

## ***Course List for Exchange Students 2015/2016 Location Leeuwarden***

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### **Welcome to Stenden University of Applied Sciences in Leeuwarden!**

It is with pleasure that we look forward to welcoming the exchange students of our partner universities to Stenden University of Applied Sciences in Leeuwarden.

In this document you will find an overview of the available courses for Exchange students at Stenden in Leeuwarden.

Along with the course list, you will find our timetable so you can see when courses are offered.

More details about our exchange programme are listed in the Stenden Factsheet Exchange on our website. After we have received the official nomination of your home university, we will send you a link to our online-application form.

For more information about studying at Stenden in Leeuwarden, we kindly refer you to our website:

<http://www.stenden.com/exchangetostenden/>

Kind regards,

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## 1. Time table modules

In this chapter you find the timetable for all (English) modules open to exchange students. See the next chapter for any details about these modules. Please note the following when choosing your programme:

- When not choosing a fixed semester, you can compose your own programme consisting of second year and/or third year modules. In the table in the next chapter the year is indicated for each module.
- Some of the modules will be offered only if there are sufficient numbers of (international) students enrolling;
- Some others are only accessible to those students who are in a similar programme at their home university. Always check the module description for details.
- The modules vary in the number of credits; check the module descriptions for the exact amount of credits.
- It is **Obligatory for Exchange students** to attend the Student Mentoring Programme (1 ECTS)
- If you need **extra credits**, there are possibilities to attend extra courses and/or activities, such as:
  - Dutch Course (2 ECTS)
  - Participating within FREC (**Foreign relations committee**, an organization that was funded to support and help all incoming exchange students to adapt to the Dutch culture).  
1 -2 ECTS
  - Participating in the Exchange PROMO-team (1 ECTS per 28 hr. workload).
- Please be aware that you can follow only one module at a time (except for the Dutch course).
- Furthermore: after choosing your modules and filling in the application form, be aware that your choice is definite. Therefore it is not possible to change your choice at later stage, e.g. after arriving at Stenden (unless your programme choice doesn't correspond with the timetable).

<b>Fall Semester (1)</b>	
<b>01/09/2015</b>	<b>09/11/2015</b>
<b>Module 1</b>	<b>Module 2</b>
2.1 Hospitality Operations Environment (finance & law) - max. 6 places per module period	2.1 Hospitality Operations Environment (finance & law) - max. 6 places per module period
2.2 Hospitality Operations Design - max. 6 places per module period	2.2 Hospitality Operations Design - max. 6 places per module period
2.3 Organisations and Personnel 2	2.4 Tourism Resource Development
2.8 Media & Relations	2.10 Branding & communication
2.12 Innovation and Project management - max. 3 places per module period	2.13 Leading People - max. 3 places per module period
3.2 Strategy	
3.3 Branding	3.4 Performance management
3.7 International Strategic management and HRM - max. 3 places per module period	3.5 Retail Concept Development
3.9 Strategic Management for Media	3.8 International Business Plan - max. 3 places per module period
	3.9 Strategic Management for Media
M1 Marketing Communications – max. 4 places per module period	
M5 Humanitarian Management 1	M1 Marketing Communications – max. 4 places per module period)
M2 Cruise Management 1 – max. 6 places per module period	M3 Cruise Management 2 – max. 6 places per module period (must follow Cruise 1 first)
M9 E-business - max. 2 places per module period	M4 Rooms Division Management - max. 1 place per module period
	M8 International Market Orientation – max. 4 places per module period
	M9 E-business - maximum 2 places per module period

<b>Spring Semester (2)</b>	
<b>01/02/2016</b>	<b>11/04/2016</b>
<b>Module 3</b>	<b>Module 4</b>
2.1 Hospitality Operations Environment (finance & law) -max. 6 places per module period	2.1 Hospitality Operations Environment (finance & law)- max. 6 places per module period
2.2 Hospitality Operations Design - max. 6 places per module period	2.2 Hospitality Operations Design - max. 6 places per module period
2.6 Destinations Marketing & Management	2.5 Tourism Industry Operations
2.7 Concepting Leisure	2.11 Concept to Action
2.9 Media & Culture	2.15 Staying in Control - max. 3 places per module period
2.14 Export Management and Logistics - max. 3 places per module period	
3.2 Strategy	
3.3 Branding	3.4 Performance management
3.6 International Branding	3.5 Retail Concept Development
3.9 Strategic Management for Media	3.9 Strategic Management for Media
M1 Marketing Communications – max. 4 places per module period	M3 Cruise Management 2 – max. 6 places per module period (must follow Cruise 1 first)
M2 Cruise Management 1 – max. 6 places per module period	
M5 Humanitarian Management 1	M7 Adventure Tourism
M6 Heritage Tourism	M8 International Market Orientation – max. 4 places per module period
M9 E-business - max. 2 places per module period	M11 Music Management
M12 Change and Innovation	M13 International Human Resource Management
M14 International Sports Management 1	M16 Trauma & Aggression
M15 International Sports Management 1 + 2 (full semester)	

## 2. Overview Course Units

In this chapter, you find an overview of the (English) course units open to exchange students. The numbers refer to the descriptions of each unit in the next chapter.

The list starts with second year (major) modules, then the third year (major) modules, and in conclusion the minors and extra courses.

