="list-style-type: none"> - 75% Written exam - 25% Participation online forum <p>Second examination opportunity during the third examination period</p> <ul style="list-style-type: none"> - 100% Written exam
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Course title	1.9 Financial management
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Ms Sadok Toumia - sadok.toumia@vives.be
Type of course unit	optional
Course content	<p><i>Skills</i></p> <p>This module will call for the successful student to:</p> <p>Calculate the tax liability, the marginal Tax, the average tax of corporations;</p> <p>Calculate the depreciation using the MACRS method;</p> <p>Apply the "time value of money" to the valuation of long-term securities;</p> <p>Value long-term securities;</p> <p>Calculate the main financial ratios used in financial statement analysis; and how to draw conclusions from them;</p> <p>Prepare cash-flow projections.</p> <p><i>Chapters Topics</i></p> <ul style="list-style-type: none"> • Chapter 1: Introduction to Finance and The Role of Financial Management • Chapter 2: The Business, Tax, and Financial environments • Chapter 3: The Time Value of Money • Chapter 4: The Valuation of Long-Term Securities • Chapter 5: Financial Statement Analysis • Chapter 6: Funds Analysis, Cash-Flow Analysis, and Financial Planning
Course objectives	<p>Goals:</p> <p>On completion of this module the successful student will be able to:</p> <p>Understand how corporations are taxed</p> <p>Use the MACRS method of depreciation;</p> <p>Describe the meaning and the importance of the "time value of money";</p>

	<p>Explain the meaning of "risk" and of "return", and the relationship between risk and return;</p> <p>Understand how long-term securities are valued;</p> <p>Apply and understand the definitions of the main ratios used in financial statement analysis;</p> <p>Analyse Funds and casf-flow;</p>
Entry requirements	Only for students with a hospitality/hotel background!
Teaching method	Lectures
Course material	Made available by the lecturer on Toledo
Assessment	100% written (also in resit)

Course title	1.10 Project trends in hospitality
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Lieve Abbas and Ilse duponcheel lieve.abbas@vives.be ilse.duponcheel@vives.be
Type of course unit	optional
Course content	<p>In the project Trends in Hospitality:</p> <ul style="list-style-type: none"> - The student reflects on the concept of hospitality in the context of today's society with its evolutions and trends. - In doing so, he/she will go beyond the limited hotel sector to think about hospitality in the broader sense of the word: reception and service in tourism, the cultural and business world or the care sector. -The students will work in teams on the 'design thinking' process, taking up the challenge of investigating how customer service can be optimised. <p>-DESIGN THINKING-</p> <p>Under the guidance of the teachers (in cooperation with design and advice studio Studio Dott) the students go through the stages of this process in teams</p> <p>framing: formulating a well-defined research question</p> <ul style="list-style-type: none"> -discovering: determining and carrying out various research methods, applied to the stakeholders and the situation -seeing and focusing: seeing patterns and perspectives based on the data that resulted from the research -developing a prototype: the concrete elaboration of ideas into a model, product or service
Entry requirements	Only for students with a hospitality/hotel background!

Teaching method	<p>College: the lectures at the beginning of the semester let the students take a bath in the multitude of trends. They go in search of the megatrends and evolutions in the hospitality sector.</p> <p>Project work: the students work in teams on the design thinking process, in which they delineate their research question in an analogous manner and go and discover it.</p> <p>Assignment: the students, as a team, come to the focus of the 'problem' and design a prototype solution for the sector.</p>
Course material	Made available by the lecturers on Toledo
Assessment	<p>3 types of evaluation will be done:</p> <p>-continuous evaluation (individual score): presence during sessions, creative thinking, professional focus on the objective</p> <p>-constructive evaluation (group score and peer assessment) 1. formulating the research question / 2. designing a research plan / 3. focusing the design challenge / 4. proposing a prototype</p> <p>-final evaluation by word of mouth (group score) the teams present the final version of their prototype to the teachers, implementing feedback and self-reflection</p>

Course title	1.11 Ethics and cultural diversity
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Johan Dedeyne johan.dedeyne@vives.be
Type of course unit	optional
Course objectives	The course aims to improve students' understanding of the similarities and differences with their own cultural background and to develop a cross-cultural etiquette by explaining and overcoming generalisations and stereotyped thinking, facilitating the process of adjusting to other cultures.
Course content	<p>The purpose of this course is partly but not only knowledge-based. It also aims to enhance the participants' awareness of cultural idiosyncrasies, including those associated with their own culture, as well as preparing students to deal with these differences in a culturally competent and professional manner. The object of this course is first and foremost to achieve this with the mix of students attending this class.</p> <p>Item about cultural definition and awareness, item with theoretical models and ethics and an item with international business culture differences.</p>
Entry requirements	none
Teaching method	Lectures and assignment
Course material	Made available by the lecturers on Toledo
Assessment	First exam period

	<ul style="list-style-type: none"> • 25% paper and presentation about cultural items of a country • 75 % written examination <p>Second exam period</p> <ul style="list-style-type: none"> • 20% paper about cultural items • 80 % written examination
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Course title	1.12 ICT – Office programs basic
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Lukas Dedeurwaerder lukas - lukas.dedeurwaerder@vives.be
Type of course unit	optional
Course objectives	The student gains the basic knowledge and skills related to the office programs.
Course content	<p>Excel:</p> <ul style="list-style-type: none"> • basic formulas • formatting • basic functions • tables • conditional fomating • sort • filter • charts • printing • view <p>Word:</p> <ul style="list-style-type: none"> • spelling checker and editor • structure of a document • direct format • styles • themes • find and replace • tables • tabs • bullets and numbering • pictures • printing • page setup • sections • table of contents • page numbering • headers and footers

Entry requirements	none
Teaching method	Classes on campus and/or online lessons
Course material	Required: <ul style="list-style-type: none"> • Office 365: license via Vives • LinkedIn Learning: license via Vives • Course materials via Toledo • Laptop
Assessment	First examination opportunity in the 1st examination period. The scoring is as follows: <ul style="list-style-type: none"> • Computer exam Excel: 55% • Computer exam Word: 45% Resit: assignment

Course title	1.13 Office programs advanced
Semester	Autumn
ECTS credits	3 ECTS
Lecturer	Lukas Dedeurwaerder lukas - lukas.dedeurwaerder@vives.be
Type of course unit	optional
Course objectives	The student gains advanced knowledge and skills related to the office program Excel.
Course content	Excel advanced: <ul style="list-style-type: none"> • Number format • Conditional formatting • Validation • Define names • Charts • Tables • Sort • Filter • Database functions • Pivot tables and pivot charts • Dashboard • Lookup functions