At Stenden **major modules** relate to those subject and disciplines which are specific and exclusive to the field of profession in which students are educated.

**Minors** relate to the part of the curriculum focused on competences for the profession in which students are educated. Minors are not exclusive for students in a certain course of study.

The course units open to exchange students are offered by various Stenden programmes; the abbreviations of the programmes are as follows:

IHM:	International Hospitality Management
IBMS:	International Business and Management Studies
LM:	Leisure Management
ITM:	International Tourism Management
RBS:	Retail Business School
MEM:	Media and Entertainment Management
SWAT:	School of Social Work and Arts Therapies
HRM:	Human Resource Management

CBL: Content based learning

PBL: Problem based learning

These two last abbreviations refer to the learning methods which are used within Stenden. More information can be found at our website: [www.stenden.com/exchange](http://www.stenden.com/exchange)

The number of credits per course unit may vary. The credits are indicated in 'EC's' (European Credits). In general, 60 EC credits represent the workload of an academic year of study, and 30 credits normally represent a semester.

### Grading System:

The grading system used at Stenden Hogeschool (University of Applied Sciences) is a number in the range 1.0 to 10.0, 5.5 being the lowest pass grade.

More information: [www.stenden.com/exchange](http://www.stenden.com/exchange) - incoming students - grading system

### Please note:

To make your studies at Stenden successful, a good level of English is required, comparable with a minimum of a level B2, described in the CEFR scales by the Council of Europe (Common European Framework) or IELTS band 6.0

More information: can be found at: [http://www.coe.int/T/DG4/Linguistic/CADRE\\_EN.asp](http://www.coe.int/T/DG4/Linguistic/CADRE_EN.asp)

Self Assessment Grid: <http://europass.cedefop.europa.eu/LanguageSelfAssessmentGrid/en>

## Major Modules: Second Year

	Title	Coordinator	Institute	Year	Period	Credits ECTS
2.1	Hospitality Operations Environment (finance & law) – max. 6 places per module period	Jurgen Coerts	IHM	2	1,2,3,4	12
2.2	Hospitality Operations Design – max. 6 places per module period	Frans Swint	IHM	2	1,2,3,4	12
2.3	Organisations and Personnel 2	Linda de Jong	ITM	2	1	12 *
2.4	Tourism Resource Development	Maike Bergsma	ITM	2	2	12
2.5	Tourism Industry Operations	Jörg Wenzel	ITM	2	4	9
2.6	Destinations Marketing & Management	Michiel van der Meer	ITM	2	3	12 *
2.7	Concepting Leisure	Theo de Jong and Marike Kauer	LM	2	3	12
2.8	Media & Relations	Ms. Kim Vogelzang	MEM	2	1	12
2.9	Media & Culture	Mr. Floris Langen	MEM	2	3	12
2.10	Branding & communication	Mr. Ronald van den Berg	MEM	2	2	9
2.11	Concept to action	Mr. Elger Abbink	MEM	2	4	12
2.12	Innovation and Project management - max. 3 places per module period	Mr. Hartog	IBMS***	2	1	11**
2.13	Leading People - max. 3 places per module period	Ms. Tijpens	IBMS***	2	2	10**
2.14	Export Management and Logistics - max. 3 places per module period	Mr. Galema	IBMS***	2	3	10**
2.15	Staying in Control - max. 3 places per module period	Mr. Feenstra	IBMS***	2	4	10**

\*Course includes Business Economics of 3 EC's

\*\*Extension with 2 – 3 EC is possible if students also take English Business Communication and the Personal Development programme (recommended)

\*\*\*For IBMS: It is recommended to choose two IBMS modules (one semester) as the English Business Communication and Personal Development programme courses have a duration of a semester rather than one module period.

## Major Modules: Third Year

	Title	Coordinator	Institute	Year	Period	Credits ECTS
3.2	Strategy	Joost Dijkman	RBS	3	1 + 3	12*
3.3	Branding	Ronald Noppers	RBS	3	1 + 3	12*
3.4	Performance management	Marten Jan Feenstra	RBS	3	2 + 4	12*
3.5	Retail Concept Development	Alexander Grit	RBS	3	2 + 4	12*
3.6	International Branding	Ronald Noppers	RBS	3	3	15
3.7	International Strategic management and HRM - max. 3 places per module period	Mr. Duinstra	IBMS***	3	1	13**
3.8	International Business Plan - max. 3 places per module period	Mr. Galama	IBMS***	3	2	12**
3.9	Strategic Management for Media	Fan Ding and Marc 't Hart	MEM	3	1,2,3,4	12

\*Extension to 15 EC is possible with a PDP-programme.

\*\*Extension with 2 – 3 EC is possible if students also take English Business Communication and the Personal Development programme (recommended)

\*\*\*It is recommended to choose two IBMS modules (one semester) as the English Business Communication and Personal Development programme courses have a duration of a semester rather than one module period.