	<ul style="list-style-type: none"> • Rounding functions • Logical functions • Text functions • Date and time: formatting, calculating and functions • Protecting files
Entry requirements	Basic knowledge of Excel
Teaching method	Classes on campus and/or online lessons
Course material	<p>Required:</p> <ul style="list-style-type: none"> • Office 365: license via Vives • LinkedIn Learning: license via Vives • Course materials via Toledo • Laptop
Assessment	<p>First examination opportunity in the 1st examination period.</p> <p>100% computer exam</p> <p>Resit: assignment</p>

Course title	1.14 Emerging technologies
Semester	Autumn and spring
ECTS credits	3 ECTS
Lecturer	Emmanuel Vercruysse - emmanuel.vercruysse@vives.be
Type of course unit	optional
Course objectives	<ul style="list-style-type: none"> • The student gets to know different technological innovations; • The student acquires an insight in possibilities, opportunities and threats of the technologies in scope and this in relation to himself, the future working environment and the broader society. • The student learns how to implement the different technologies.
Course content	The course of Emerging Technologies focusses on diverse technological innovations. Not only will you get acquainted with the exact meaning of these technologies, their corresponding possibilities, opportunities and threats for you as a student, your future working place or society in general, but they will also be focused upon in an inspiring and critical way.
Entry requirements	none

Teaching method	<p>There are NO LECTURES for this course.</p> <p>The course consists of:</p> <ul style="list-style-type: none"> • An independent online learning path on technological developments; • A practical session where you can experience various technologies first-hand. <p>The way the practical session is organised, where it takes place and how to register for it will be communicated via TOLEDO.</p> <p>In exceptional circumstances, the practical session may be replaced by an alternative assignment.</p>
Course material	Made available by the lecturers on Toledo
Assessment	<p>The evaluation of this course is done through permanent assessment (100%). The following are part of the evaluation:</p> <p>Successful completion of the online learning pathway; Positive participation in the practical session; Being able to answer questions during this session.</p> <p>In exceptional circumstances, parts of the planned evaluation activity may be replaced by online alternatives.</p> <p>Resit: In case of failure, resit is possible via an alternative assignment.</p>

Course title	1.15 Welcome to the city
Semester	Autumn
ECTS credits	3
Lecturer	Mr Arthur van der Ham arthurvdhvaj@gmail.com
Type of course unit	optional
Course content	<p>An increasing proportion of the world population lives, studies and works in the CITY. The media emphasizes on (in)security, noise and crowdedness; not so on the policy of organizations? Therefore...In what way can HOSPITALITY play a role in balancing the feelings of being safe and open in today's big cities? <i>"Start spreading the news..."</i></p> <p>In this course urbanization, economics, design and hospitality will meet, with focus on:</p> <ul style="list-style-type: none"> - the Public Space (unlike private space); - social safety & security of people (unlike 'things'); - a Dutch Approach: <i>Rotterdam Exploration / Bicycle vision 2040.</i>
Course objectives	<ul style="list-style-type: none"> - Develop awareness and understanding of modern 21st C. city life. - Know what attitude is needed in a growing sense of urban safety. - Show that hospitality & other sciences can be helpful to create a livable city.
Entry requirements	<ul style="list-style-type: none"> - Being energetic, for there will be a full 4-day-schedule (with two sessions outside where the use of a bicycle is needed). <i>"Strangers when We Meet..."</i>; - An open mind to connect 'knowledge with creativity'.
Teaching method	<ul style="list-style-type: none"> - Practical sessions & lectures - A comparative study of three cities alike - Creation of a 'booklet'

Course material	Literature - reports - media. Novels - movies - paintings - songs - poetry >> 'Art in general'.
Assessment	- Personal >> a written essay + an outdoor presentation + shown courage - Group work >> a paper + an in-class presentation - Participation and involvement >> schedule, deadlines - Body of knowledge test Resit: not possible.

Course title	1.16 Geopolitics and Tourism
Study Programme	Vives Business Academy (VBA) – campus Bruges
Semester	Autumn
ECTS credits	3
Lecturer	Dr. Tom Bruyer tom.bruyer@vives.be
Type of course unit	optional
Course content	This course will give students a useful framework to gain in-depth knowledge about international challenges related to geopolitics and tourism. The sessions will zoom in on specific trends in global tourism and the impact of current events on the future of travel. Case studies: <ul style="list-style-type: none"> • Europe- the Middle East- Africa- Asia • Tourism and Politics: Freedom and human rights • Tourism and the Economy: The rise of new tourist hubs • Future trends, challenges and opportunities
Course objectives	This course will allow students to understand the complexities of international affairs and the impact of current events on global tourism. Students will gain insights into: <ul style="list-style-type: none"> • International relations in the 21st century impacting global tourism. • Tourism as a geopolitical and economic tool in a rapidly changing and globalised world Specific case studies: country and city marketing across the world
Entry requirements	None
Teaching method	Lectures Interactive class discussions Case studies
Course material	PowerPoint handouts provided by the lecturer
Assessment	Personal: a written essay Group presentation Class participation Oral examination

Course title	1.17 A Taste of Belgium
Semester	Autumn & Spring
ECTS credits	3
Lecturers	Ms. Mieke Verheyde, Ms. Christel Debrabandere, and Mr. Lode Vanwildemeersch
Type of course unit	optional
Course content	The student gets familiar with those aspects Belgium is well-known for, such as its federal state structure, gastronomy, beers, chocolates, and arts (paintings, architecture, music, literature/comics, movies, fashion).
Course objectives	The student gains insight into the Belgian state structure, and is introduced to the key features that determine Belgium and its people.
Teaching method	Lectures and visits
Course material	Course documents on Toledo
Assessment	Assignment and written examination during the exam period. Resit: Written exam.

Course title	1.18 Hotel organisation
Study Programme	Vives Business Academy (VBA) – campus Bruges
Semester	Autumn
ECTS credits	3
Lecturer	Ms An Winnepenninckx An.Winnepenninckx@vives.be
Type of course unit	optional
Course content	<ul style="list-style-type: none"> - the place of hospitality in a bigger economic context - the external hotel organization and the general organization of the hotel industry - the internal hotel organization and its different departments
Course objectives	To get an introduction to the world of hospitality
Teaching method	Interactive lecturers Guest speakers Visits
Entry requirement	Only for students with a hospitality/hotel background!
Course material	Non-published syllabus on Toledo
Assessment	Written exam with open ended questions.