## Minors

	Title	Author	Institute	Year	Period	Credits ECTS
M1	Marketing Communications (Maximum 4 places per module period)	Joop Bos	RBS	3 + 4	1, 2, 3	15
M2	Cruise Management 1 (maximum 6 places per module period)	Ate de Groot	IHM	3+4	1, 3	15
M3	Cruise Management 2 (max. 6 places per module period must follow Cruise 1 first)	Ate de Groot	IHM	3+4	2, 4	15
M4	Rooms Division Management (max. 2 places per module period)	Saskia Penninga	IHM	3+4	2, 4	15
M5	Humanitarian Management 1	Monique Medema	IHM/CT/ SPH	1+3	1, 3	15
M6	Heritage Tourism	Konstantin Gridnevskiy	ITM	3	3	15
M7	Adventure Tourism	Markus Glotz	ITM	3	4	15
M8	Entrepreneurship: International Market Orientation (maximum 4 places per module period)	Mark Pomper	RBS	3	2, 4	15
M9	E-business (maximum 2 places per module period)	Marten Jan Feenstra	RBS	3	1, 2, 3	15
M11	Music Management	Harm Timmerman	MEM	3	4	15
M12	Change and Innovation	Erik Jan Rodenhuis	HRM	3	3	15
M13	International Human Resource Management	Jane Klaarwater	HRM	3	4	15
M14	International Sports Management 1	Robert Blink	LM	3	3	15
M15	International Sports Management 2*	Jeroen van Vliet	LM	3	4	15
M16	Trauma & Aggression	Sonja	SPH	3	4	15

\*only in combination with International Sports Management 1



## Obligatory Course

O1	Obligatory Student mentoring programme for incoming students			-	-	1
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## Extra Courses\*

	Title	Author	Institute	Year	Period	Credits ECTS
E1	Dutch language course	Language Centre		-	1, 3	2
E2	ESN*	FREC	SMC***			1-2**
E3	PROMO team*	Geertje Rienks	SMC			1-2**

\*possibilities and content to be decided **after** arrival.

\*\*1 ECTS per 28 hr. workload,

\*\*\*SMC: Student Mobility Centre

### 3. Descriptions Course Units

<b>2.1 Hospitality Operations Environment</b>	
Module co-ordinator(s)	Jurgen Coerts
Number of credits	12 ECTS
Status of the module	Second Year module of the major program
Entry requirements	English B2 level
Module Learning Outcome	To analyze and assess the tactical environment of the international hospitality business regarding Finance and Law
Description	The module focus is on the operational context and specifically addresses Finance and Law on a tactical level.
Disciplines and Subjects	Capital Budgeting, Financial analysis, Contract law, standard terms, franchise contracts and legal forms, Corporate Social Responsibility (CSR).
Method	Problem based learning, workshops , lectures, presentations, consultation hours
Examination	Group assignment, individual testing
Language	English

<b>2.2 Hospitality Operations Design</b>	
Module co-ordinator(s)	Frans Swint, Phuong Dao
Number of credits	12 EC
Status of the module	Second Year module of the major program
Module Aims	The module describes service concepts and translates these into demands for Operations
Description	Designing operational processes, managing operations and quality improvement. An introduction into hotel revenue management (yield management) and a course in business statistics
Disciplines and Subjects	Operations management, marketing, yield management, statistics
Method	Problem based learning, workshops , lectures, management game
Examination	Assignment, tests
Language	English
Entry requirements	Good command of English and prior knowledge of the hospitality industry. Can describe the departments in a hotel and knows the idea of standard operating procedures. Basic knowledge of marketing and descriptive statistics

<b>2.3 Organisations and Personnel 2 (Including Business Economics 3)</b>	
Module co-ordinator(s)	Linda de Jong

Number of credits	12 ECTS
Status of the module	Second year module for all ITM, LM and M&EM students.
Entry requirements	<p>Completion of the management module Organisations and Personnel 1 (O&amp;P1).</p> <p>Some essential skills are necessary for successful participation in the module. These are, good communication skills, proven proficiency in English and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.</p>
Module Aims	The module is the follow-up to O&P1 from the first year, and builds on basic knowledge and understanding of organisations, with a development of HRM theory and skills.
Description	<p>The module has greater depth than O&amp;P1 and develops through integrating relevant aspects of Human Resource Management (HRM) with organisational theory.</p> <p>In the services industry (including the Leisure and Tourism industries), employees are the most important asset within the organisation. That is why it is interesting and important to the future line manager to know how to manage his/her personnel. In Organisation and Personnel 2 students will learn what the importance, the role and position of HRM is within an organisation. Students will also learn how to make a job description and experience how to recruit and select the right person for the job. Other topics in this module are: diversity of work force; career development; motivation of employees; the relationship between the quality of employees and the quality of services and more.</p> <p>Moreover students will experience interviewing employees by doing role plays in the management skills workshops.</p> <p><b>Business Economics 3: Financing</b></p> <p>The student will learn in which ways companies can finance their assets. Furthermore, they will learn which sources of capital are available to a company to be able to do the necessary investments.</p> <p>Topics that are dealt with are:</p> <ul style="list-style-type: none"> <li>- Financial overviews and Business plans;</li> <li>- Inventory Management and Credit Management;</li> <li>- Cash Management and Equity Management;</li> <li>- Liabilities and Ratios;</li> <li>- Profitability, Solvency and Options;</li> <li>- Investment ratios, Capital Budgeting and Cash flows;</li> <li>- Capital budget ranking criteria and leasing.</li> </ul> <p>Prior knowledge in the field of Business Economics is essential in order to pass the module successfully.</p>
Disciplines and Subjects	<p>The module focuses on the following themes:</p> <ul style="list-style-type: none"> <li>• Human resource management</li> </ul>

	<ul style="list-style-type: none"> <li>• HRM tools like recruitment and selection; career development; motivation; appraisal and performance interviews; diversity and more</li> <li>• Service profit chain</li> </ul>
Method	Case Based Learning, Workshops, Lectures, Presentations, Role Plays
Examination	Reports, Presentations, Management Skills, CBL-participation
Language	English

<b>2.4 Tourism Resource Development</b>	
Module co-coordinator	Maaïke Bergsma
Number of credits	12 ECTS
Status of the module	Compulsory second year module for ITM students
Entry requirements	Year 1 ITM modules. Some essential skills are necessary for successful participation in the module. These are: good communication skills, proven proficiency in English and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.
Module Aims	<p>Natural resources can either be enjoyed by tourists for its own sake (landscape, flora, and fauna) or as facilitating other activities like sports, outdoor activities or beach life. Cultural resources which can be enjoyed include architecture, history, art or traditions of local inhabitants. Natural and cultural resources are an important part of the tourism product and the tourist's experience. Natural and cultural resources are vulnerable. They require maintenance and protection from excessive development. Those working in the industry carry the responsibility to protect the environment, the society, and individuals and communities being visited. At the same time it is also important to keep in mind the visitor satisfaction and demand. Thus for you as a future tourism managers it is important to know:</p> <ol style="list-style-type: none"> <li>1. <i>What types of cultural and natural resources are there all over the world and how are these used for tourism (experiences)?</i></li> <li>2. <i>Which dilemmas and complexities are faced when managing these cultural and natural resources?</i></li> </ol>
Description	<p>In this module there are 7 themes which are dealt with:</p> <ul style="list-style-type: none"> <li>Culture, authenticity and commodification</li> <li>Nature conservation and marine tourism</li> <li>The economic and non-economic value of nature and culture</li> <li>Nomination of a World Heritage Site</li> <li>Governmental rules and regulations</li> <li>Stakeholder and Community involvement</li> <li>Visitor management</li> </ul>
Disciplines and Subjects	<p>The TRD component of the module (9 EC) comprises four CBL cases based on the following themes: Culture, authenticity and commodification, Nature conservation and marine tourism and The economic and non-economic value of nature and culture.</p> <p>The theme of the module assignment is Unesco World Heritage. In this assignment students work in project teams on management plan for a potential Unesco site. They learn how to deal with management issues like</p>

	governmental rules and regulations, stakeholder involvement and visitor management at a Unesco site. Building Blocks: Research 2 (3 EC) and Languages (3 EC)
Method	Case Based Learning, Group Module Assignment, Field trip to Brussels or Bruges, (guest) lectures from WWF and other non-governmental organizations
Examination	Participation + Case report + Module Assignment
Language	English
Remarks	The Brussels or Bruges Field trip will include an extra cost of around Euro 125.

<b>2.5 Tourism Industry Operations</b>	
Module co-ordinator(s)	Jörg Wenzel
Number of credits	9 ECTS
Status of the module	Optional module for all management institutes and open to exchange students
Entry requirements	Good command of oral and written English and an understanding of the major principles of tourism.
Module Aims	An understanding of the major principles of tourism. Some essential skills are necessary for successful participation in the module. These are, good communication skills, proven proficiency in English and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.
Description	A detailed study will be made of service operations and operations management as they relate to the tourism industry, in particular, as they relate to tour operating and the travel industry. The module will also focus on the principal role of tour wholesalers in combining transport and various other services into tours and packages that are mainly sold through retail travel agencies to individuals or groups of travellers.
Remarks	Organization & execution 3-days excursion; costs approx. 120 Euro
Disciplines and Subjects	Important aspects of service operations management in the tourism industry in different business settings: tour operating & operations management, operations management in the travel business ( including the airline and cruise industry); the Internet industry and automation; the tourism “ services” industry including links to hospitality and retail operations management; law and ethics in the context of doing business in the tourist industry.  <b>Remark</b> Where possible an experience link between theory and practice will be emphasized. Students arrange a 3 day excursion (costs approximately 120 euro’s) with a view to an experience from the customer and service provider perspective, involving a range of issues in the broadest sense of operations in the tourism industry.
Method	CBL (Case Based Learning), lectures, guest lectures, learner reports and assignments
Examination	Written test, module assignment, case reports
Language	English