Course title	1.19 Business game
Study Programme	Vives Business Academy (VBA) – campus Bruges
Semester	Autumn
ECTS credits	3
Lecturer	Matthieu Calu matthieu.calu@vives.be
Type of course unit	optional
Course content	By means of a Business Game (especially tailored for the hotel management course) the students learn how to run a restaurant and a hotel. In fact, they run a virtual hotel.
Course objectives	<p>The purpose is to form an image of the integrated approach specific to the restaurant and hotel world; this by means of a business game written specifically for the hotel management student.</p> <p>Objectives include:</p> <ul style="list-style-type: none"> • promoting teamwork, • taking management and policy decisions with a view to achieving a financially healthy business.
Teaching method	Workshop + supervised group assignment
Entry requirements	<ul style="list-style-type: none"> - Participants should have a basic knowledge of accountancy. - Maximum 5 participants (hospitality students get the first chance) - The subscription costs 35 euro
Course material	<p>Course material on Toledo</p> <p>Cesim – Software</p> <p>Laptop – during the lectures</p>
Assessment methods	<p>80% group assignment</p> <p>20% oral exam/presentation</p>

Course title	1.20 Emerging Trends in IT for Business
Study Programme	Vives Business Academy (VBA) – campus Bruges
Semester	Autumn
ECTS credits	3
Lecturer	Ellen Taylor ellen.taylor@umontpellier.fr
Type of course unit	optional
Course content	<ol style="list-style-type: none"> 1. The Digital Transformation 2. World wide web of lies? 3. Ubiquitous computing 4. The Internet of Things 5. Blockchain

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

Course title	1.21 Strong sustainability
Study Programme	Vives Business Academy (VBA)
Semester	Autumn and spring
ECTS credits	3
Lecturer	Emmanuel Vercruysse - emmanuel.vercruysse@vives.be
Type of course unit	optional
Course content	<p>The course "Strong sustainability" introduces students to the principles of sustainability in general, as well as how sustainability can be integrated into specific cases.</p> <p>This includes how the SDGs (sustainable development goals), the donut economy and stakeholder management can be used as tools to achieve a more sustainable whole.</p> <p>In the OPO, students encounter different sustainability topics spread across different elective modules to gain a more holistic view of sustainability.</p>
Course objectives	<p>After completing the course "strong sustainability", the student will be able to:</p> <ul style="list-style-type: none"> • Explain typical concepts and representations linked to sustainability. • Indicate the motives for integrating sustainability. Clarify the importance of sustainability • Strategically implement sustainability in practice (in daily life or in an organization) • Indicate applications where sustainability plays a crucial part
Entry requirements	None
Teaching method	NO lectures! The course consists of:

	<p>A self-paced online learning path on sustainability with different question formats throughout the learning path</p> <p>The learning path consists of a mandatory module and several elective modules to be taken. (The number of elective modules to be taken will be communicated through Toledo).</p>
Course material	<p>Assignments and learning materials made available through the Toledo digital learning platform. Learning materials may be in Dutch (English subtitles).</p>
Assessment methods	<p>Permanent assessment without examination during the examination period.</p> <p>The evaluation of this course is done through permanent assessment (100%). The following are part of the evaluation:</p> <ul style="list-style-type: none"> • Successfully completing the online learning pathway; • Being able to correctly answer questions in this online learning pathway • Being able to reflect critically on certain statements <p>Students who complete the learning pathway "too late" will be sanctioned.</p> <p>Plagiarism will be sanctioned. If plagiarism is found, it is immediately reported to the select examination board, which determines the sanction</p> <p>Resit: In case of failure, retaking is possible through an alternative assignment.</p>

Course title	1.22 Dealing with Diversity
Semester	Spring
ECTS credits	3
Lecturer	Ms Françoise De Waele f.dewaele@ephec.be
Type of course unit	optional
Course content	<ol style="list-style-type: none"> 1. The notions of personality, identity and diversity 2. The business case for diversity in organizations 3. Implementing diversity policies in organizations 4. Working with cultural differences (cultural models) 5. Understanding how our brain deals with diversity (neuro-sciences)
Course objectives	<p>By the end of this course the students should be able to deal with diversity on a personal, company and society level in a reflexive way.</p> <p>They can communicate about their own personality, identity and values. They are aware of some of their own biases. They have reflected on cultural dimensions that could influence them or their partners. They can spot and describe various diversity issues at society or organization level. They will try to adopt attitudes that lead to better understanding, communication as well as business collaboration in a diverse team.</p>

Entry requirements	None
Teaching method	Theoretical presentations and workshops with practical exercises or activities through 7 three-hour sessions. Out-of-class readings, individual and group assignments. Journaling.
Course material	PowerPoint presentation
Assessment	Written/Oral examination Class participation/Journaling/ Individual and group assessment. Resit: resit is only possible for 50% of the grades and will consist of writing a paper and doing an oral exam

Course title	1.23 Ethics, religion and world views
Semester	Spring
ECTS credits	3
Lecturer	Mr Jos Speybrouck jos.speybrouck@vives.be
Type of course unit	optional
Course content	The course consists of two main parts: 1. Introduction to Philosophy: We start with the beginning of philosophy in the ancient Greek world: three founding fathers: Socrates, Plato and Aristotle (topic: the virtues); two schools: Epicurean school (topic: tetrapharmakos) and the Stoa (topic: stoic rules of thumb) and so we proceed to modern teachings and philosophers (e.g. Adam Smith and economic thought). 2. Critical Thinking (logic): Statement and argument analysis; when can we speak of a good argument (valid, sound, cogent, strong and weak)? The distinction between deductive and inductive reasoning; syllogisms, formal (confirming the consequent) and informal (strawman, red herring, ...) logical fallacies. And finally: some biases (confirmation bias, sunken cost, ...).
Course objectives	The student acts in an ethical, deontological and socially responsible manner and reflects on his/her own actions and those of others
Entry requirements	None
Teaching method	Blended Learning and Multi-Channel Approach + The method used for this course is 'Blended learning'. It's a non- formal education program that combines online digital media with traditional classroom methods. It requires the physical presence of both teacher and student on regular moments as scheduled. But it consists also of elements under the control of the student. + 'Multi-channel approach': Multi-channel learning is a deliberate use of multi-sensory channels to teach concepts and enable practice and application. We use written text as well as videos (YouTube) and self- correcting exercises on Toledo.
Course material	The courses (part 1 & 2) will be put available on Toledo. There the student will also find lots of self- assessment exercises that can be made autonomously by each student.

Assessment	Written examination The exam will consist of a mix of questions: closed questions, open questions and multiple choice questions (no guess correction will be applied).
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Course title	1.24 Negotiation and Mediation: an Introduction
Semester	Spring
ECTS credits	3
Lecturer	Dr. Renaat Hoop
Type of course unit	Optional
Course content	This course aims to introduce students to negotiation and mediation as techniques for resolving conflicts through communication. In this course, we will consider, among other things: * the concepts of conflict, conflict management and conflict management styles * the integrative negotiation technique (the "Harvard method") * some communication skills: Non-Violent Communication (Rosenberg) and Deep Democracy (Lewis)
Course objectives	This course will create an awareness of the student's personal communication and conflict style and offer him a framework to improve his negotiation and problem solving techniques and to move away from conflict and toward collaboration.
Entry requirements	None but Max. 16 students are allowed. Students should be able to converse fluently in English in dialogue with the lecturer and other students.
Teaching method	Interactive lectures, discussions, exercises (role play).
Course material	Provided by the lecturer (slides, handouts ...)
Assessment	Class participation, (individual or group) presentation/written essay