<b>2.6 Destinations Marketing and Management</b> (Including Business Economics 4)*	
Module co-ordinator(s)	Michiel van der Meer
Number of credits	12 ECTS
Status of the module	Compulsory Module for TM students. Optional module for other management students at Stenden and open to exchange students. Compulsory Field Trip to Costa Brava included (costs about € 500)
Entry requirements	An understanding of the major principles of tourism and prior knowledge of Business Economics is required. Some essential skills are necessary for successful participation in the module. These are, good communication skills, proven proficiency in English and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.
Module Aims	The student learns to manage tourism development of an international destination.
Description	<p>The following themes have been identified:</p> <ol style="list-style-type: none"> <li>1. Who is responsible in the marketing and management of a destination? Destination Marketing Organisations (DMOs) and governments play a crucial role in the marketing and management of tourism destinations. What is the role and position of DMOs versus governmental bodies? <i>Key words: DMOs, government, public-private partnership</i></li> <li>2. What message is transmitted by the destination and what message is received by the tourist? Promoting a destination's features is not sufficient to differentiate it from competitors. The destination needs to identify its own identity and branding strategies. A core question is if self-image (brand identity) coincides with tourists' image (brand image). Both images form the competitive position of a destination. Brand positioning is the interface between brand identity and brand image, over which the DMO has some control. <i>Key words: brand identity, brand image, brand positioning</i></li> <li>3. How can DMOs communicate the brand position in the market place? There is no shortage of ways in which the destination can be promoted, and in every destination there will be a diverse range of opinions on the tactics to be employed. There are multiple ways in which the DMO can distribute tourism information to potential tourists, with their pros and cons. <i>Keywords: integrated marketing communication, tourism distribution, public relations, meetings marketing</i></li> <li>4. How to prepare for the future? Strategic marketing decisions cannot be done without designing and evaluating different future scenarios. Changing demographics, environmental issues and economic changes are just a few items that have an impact on the future. A destination needs to be prepared for the future and different scenarios should be assessed. <i>Keywords: scenario planning, (mega)drivers</i></li> <li>5. How to develop a tourism development plan for the destination? The</li> </ol>

	<p>experience of many tourism areas in the world has demonstrated that, on the long term basis, a planned approach to developing tourism can bring benefits without significant problems, and maintain satisfied markets. A tourism development plan of a destination is one of the key factors to a successful destination.</p> <p><i>Keywords: tourism resource audit, target market, goals, objectives, action steps</i></p>
Disciplines and Subjects	<p><b>Cases:</b></p> <ol style="list-style-type: none"> <li>1. The role of DOMs and Governments</li> <li>2. Identity and images of destinations</li> <li>3. Marketing of destinations</li> <li>4. Future of destinations</li> </ol> <p>Module Assignment: Development plan tourism destination in the Mediterranean (this includes doing research during a fieldtrip of one week which is compulsory)</p> <p><b>Business Economics 4: Financial Accounting</b> All limited companies are obliged to publish their annual report, containing amongst others their Balance Sheet, Income Statement and Cash Flow Statement. In this Business Economic Block, the student will learn about the legal requirements limited companies have to adhere to while publishing financial information, like their annual reports.</p> <p>Topics that are dealt with are:</p> <ul style="list-style-type: none"> <li>- Annual Report;</li> <li>- Financial Statements;</li> <li>- Valuation;</li> <li>- Other components of the annual report;</li> <li>- Shareholding.</li> </ul> <p>Prior knowledge in the field of Business Economics is essential in order to pass the module successfully.</p> <p><b><i>* Instead of following the course Business Economics 4, incoming exchange students have the possibility to carry out a research assignment replacing the Business Economics 4 classes and examination.</i></b></p>
Length of module and scheduling	10 weeks; Semester 2, Module period 3
Method	Case Based Learning, Group Module Assignment, Compulsory Field Trip to Costa Brava.
Examination	Written assignments, Presentations
Language	English
Required Reading	Godfrey, K. and Clarke, J. The Tourism Development Handbook. A practical approach to planning and marketing. Pike, S (2008). Destination Marketing. An Integrated Marketing

	Communication Approach. Elsevier.
Remarks	Please note that the module includes a fieldtrip to the Mediterranean. Students should therefore sign up well in advance. An additional cost of around Euro 500 should be expected.

<b>2.7 Concepting Leisure (2<sup>nd</sup> year module Leisure management)</b>	
Module co-ordinator(s)	Theo de Jong & Sandra Hoekstra
Number of credits	12 ECTS
Status of the module	Compulsory second year module for all LM students.
Entry requirements	Foundation year. Good command of oral and written English.
Module Aims	<p>General module objectives:</p> <p>This module analyses the experience economy and clarifies the movement from marketing- towards the experience economy. The module provides the student with the tools to create meaningful experiences. Leisure Experience is primarily customer focused and continuous on the first year module Marketing and leisure. The primary assignment will be the Disney experience in which students develop a new concept for Disneyland Paris. A Field trip to Disneyland Paris is integrated in the third week of the module.</p> <p>Furthermore the module provides case based learning which proposes management problems to the student that need to be solved through literature study and based on this literature study the forming of recommendations. Within Leisure Experience the student will develop their own event concept. This will be done through the use of project Management, and the event will be actually executed in order to gain practical experience. Students will use the gained theoretical knowledge for practical ends and receive feedback from the coaches and participants.</p> <p>The module assignment and Live Event are group assignments and the CBL assignments are a mix of individual and group work.</p>
Description	
Disciplines and Subjects	Experience Economy, Marketing, Project Management , Management Skills, Events Organization, Field trip to Disneyland Paris, Concept Development.
Method	Case Based Learning, Fieldtrip, Workshops, Lectures, Research, Live Event
Examination	Case reports, Assessed Presentations, Management Skills, Module Assignment, Live Event
Language	English



<b>2.8 Media &amp; Relations</b>	
Module co-ordinator(s)	Kim Vogelzang
Number of credits	12 ECTS
Status of the module	Second Year module of the MEM major programme
Entry requirements	Successful completion of first year Media & Entertainment Management, or equivalent; in particular, basic theoretical knowledge of the sectors of the media industry.
Module Aims	The aim of the module is to gain understanding in organisational behaviour. Behaviour in organisations is one of the fundamentals of Human Resource Management (HRM). The student will learn to look at management of people and the behaviour of people from different perspectives.
Description	The media and entertainment industry is subject to big changes due to digitalisation and convergence. Keywords in the media and entertainment industry are creativity and innovation. The (change) potential of people takes centre stage to achieve organisational success in this continuously changing industry. The module Media & Relations prepares the students for their roles as managers in this industry by gaining knowledge in the area of organisational behaviour studies. Business Economics and (qualitative) research are also part of the module.
Disciplines and Subjects	Subjects addressed include personality, values, communication, cooperation, HRM, selection, training, appraisal, motivation, leadership, diversity of work force, globalization, organisational structure and organisational culture.
Method	Case Based Learning, Workshops, Lectures, Presentations, Debate, Group module assignment
Examination	Reports, Presentations, Management Skills, CBL-participation
Language	English

<b>2.9 Media &amp; Culture</b>	
Module co-ordinator(s)	Mr. Floris Langen
Number of credits	12 EC
Status of the module	Second Year module of the MEM major programme
Entry requirements	Successful completion of first year Media & Entertainment Management, or equivalent; in particular, basic theoretical knowledge of the sectors of the media industry.
Module Aims	<ul style="list-style-type: none"> <li>• To understand how (mass) media plays a crucial role in building and determining taste, culture and ideology.</li> <li>• To provide an historical perspective and a theoretical framework in which to place current and future entertainment products</li> <li>• To increase knowledge of the effects of the media and entertainment industry.</li> <li>• To see the links between the various media in order to be inspired to develop new media and entertainment products.</li> </ul>

Description	In our culture, media and entertainment are of increasing importance. Here we examine the broad and rapidly growing field of media, focusing mainly on the meaning, artistic forms and history. You will reflect on how movies, music, television and new media programmes are constructed and what their role in society is. You look at the history of these media products and the impact that 'culture' has had on media.
Disciplines and Subjects	Analysis of media products, design, storytelling and history are all involved
Method	Problem-based learning, group assignments, individual assignment, presentations.
Examination	Group module assignment and participation
Language	English

<b>2.10 Branding &amp; communication</b>	
Module co-ordinator(s)	Mr. Ronald van den Berg
Number of credits	9 EC
Status of the module	Second Year module of the MEM major programme
Entry requirements	Successful completion of first year Media & Entertainment Management, or equivalent; in particular, basic knowledge of marketing and research theory
Module Aims	To be able to understand the concept of Branding & Marketing Communication using appropriate methodology.
Description	The creation of branding is explored and clarified, step-by-step, using appropriate theory. In particular, the recognition of branding is studied.
Disciplines and Subjects	Marketing, concept development, storytelling and brand management.
Method	Case-based learning and group assignments.
Examination	Group module assignment and participation
Language	English

<b>2.11 Concept to Action</b>	
Module co-ordinator(s)	Mr. Elger Abbink
Number of credits	12 ECTS
Status of the module	Second Year module of the major program
Entry requirements	Successful completion of first year Media & Entertainment Management or equivalent, in particular basic practical and theoretical knowledge of the sectors of the media industry
Module Aims	To understand the theory of concepting from the perspective of all media sectors. To be able to set up a production plan of a production.
Description	This module is designed as the link between the first year Media Operations module, in which basic practical knowledge of the sectors of the media industry is learned; and the third year Media Production module, in which students are responsible for the managing of actual media products. The first part of the module consists of concept development. Secondly, a complete production plan (including a budget) is developed. Thirdly, prototype versions of the concept (i.e. a short TV pilot) are produced.

Disciplines and Subjects	Media management theory and practice
Method	Case-based learning, group assignments, practical assignments, lectures, learner reports.
Examination	Module assignment, case reports, participation
Language	English

<b>2.12 Innovation and Project management</b>	
Module co-ordinator(s)	Mr. Hartog
Number of credits	11 ECTS
Status of the module	Second Year module of the major program
Entry requirements	Basic level of marketing (year 1 level)
Module Aims	
Description	<p>This module focuses on Innovation and project management, in the context of sustainability.</p> <p>It addresses why innovations within organisations nowadays are vital for these organisations to survive, and the main characteristics of the various types of innovation. The module introduces the relevance of CSR related criteria in decision-making processes in innovation, and how to use CSR criteria in decision making.</p> <p>The module also addresses the issue of generating ideas in a structured way. For the topic on project management, it addresses knowledge and skills needed for planning a project, including control of resources, cooperation, communication, information and activities.</p>
Disciplines and Subjects	Innovation Corporate Social Responsibility Project Management English Business Communication
Method	A/o Lectures, workshops, project work, skills training
Examination	Project report and presentations, written exams, reports, participation, assignments
Language	English

<b>2.13 Leading People</b>	
Module co-ordinator(s)	Ms. Tijpens
Number of credits	10 ECTS
Status of the module	Second Year module of the major program
Entry requirements	Basic knowledge of the HRM function in an organisation
Module Aims	<p>After finishing this module the student will be able to:</p> <ul style="list-style-type: none"> <li>• show the competences described below</li> <li>• describe the differences between National people management and International people management</li> <li>• use the basic concepts of international people management</li> </ul>