Course title	1.25 Social Economy and Entrepreneurship
Semester	Autumn & Spring
ECTS credits	3
Lecturer	Dr. Florin-Teodor Boldeanu boldeanuflorenteodor@yahoo.com
Type of course unit	Optional

Course content	The course presents the important concepts of social economy, social enterprises and social entrepreneurship. We will analyse the important actors – “social entrepreneurs” at European level to see if they are socially responsible and economically sustainable. Are we respecting the SDGs (sustainable development goals) set up from 2015 or are we regressing? For this we have to discuss the EU support in legal, social and inclusive entrepreneurship by funding, knowledge-sharing and policy work.
Course objectives	Constructing the know-how and awareness of the specific topics regarding the social economy and social entrepreneurship in Europe and see the situation in students home country. What are the supporting mechanisms at EU-level and national level? What are the social and development goals?
Entry requirements	None
Teaching method	Lectures, discussions, role play, a visit to a social enterprises in the area of Bruges which is involved in social aspects
Course material	Provided by the lecturer (slides, handouts)
Assessment	Oral examination and individual evaluation of a paper on the home country

Course title	1.26 Sustainability and Entrepreneurship
Semester	Autumn
ECTS credits	3
Lecturer	Dr. Inyene Nkanta
Type of course unit	Optional
Course content	Entrepreneurship, Sustainability, Circular economy, UN Sustainable Development Goals (SDGs)
Course objectives	Entrepreneurship is known as one of the key enabler of sustainable development. Many of our social, economic, and environmental concerns are supported by entrepreneurial activities and initiatives. This course looks at how entrepreneurship occurs, what effects it has, and what influences the business strategies that are employed. It also applies an entrepreneurial viewpoint to the UN Sustainable Development Goals. The course places the student in this environment and encourages them to grow in their own knowledge, abilities, and self-efficacy as entrepreneurs in order to contribute to entrepreneurial solutions.
Teaching method	Classes - Face-to-Face
Course material	On Toledo

Assessment	Exam
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Course title	1.27 Business economics
Semester	Spring
ECTS credits	3
Lecturer	Ms Julie Bergé julie.berge@vives.be
Type of course unit	optional
Course content	In addition to determining the cost structure of a hotel, the first part also discusses some costing methods. A second part highlights the use of break-even analysis. In a final section, an analysis to arrive at investment decisions is elaborated. Methods that lead to a sound investment decision are tested and are provided by appropriate commentary. Exercises and cases are used to transform theory into practice.
Entry requirements	None
Teaching method	Lectures and working groups are organised on campus. Exercises should be prepared at home.
Course material	<ul style="list-style-type: none"> • Non-published syllabus on Toledo • Calculator • Laptop - in class
Assessment	Written exam

Course title	1.28 Artificial Intelligence for Marketing Strategy (AI Marketing)
Semester	Spring
ECTS credits	3
Lecturer	Joanna Krywalski da Silveira Santiago joannas@iseg.ulisboa.pt
Type of course unit	Optional
Course objectives	This course provides the fundamentals to apply innovative and disruptive technologies, better enabling an organisation to create, predict and fulfil market demand. The learners will be able to support business management with enhanced decision-making processes engaging the most innovative tools. Students completing their degree will be able to perform these main missions:

	<ul style="list-style-type: none"> Utilize Artificial Intelligence techniques and tools to improve the consumer engagement experience by creating relevant buyer profiles based on KYC “Know Your Customer” concepts. Apply Artificial Intelligence to monitor and analyze social engagement activity to assist in understanding the market’s perception of a brand. Employ Artificial Intelligence to provide the company with relevant, timely and precise customer service and social media interaction. Engage Artificial intelligence in content optimization to boost the visibility and drive traffic to brands websites, building a high-impact content strategy.
Course content	<ol style="list-style-type: none"> Contextualization <ul style="list-style-type: none"> What is AI Marketing? Contextual understanding of AI – history & evolution, future trajectory Trends in AI AI Marketing use cases. Components of AI in Marketing <ul style="list-style-type: none"> Machine Learning Deep Learning Big Data and Analytics AI Platform Solutions (Bayesian Learning). Strategic AI Framework - three-stage strategic framework for using AI in marketing. Benefits of Leveraging Artificial Intelligence in Marketing <ul style="list-style-type: none"> Campaign ROI Customer Relationships & Real-Time Personalization Performance marketing AI. Examples of Artificial Intelligence in Marketing <ul style="list-style-type: none"> Bidding on Programmatic Media Buys Selecting the Right Message Granular Personalization Chatbots and Conversational Experiences Predictive Marketing Analytics Automatization of Marketing Operations Dynamic Pricing. Challenges for AI marketing; AI and its social and ethical implications.
Entry requirements	Basic knowledge of marketing is advisable but not necessary. Interest in the most recent technologies and tools.
Teaching method	Lectures
Course material	Handouts
Assessment	15% AI application in marketing strategy/article presentation 55% practical groupwork 30% final exam

Course title	1.29 Emotional Intelligence in Business
Semester	Spring
ECTS credits	3
Lecturer	Máté Prorok prorokmate@gmail.com
Type of course unit	Optional
Course content	<p>Module 1: Introduction to Emotional Intelligence</p> <ul style="list-style-type: none"> • Definition of emotional intelligence. • Emotional intelligence's significance in the workplace. • Emotional intelligence's effects on decision-making and leadership. <p>Module 2: Self-Awareness and Self-Management</p> <ul style="list-style-type: none"> • Identifying and comprehending one's own feelings. • Techniques for efficiently controlling emotions. • Developing resiliency and stress-reduction skills. <p>Module 3: Using Emotional Intelligence to Make Decisions and Solve Problems</p> <ul style="list-style-type: none"> • Using emotional intelligence in decision-making processes. • Managing cognitive biases and feelings when solving problems. • Emotional intelligence and moral judgment. <p>Module 4: Emotional Intelligence in Sales and Customer Relationship Management</p> <ul style="list-style-type: none"> • Fostering goodwill and confidence with clients and customers. • Utilizing emotional intelligence in negotiations and sales. • Handling difficult customer interactions with emotional intelligence. <p>Module 5: Team Dynamics and Collaboration Using Emotional Intelligence</p> <ul style="list-style-type: none"> • Applying emotional intelligence to increase team productivity. • Conflict resolution and encouraging a positive team dynamic. • Creating a culture of inclusion and emotional intelligence at work.
Course objectives	Emotional Intelligence (EI) is essential for effective leadership, decision-making, collaboration, and overall business success. The goal of this course is to provide students with a comprehensive understanding of emotional intelligence and its application in various business contexts. Participants will acquire the skills they need to improve their emotional intelligence, establish strong relationships, effectively manage emotions, and negotiate challenging business situations through interactive conversations, case studies, and hands-on exercises.
Teaching method	Interactive lectures, group discussions, teamwork
Course material	Presentation slides, notes
Assessment	Active course participation, team presentation, team assignment

Course title	1.30 Event Organization
Semester	Spring
ECTS credits	3
Lecturer	Mr Wim Konings wim.konings@vives.be
Type of course unit	optional
Course content	Group assignments: develop and describe a new event on the basis of a manual and guidelines.
Course objectives	Working in teams, students will learn to develop a new, non- existent event, being responsible for its finances as well as the organization.
Entry requirements	None
Teaching method	Lectures - Group assignment - Project
Course material	Manual - Digital study material
Assessment	Presentation / Oral examination Group assignment and assessment There is no resit possible

Course title	1.31 Human resources management
Semester	Spring
ECTS credits	3
Lecturer	Ms Julie Bergé julie.berge@vives.be
Type of course unit	optional
Course content	In this course, we look at how a hospitality organisation can attract and retain the right employees. We look at a good reception and training policy and pay attention to evaluation and feedback. Furthermore, we look at how you can motivate people to perform well. Skills such as writing advertisements, giving constructive feedback, conducting performance interviews, etc. are discussed. Finally, we reflect on personal growth, both in the context of professional functioning and in function of leadership.
Teaching method	Lectures in class and/or online in exceptional circumstances. Interactive lectures
Course material	Slides and extra course material on Toledo.
Assessment	First examination opportunity 14 out of 20 points written exam - 6 out of 20 points via assignments in class Assignments with deadlines will be on Toledo. For assignments that are not completed on time, no points can be earned and a 0 will be awarded for this part. Retake: 100% oral exam In exceptional circumstances, an exam at the campus can be replaced by an online exam.

Course title	1.32 Lean management
Semester	Spring
ECTS credits	3
Lecturer	Ellen Taylor ellen.taylor@umontpellier.fr
Type of course unit	optional
Course objectives	This course is intended as a common sense, low-risk and low-cost approach to a continuous improvement strategy and self-development, which can be applied in all sorts of organisations from private to public, industry and services, profit and non-profit.
Course content	<ol style="list-style-type: none"> 1. Origins of Lean 2. Lean Basics 3. Value and Waste 4. Identify the value stream 5. Make value flow 6. Pull the product/service through the value stream 7. Aim for perfection 8. Value Stream Mapping: Case Study 9. Hoshin Kanri - Policy Deployment: Connecting Strategic Planning to Project Execution 10. The Lean Transformation Model and Roadmap 11. Lean Project Management 12. Pitfalls and Disadvantages of Lean
Teaching method	Interactive lectures and case studies
Course material	Course, slides and case studies
Assessment	Written Resit: written

Course title	1.33 Digital Business and E-commerce Management (E-commerce)
Semester	Spring
ECTS credits	3
Lecturer	Joanna Krywalski da Silveira Santiago joannas@iseg.ulisboa.pt
Type of course unit	Optional
Course objectives	<p>Digital Business and E-commerce Management course is aimed to introduce the knowledge on digital transformation that enhances various aspects of competitiveness of an organisation by assisting it to develop innovative digital technologies. The digital business involves looking at how electronic communications can be used to enhance and optimize all aspects of an organisation's supply chain management.</p> <p>On completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> • Comprehend various aspects of deploying digital business and e-commerce within an organisation. • Practice his/hers skills upon various case studies, activities and exercises.
Course content	<ol style="list-style-type: none"> 1. Introduction to digital business and e-commerce <ul style="list-style-type: none"> - The impact of electronic communications on traditional businesses

	<ul style="list-style-type: none"> - Inbound marketing - Social media marketing - Tracing the difference between digital business and e-commerce - Digital business opportunities <p>2. Marketplace analysis for e-commerce</p> <ul style="list-style-type: none"> - Online marketplace analysis - Business models for e-commerce - Online start-up companies <p>3. Managing digital business infrastructure</p> <ul style="list-style-type: none"> - The growing range of digital business technology platforms - Management issues in creating a new customer-facing digital service - Web services, SaaS, cloud computing and service-oriented architecture (SOA) - Managing internal digital communications through intranets and extranets - Internet governance <p>4. E-environment</p> <ul style="list-style-type: none"> - Social and legal factors and e-commerce legislation - Privacy and trust in e-commerce - Economic and competitive factors - Technological innovation and technology assessment <p>5. Digital business strategy</p> <ul style="list-style-type: none"> - The imperative for digital business strategy - Digital channel strategies <p>6. Supply chain management</p> <ul style="list-style-type: none"> - Using technology to support supply chain management - Using digital business to restructure the supply chain <p>7. E-procurement</p> <ul style="list-style-type: none"> - Drivers of e-procurement - Barriers and risks of e-procurement adoption - Implementing e-procurement <p>8. Digital marketing</p> <ul style="list-style-type: none"> - Digital marketing defined - Digital marketing planning - Digital media communications <p>9. Online branding</p> <p>10. Change management</p> <p>11. The challenges of digital business transformation</p> <p>12. Digital business service implementation and optimisation</p> <ul style="list-style-type: none"> - Optimisation of digital business services - Web analytics: measuring and improving performance of digital business services
Entry requirements	Interest in digital technics of marketing and management.
Teaching method	Interactive lectures
Course material	Handouts
Assessment	<p>15% E-commerce application example (presentation)</p> <p>55% practical groupwork</p> <p>30% final exam</p> <p>Resit: No resit possible.</p>

Course title	1.34 Business planning and outsourcing
Semester	Spring and Autumn
ECTS credits	3
Lecturer	Yaroslav Lysenko: yaroslav.lysenko@umb.sk LinkedIN https://www.linkedin.com/in/yaro-lysenko/
Course contents	<ul style="list-style-type: none"> • Advantages and disadvantages of outsourcing • Business ideas brainstorming • Strategy and purpose: Coming up with a winning idea for your business plan, Strategy – the big picture, You and your team; mission, vision, goals, values, products and/or services. • Market research: Customers, Competitors, A plan for market research • Competitive business strategy. Marketing mix: Pricing, Advertising and promotion, Place and distribution, People, process and physical environment, Competing online • Operations: The selling methods plan, Making, outsourcing and supplies, Legal and regulatory factors • Forecasting results: The sales forecast, cash-flow projection, profit and loss statement, The balance sheet, Break-even analysis, Estimating financing requirements, Stress testing your business projections • Business controls: Financial controls, Sales and marketing controls, Other business controls • Writing up and presenting your business plan
Course objectives	How to come up with a business idea, make a business plan and find investors for it. Step by step workbook mentored with real business cases and examples from practice
Entry requirements	Basic understanding of marketing, management and finance.
Teaching method	The course would be taught as a combination of lectures, business cases, and project-based approach. The theory is backed up with real life examples, business fails and lessons. As a result, students will have a business plan for their idea.
Assessment	Group project assignment, oral presentation and engagement during the lectures and discussions. No resit possible.
Course material	Hand notes, presentations, own business cases. Colin Barrow, Paul Barrow and Robert Brown, 2021. The Business Plan Workbook: A Step-By-Step Guide to Creating and Developing a Successful Business.