	<ul style="list-style-type: none"> <li>• Describe what culture is</li> <li>• describe and analyse the influence of cultural differences on HRM</li> <li>• use several cross-cultural HRM skills</li> <li>• indicate how to manage a multi-cultural workforce</li> <li>• describe the influence of people, individuals and groups on organizations.</li> </ul>
Description	In this module, the student will learn about the significance and the way in which culture influences organizations. Besides this theme, the module concentrates on the specific issue of organizational behavior. The emphasis is on the implications of national culture and multinational firms. The ways in which managers can cope with cultural diversity will be discussed also. In short, this module is about international people management and cross-cultural management.
Disciplines and Subjects	<p>Theory:</p> <ul style="list-style-type: none"> <li>• Introducing management and org behaviour today</li> <li>• Org behaviour and current management challenges</li> <li>• Personality and individual differences</li> <li>• Perception and ....</li> <li>• Groups and teams</li> <li>• Managing people and stress</li> <li>• Organization structure</li> <li>• Organizational technology</li> <li>• Control and job design</li> <li>• Communication and decision making</li> <li>• Leading and managing</li> <li>• Relationships, fairness and trust</li> <li>• Learning within organizations</li> </ul> <p>Skills:</p> <ul style="list-style-type: none"> <li>• Culture</li> <li>• Presenting</li> <li>• International Manager, intercultural team</li> <li>• Motivation</li> <li>• Feedback, conversational techniques</li> <li>• HRM, Hofstede</li> <li>• Ethics, valuing diversity</li> </ul> <p>English Business Communication</p>
Method	Lectures, workshops, case studies, skills trainings, assignments.
Examination	Individual exams, participation, (group) project work / assignments
Language	English

<b>2.14 Export Management and Logistics</b>	
Module co-ordinator(s)	Mr. Galama
Number of credits	10 ECTS
Status of the module	Second Year module of the major program
Entry requirements	Basic knowledge (year 1 level) of international marketing, international Law, operations management
Module Aims	The student should be able to identify and analyse commercial export opportunities, develop export entry modes and prepare an export plan.
Description	Students will make an orientation into the management and operations of exporting. This will include strategic thinking on going abroad as a company to operational elements on e.g. logistical, legal or cost calculation matters They will prepare themselves by working in PBL structure on theoretical aspects and apply these in a project preparation of an export plan. In this way the generic and IBMS competences will be challenged and assessed.
Disciplines and Subjects	<p>The module will include PBL tasks on:</p> <ol style="list-style-type: none"> <li>1. Process and steps of export plan with example</li> <li>2. Collecting and analysing data</li> <li>3. Assignment export plan</li> <li>4. Export entry strategies</li> <li>5. Taxes in Netherlands</li> <li>6. International payments and risks</li> <li>7. International logistics</li> <li>8. Supply chain</li> <li>9. Trade law</li> <li>10. International pricing and cost calculations</li> </ol> <p>Furthermore the following aspects will be dealt with: English report writing Preparation of Export plan</p>
Method	PBL, lectures, workshops, project work
Examination	Written Exams, written Export plan, active participation
Language	English

<b>2.15 Staying in Control</b>	
Module co-ordinator(s)	Mr. Feenstra
Number of credits	10 ECTS
Status of the module	Second Year module of the major program
Entry requirements	Basic knowledge of Statistics (year 1 level), Able to work with Excel
Module Aims	<p>Students are able to:</p> <ul style="list-style-type: none"> <li>• understand trends and developments in the field of sustainability, safety and health and are able to use this information to improve products/services and processes.</li> <li>• Students are able to design lay-out plan for a company</li> <li>• Students are able to execute a research project and to report on the findings and to translate them into useful conclusions</li> </ul>

	<ul style="list-style-type: none"> <li>• Students are able to make quality and production plans</li> <li>• Students are able to manage and control business processes</li> <li>• Students are able to develop a set of performance indicators to control business processes</li> <li>• Students are able to describe a manufacturing or service production system in terms of inputs, processes, outputs, information flows, suppliers, customers and the external environment</li> <li>• Students are able to identify the set of decisions that operations managers make</li> <li>• Students are able to describe operations as a function alongside accounting, marketing and human resources</li> <li>• Students are able to give examples of how operations can be used as a competitive weapon</li> </ul>
Description	To learn students to design, manage, plan and control business processes.
Disciplines and Subjects	<ul style="list-style-type: none"> <li>• Research Project; in this part students learn how to do research and how to execute a research project.</li> <li>• Total Quality Management; students learn how to create better quality for the customer by managing the processes on quality issues</li> <li>• Management Information Systems; students learn in this part how companies can manage their information in information systems like ERP and CRM.</li> <li>• Operations Management; in this part students learn how to set-up company lay-outs and how to plan and control the business processes.</li> <li>• English Business Communication;</li> </ul>
Method	Lectures, workshops, cases, project work
Examination	Cases, research report, written exams, English skills tests
Language	English