Course title	1.35 Business decision-making with artificial intelligence
Semester	Autumn
ECTS credits	3
Lecturer	Máté Prorok prorokmate@gmail.com
Type of course unit	Optional
Course contents	Module 1: Introduction to AI for Business Decision-Making <ul style="list-style-type: none"> • Understanding the fundamentals of artificial intelligence and how it applies to business decision-making.

	<ul style="list-style-type: none"> • Exploring artificial intelligence technologies and their use in different industries. • Recognizing the potential advantages and difficulties of incorporating AI into decision-making processes. <p>Module 2: Data-Driven Decision-Making</p> <ul style="list-style-type: none"> • How AI provides data-driven insights and the importance of data in decision-making. • Data gathering, preparation, and analysis for strategic decision-making. • Utilizing machine learning algorithms to identify important patterns and trends from data. <p>Module 3: AI Decision-Making Techniques</p> <ul style="list-style-type: none"> • Exploring decision support systems and recommendation engines driven by AI. • Applying predictive analytics models for forecasting and risk assessment. • Using natural language processing to analyze customer feedback analysis and sentiment analysis. <p>Module 4: AI-Driven Decision-Making with Ethical Considerations</p> <ul style="list-style-type: none"> • Recognizing the ethical implications of using artificial intelligence in decision-making. • Ensuring accountability, fairness, and transparency in AI models and algorithms. • Addressing potential ethical issues and minimizing biases in AI decision-making. <p>Module 5: Implementing AI-Driven Decision-Making Systems</p> <ul style="list-style-type: none"> • Incorporating artificial intelligence solutions into current frameworks for determining decisions. • Assessing artificial intelligence technology and choosing the best tools for particular business requirements. • Removing obstacles to implementation and controlling organizational change.
Course objectives	Participants will be well-equipped to comprehend how artificial intelligence can fundamentally alter the way businesses make decisions. They will be given the knowledge, practical strategies, and tools to effectively apply artificial intelligence techniques, manage ethical dilemmas, and produce real and meaningful business outcomes through data-driven decision-making.
Entry requirements	None; It is necessary to bring your own laptop.
Teaching method	Interactive lectures, group discussions, teamwork
Assessment	Active course participation, team presentation, team assignment
Course material	Presentation slides, notes

Course title	1.36 Sales and Marketing
Semester	Spring
ECTS credits	3
Lecturer	Ms An Winnepenninckx an.winnepenninckx@vives.be
Type of course unit	Optional
Course content	<p>We throw a light upon the content of the words 'sales' and 'marketing'. It will be very concretely put into practice to and illustrated from the hospitality sector:</p> <ul style="list-style-type: none"> - Where is the sales department situated within a hospitality company? - How does this department work? - Who undertakes which responsibilities? - How will the product or service will be marketed?
Teaching method	<ul style="list-style-type: none"> - lectures - class discussions - team work
Course material	<ul style="list-style-type: none"> - Provided by the lecturer on Toledo - Compulsory book: Hospitality Marketing - David Bowie, Francis Buttle, Maureen Brookes - ISBN 9781138927483
Assessment	Written examination

Course title	1.37 Rebranding: The rise of fallen angels
Semester	Spring
ECTS credits	3 ECTS
Lecturer	Sharon Neuman Choukroun skn69@hotmail.fr
Type of course unit	optional
Course content	Lectures, case study, workshops and final group presentations
Course objectives	The student will develop knowledge, understanding and techniques on how to deal with a media scandal (e.g. in the sporting world), on how to face such a crisis, and on how to operate the rebranding and "media rebirth" of the client/clients in order for them to come back into favor with the media and their fans.
Entry requirements	None
Teaching method	Lecture, case study, presentation, workshops
Course material	Research, PowerPoint, the news media
Assessment	Evaluation based on group presentations. No resit possible.

Course title	1.38 Tourism Topics
Semester	Spring
ECTS credits	3
Lecturer	Mr Mark DEVENYNS mark.devenyns@vives.be
Type of course unit	optional
Course content	<ol style="list-style-type: none"> 1. Introduction to Flanders 2. Cultural cities + visit to one of those cities 3. Coastal tourism + visit to one of the coastal sites 4. War tourism + visit to the battlefields 5. Gastronomy in Flanders + visit/seminar on gastronomy in Flanders 6. ...
Course objectives	<p>The successful completion of the module will allow the student to:</p> <ul style="list-style-type: none"> - acquire the basic knowledge regarding some tourism topics in Flanders - appreciate the possibilities for tourism in Flanders - design, develop and compose his/her own product for a specific market in one of the tourism topics in Flanders
Teaching method	Lectures, class discussions and work assignments, case studies, visits, seminars, ...
Course material	Provided by the lecturer
Assessment	<p>Paper on one of the tourism topics for a particular part of the market, partly completed as a class activity, partly as an independent coursework. To be submitted by the beginning of June. Resit: paper</p>

Course title	1.39 Tourism and Hospitality in the Middle East
Study Programme	Vives Business Academy (VBA) – campus Bruges
Semester	Spring
ECTS credits	3
Contact hours	24
Lecturer	Dr. Tom Bruyer tom.bruyer@vives.be
Language of instruction	English
Type of course unit	optional
Course content	<p>This course will offer a general introduction to the Middle East. The introductory chapter will focus on geopolitical, economic and societal trends across the region and their impact on tourism.</p>

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

Course title	1.40 ICT - Hospitality software basic
Semester	Spring
ECTS credits	3
Lecturer	Matthieu Calu. Matthieu.calu@vives.be
Type of course unit	optional
Course content	<p>In this course, students learn software used in hospitality.</p> <p>By doing so, the student not only learns basic skills and acquires proficiency in working with computers, but also gains an overall understanding of the various aspects of hospitality.</p>
Course objectives	<p>After completing ICT - Hospitalitysoftware Basic the student can work independently and smoothly with hospitality-oriented software.</p>

Entry requirements	Only for students with a hospitality/hotel background! Places are limited.
Teaching method	Assignments - Practice session During the lesson there is a general explanation (lecture), followed by practice moments (practicum) on the student's personal laptop or a fixed computer in a computer room.
Course material	Hospitalitysoftware Loose-leaf course material - Toledo Laptop - In class Additional information can be found on Toledo
Assessment	Computer exam

Course unit title	1.41 International Case: Tour 'n Tasting (TNT)
Study Programme	Vives Business Academy (VBA) – campus Bruges
Semester	Spring
ECTS credits	3
Contact hours	4 team meetings (2 hours/meeting) + 1 project week + 1 feedback session
Lecturer	Céline Leys (coordinator)/ Griet De Klerck / Emmy Poppe / Joëlle Raes celine.leys@vives.be
Type of course unit	Optional
Course content	Each student has to join an organizational team of Tour 'n Tasting. The teams are being formed at the beginning of the semester. The lecturers of Vives Hotel and Tourism management will be coaching the teams of the students to guide this event towards success. The theory of organizing a conference including sales & marketing, guest relations, service and preparation of meals and set-up management and planning is being brought to practice by this event.
Course objectives	The main aim of Tour 'n Tasting is to place students in an international immersive atmosphere. Where they can learn from (inter)national lecturers, communicate in foreign languages, organize a real-life event and network with our guests and with each other. Secondly, we want to expand and strengthen our international network. We want to get to know our partner schools personally, and we want to create new partnerships between schools in Europe and far beyond. The third goal is to build a network with stakeholders in the Tourism and Hospitality Industry. We invite innovating companies, non-profit organizations and start-ups to join the event and share their expertise with us. Building partnerships, exchanging knowledge and best practices and exchanging students is a main focus of this International Week.
Entry requirements	Open to all students. Students have to pay a contribution for the food, drinks, movie, ...
Teaching method	Groupwork, project work, following workshops of international guest lecturers.

Course material	All information on Toledo
Assessment	Each team will get a group grade. This score will be based on criteria set per team. The attitude of the team and time management are important evaluation criteria. This grade can be individualized based on peer-assessment. The coach of each team can also motivate a higher or lower grade based on individual effort and attitude.

Course title	1.42 Profit & Loss
Semester	Spring
ECTS credits	3
Lecturer	Ms Julie Bergé julie.berge@vives.be
Type of course unit	optional
Course content	<p>In several sessions, under the guidance of 3 lecturers from the field, the students will see 3 areas of cost control in the hospitality industry.</p> <p>In the 1st part, the Food & Beverage department is covered. Food costing, purchasing policy, menu optimisation and menu engineering and event costing are the key words here.</p> <p>In the second part, it is the turn of the Rooms Division. Cost control at the reception desk and within housekeeping, with a focus on planning, timetables, materials and maintenance.</p> <p>In the 3rd part, we will take a closer look at a Profit & Loss statement, the various departments and the steps from turnover to EBIDA. This will be rounded off by looking at budgets within hotels based on costs, forecasting and P&L.</p>
Entry requirement	Only for students with a hospitality/hotel background!
Teaching method	Lectures/ Seminar/ Synchronous online lessons
Course material	Loose-leaf study material via Toledo
Assessment	<p>100% written exam - 3 exam parts</p> <ul style="list-style-type: none"> - Cost Control General: 40% - Cost Control F&B: 30% - Cost Control Houskeeping and Front office: 30% <p>Multiple choice questions / guess correction possible.</p>

Course title	1.43 Global Sustainability and Engagement
Semester	Spring
ECTS credits	3 (selection of lectures) or 5 (the full module)
Lecturer	Guest lecturers Responsible: Ms Lies Verstraete lies.verstraete@vives.be Mr David Wemel david.wemel@vives.be
Type of course unit	optional
Course content	<p>The beginning of the 21st century is marked by profound societal changes as well as rapid social change. The complexity of the world has increased exponentially, and political, economic and sociocultural developments can at present only be analysed and understood in a global context.</p> <p>In this course, we focus on the 21st century competences (sustainability, international and intercultural competences, creativity and innovation, dealing with diversity etc.), with the UN Sustainable Development Goals as framework of reference. By following this course, you will gain awareness and insights into the field of global issues and world citizenship. A selection of current global issues will be presented: climate change, environmental justice, poverty and inequality, conflict and peace, migration etc.</p> <p>In this subject, you can choose between two different tracks: a theoretical track with a concluding research paper or a track with an action-oriented / civic engagement component.</p>
Course objectives	<ul style="list-style-type: none"> - To gain an understanding and acquire knowledge about a wide variety of global issues. - To develop and apply 21st century skills in different contexts. - To work together in interdisciplinary and intercultural groups.
Teaching method	Guest lectures and discussion
Course material	Handouts of the guest lecturers
Assessment	Permanent evaluation: papers, presentations and research or project

Course title	1.44 International summer school on innovative entrepreneurship
Semester	Spring
ECTS credits	4
Lecturer	Several lecturers
Type of course unit	Optional
Course content	<p>You will follow the first week (in Bruges) of the international summer school on innovative entrepreneurship, together with other students from around the globe.</p> <p>The goal is that you will become the entrepreneur of the next generation.</p> <p>The world is indeed changing faster than ever before, therefore thinking ahead is key. In this Summer School, we will focus on current global issues, the need</p>

	for alternative production processes and offer tools on becoming an entrepreneur in a challenging economic order. You will get one week of refreshing insights into A.I. applications in Business, Sustainability, Business Development, Business Ethics, Employer Branding and Futureproof Workplaces.
More information	See the webpage of the international summer school of 2024 https://www.vives.be/en/summer-school-innovative-entrepreneurship The programme of the ISS 2025 will be similar. Period: last week of the normal lecture period; around 12-16 May 2024 No fee required for VBA students!
Teaching method	Lectures, discussion, brainstorming sessions, company visits, social programme
Course material	Handouts of the guest lecturers
Assessment	Permanent evaluation: papers, presentations and research or project

LANGUAGE COURSES

Course title	1.45 Dutch 1
Semester	Autumn (OR full year)
ECTS credits	3 (or 6 in case of full year)
Lecturer	Emma Braeckman emma.braeckman@vives.be
Type of course unit	Optional
Course content	The content of the course is based on several communicative situations that non-native speakers of Dutch will be confronted with on a daily basis. <ul style="list-style-type: none"> • Introduction. • Who am I? • What time is it? • Where can I find? • At the shop. • What do you do in your free time? • I feel... • ...
Course objectives	To gain basic knowledge of Dutch.
Teaching method	The course is taught in an interactive way. Students are expected to actively participate in class and prepare the necessary work at home.
Course material	<ul style="list-style-type: none"> • Syllabus (vocabulary and grammar; to be purchased at the campus' copy centre) • Additional handouts will be distributed in class. • Powerpoints
Assessment	Autumn: <ul style="list-style-type: none"> • permanent evaluation + written exam in January:

	<p>Spring:</p> <ul style="list-style-type: none"> • permanent evaluation + written exam + oral exam <p>In case of multiple-choice questions: guesswork will not lead to negative marking</p> <p>A student cannot pass this course if he/she does not take part in an exam/assignment subject to assessment.</p> <p>Resit: 100% oral exam. Permanent evaluation will not be taken into account.</p>
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Course title	1.46 Dutch
Semester	Spring
ECTS credits	4
Lecturer	Ms Sofie De Jonckheere (responsible) sofie.dejonckheere@vives.be
Type of course unit	Optional
Course content	There is a focus on vocabulary, combined with very basic grammar. Through speaking, listening, reading and writing exercises this basic package of Dutch will enable participants to manage in simple, everyday situations.
Course objectives	The course is specially designed for incoming exchange students and requires no previous knowledge of Dutch. It provides the incoming students with a basic knowledge of the language and culture of the region in which they will spend their Erasmus study period.
Teaching method	Lectures, assignments
Course material	Book: Zo Gezegd 1.1
Assessment	Written / Oral examination Individual assignment; permanent evaluation

Course title	1.47 French 1
Semester	Autumn (OR full year)
ECTS credits	3 (or 6 in case of full year)
Lecturer	Griet De Klerck griet.deklerck@vives.be
Type of course unit	Optional
Course content	In the course French I, the student learns a lot more about the hospitality sector, by passing a trip through different thematical files. A wide variety of topics are treated, with the continuous goal to create opportunities for communicative activities. An active language acquisition and a practical basic vocabulary are key. In the grammatical journey, the most important items of the French grammar are explored and trained thoroughly.
Course objectives	To gain basic knowledge of French.

Teaching method	The course is taught in an interactive way. Students are expected to actively participate in class and prepare the necessary work at home.
Course material	Online course material: thematical files, presentations and exercises are posted on Toledo eXplio: online platform as a grammatical training
Assessment	permanent/spread evaluation, with a final exam during the examination period Autumn: - 20% oral exam with an individual written test - 20% permanent evaluation Spring: - 30 % oral exam with an individual written test - 30 %, permanent evaluation Specific conditions: permanent/ spread evaluation During the semester, different assignments and tests are communicated to the students. They are planned beforehand; the goal is to evaluate the communicative competences (writing, speaking, understanding and reading), grammar and vocabulary. The conditions will be stipulated during the first lessons and are engaging every student attending the course.

Course title	1.48 English 1
Semester	Autumn (OR full year)
ECTS credits	3 (or 6 in case of full year)
Lecturer	Sara Candry sara.candry@vives.be
Type of course unit	Optional
Course content	Classes focus on hotel-related skills and vocabulary and general business skills and vocabulary. Speaking skills are trained during classes via role plays and presentations. Authentic hotel-related materials and situations are used to train the students' reading, listening and writing skills. In addition, the most important topics of English grammar are discussed and practiced.
Course objectives	To gain basic knowledge of English.
Teaching method	The course is taught in an interactive way. Students are expected to actively participate in class and prepare the necessary work at home.
Course material	All course materials (PowerPoints and handouts) are posted on Toledo.
Assessment	Autumn (January) - 80 % Written exam - 20 % Permanent evaluation Spring (June) - 80 % Written exam - 20 % Permanent evaluation

	<p>During the semester, students will complete several assignments and tests as part of their permanent evaluation. If a student is illegitimately absent during a lesson in which permanent evaluation takes place, he/she will receive a zero for that evaluation.</p> <p>The student can't pass this course if he/she didn't take part in all exams related to the course.</p> <p>Second examination chance during third exam period (August) - 100% Written exam</p>
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Course title	1.49 German 1
Semester	Autumn (OR full year)
ECTS credits	3 (or 6 in case of full year)
Lecturer	Vera Turpyn vera.turpyn@vives.be
Type of course unit	Optional
Course content	Classes focus on hotel-related skills and vocabulary and general business skills and vocabulary. Speaking skills are trained during classes via role plays and presentations. Authentic hotel-related materials and situations are used to train the students' reading, listening and writing skills. In addition, the most important topics of English grammar are discussed and practiced.
Course objectives	To gain basic knowledge of German.
Teaching method	The lectures take place partly on campus, partly online. Depending on the circumstances, more lectures can take place online.
Course material	Grammatik im Gespräch, Klett-Langenscheidt München ISBN 978-3-12-606369-2 Das Bildwörterbuch Deutsch als Fremdsprache ISBN 978-3-411-71663-0 documents on Toledo.
Assessment	Autumn: 50% Written examination 50% Oral examination Spring: 50% Written examination 50% Oral examination The evaluation should preferably take place on campus. Depending on the circumstances, the evaluation can also take place online.

Course title	1.50 Spanish Basic
Semester	Autumn
ECTS credits	3
Lecturer	Ms Christel Debrabandere christel.debrabandere@vives.be
Type of course unit	Optional
Course content	<p>Vocabulary - basic language structures</p> <ul style="list-style-type: none"> - to talk about yourself, your family, your career, hobbies, health - to describe people (clothes and character) - to give direction - to write a letter - to buy clothes, a computer - to rent a car, an apartment - to express appreciation - to give or to follow a guided tour in a city <p>Grammar</p> <ul style="list-style-type: none"> - <u>all</u> tenses of the indicative and subjunctive - pronouns (personal, possessive, demonstrative) - adjectives and adverbs <p>Spanish Culture</p> <p>we talk about habits, festivities and folklore in Spain</p>
Course objectives	<ul style="list-style-type: none"> - acquire the basic knowledge (vocabulary and grammar) to be able to understand simple messages, be they oral or written, and to be able to react to them in an appropriate way - acquire the correct pronunciation for Spanish - know something about Spain and Spanish habits
Teaching method	Lectures, conversation, portfolio
Course material	Textbook; Grammar Book; Course documents on the platform of the school
Assessment	Two exams (oral + written)

Course title	1.51 Spanish Elementary
Semester	Spring
ECTS credits	4
Lecturer	Ms Christel Debrabandere christel.debrabandere@vives.be
Type of course unit	Optional
Course content	<p>Vocabulary - basic language structures – students learn</p> <ul style="list-style-type: none"> • to talk about themselves, their family, career, hobbies, health • to describe people (clothes and character) • to give direction • to write a letter • to buy clothes, a computer • to rent a car, an apartment • to express appreciation • to give or to follow a guided tour in a city <p>Grammar</p>

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

Course title	1.52 Business (Management) English
Location	The courses will take place in Kortrijk (language centre MIRAS) OR online (depending on the amount of requests)
Semester	Autumn & Spring
ECTS credits	3
Type of course unit	optional
Lecturer	Teachers from cvo MIRAS/SVG Responsible person: Nathalie Deblanc nathalie.deblanc@miras.be
Course content	This course is given at intermediate and advanced level and focuses on business communication.
Course objectives	Improve your practical knowledge of Business (Management) English.
Entry requirement	Level test same as English
Teaching method	Lectures
Course material	Hand outs
Assessment	Tests during the semester

Course title	1.53 French, English, Spanish, as of level 2
Location	The courses will take place in Bruges Centre or Oostkamp¹ (language centre MIRAS/SVG)
Semester	Autumn & Spring
ECTS credits	3
Type of course unit	optional
Lecturer	Teachers from cvo MIRAS/SVG Responsible person: Nathalie Deblanc nathalie.deblanc@miras.be
Type of course unit	Languages can be taken as of level 2

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

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