<b>3.2 Strategy</b>	
Module co-ordinator(s)	Joost Dijkman
Number of credits	12 ECTS
Status of the module	Compulsory module for all Retail Business School Bachelor degree course students. Open to exchange students in the RBS program
Entry requirements	Completed first year of study
Module Aims	
Description	<p>The student has insight in the strategic management process and knows how to implement strategy into a retail company or a small business.</p> <p>The core element of the module Strategy is a simulation. During the module students must apply theoretical knowledge which will be provided during this module, in addition to knowledge gained during earlier modules in the course, like market positioning, utilization of resources, redefining core activities, investments etc. This project will provide students insight into the day-to-day running of a business, as well as the long term planning involved.</p> <p>Main themes that will be studied by the students in this module are:</p> <ul style="list-style-type: none"> <li>- Working as a management team, because strategic decisions are seldom taken by a single manager</li> <li>- Performing under time pressure</li> <li>- Decision making processes on a strategic, tactical and operational level</li> <li>- Processing information with a Management Information System (MIS)</li> <li>- Compiling business reports on the topics of marketing, personnel and finance</li> <li>- Evaluating group and company performance</li> </ul>
Disciplines and Subjects	Management, Retail Marketing, Communication, Financial Management
Method	project
Examination	Written exam, written assignment, conference
Language	English

<b>3.3 Branding</b>	
Module co-ordinator(s)	Ronald Noppers
Number of credits	12 – 15 ECTS
Status of the module	Compulsory module for all Retail Business School Bachelor degree course students. They can choose the International Branding as alternative as well. Optional module for exchange students in the RBS program
Entry requirements	Completed first year of study
Module Aims	
Description	<p><b>Reason for the module</b></p> <p>As future managers, you require a good understanding of the dynamics of modern retail. This understanding is greatly enhanced by the study of topics related to branding. Branding means that retailers are aiming at achieving a unique position in the consumers' mind. The brand should add differentiating value to the merchandise. As future managers, you need to be able to form judgment whether your policies in creating a strong brand are successful. Furthermore, it is important that the participant develops problem solving skills, based on analytical reasoning. In the module Branding this goal is achieved by means of undertaking a research project.</p>

	<p>This project should provide a learning research experience to the participant and broaden his/her knowledge of strategic issues in retailing.</p> <p><b>Relevance for the profession</b></p> <p>The module Branding will give students the opportunity to study topics related to central theme of the module: <i>How do organizations manage to create a unique and differentiating brand identity?</i> Organizations are undergoing huge competition. For organizations, branding is seen as one of the most powerful means in their need to differentiate and to maintain a strong competitive position. They do this by building strong brand identity, through which they try to achieve a strong position in the consumer's mind. Organizations are becoming brands themselves.</p> <p>The importance of creating a strong brand identity for organizations is illustrated by Floor (2006): <i>Retail companies that want to survive among other retailers will have to make sure that their store is more than just a collection of products. They have to stand out from the competition and have to become a brand themselves. Branding a store is becoming crucial for success, because retail differentiation cannot be achieved without it.</i></p> <p>A strong brand identity is built on three pillars (Floor, 2006): a clear, differentiating positioning, a distinct personality and consistent communications. The following model shows how these three instruments are related to brand identity. The brand identity describes the brand the way the retailer desires. The brand perception points out how the target group experiences the brand.</p>
Disciplines and Subjects	Consumer Behaviour, Branding, Strategic Management, Instore Marketing
Method	Project, PBL
Examination	Project report, seminar
Language	English
Required Reading	<p>Floor K., Branding a Store, Amsterdam, BIS Publishers</p> <p>Cooper and schindler, Business Research Methods, Boston, Irwin/McGraw Hill</p> <p>Underhill, P., Why we buy, Touchstone Publications</p> <p>P. Underhill, Call of the Mall, Simon &amp; Schuster</p> <p>Anton J., Customer Relationship Management</p>



<b>3.4 Performance management</b>	
Module co-ordinator(s)	Marten Jan Feenstra
Number of credits	12 – 15 ECTS
Status of the module	
Entry requirements	
Module Aims	This text briefly explains the module Performance management
Description	<p><b>Reason for the module</b></p> <p>Retail organizations can be governed by focusing on the meso and macro environmental influences. Developments from outside will have an influence on the performance of a company. Therefore it is important to not only look at the factors influencing a company, but also at the outcomes that can be seen within the companies' performance and even more important forecasts that can be made with data that is available.</p> <p>Organizations can measure their performance in many different ways depending on the indicators they find of importance. Students therefore will need to identify how the organization wants to 'perform' in order to be able to develop forecasts, sales plans, promotion plans, personnel plans. This module should give insight in how an organization could achieve operational excellence. Besides data and information the governance of an organization can be seen as being very important.</p> <p><b>Relevance for the profession</b></p> <p>Measuring the performance of an organization gives input for the governance of the organization. Managers receive key performance indicators (KPI's) on a day to day basis. KPI's can differ from one organization to the other. This depends on what the organization values. The KPI's give insight in the performance of the organization and indicate if changes need to be made to comply with the strategy and/or the strategy itself. Or even more important forecasts should be made. The relevance of this module is underwritten by the Macintosh Retail Group.</p>
Disciplines and Subjects	
Method	Project with PGO
Examination	
Language	
Required Reading	

<b>3.5 Retail concept development</b>	
Module co-ordinator(s)	Alexander Grit
<i>Number of credits</i>	12 – 15 ECTS
Status of the module	
Entry requirements	
Module Aims	This text briefly explains the module retail concept development.
Description	<p><b>Reason for the module</b></p> <p>In fast changing markets, as for example the retail market, it is of importance that the portfolio of an organization is developed in accordance to the needs of the customer. Fast changing markets demand a lot of changing capabilities from organizations. They will need to adapt to the changing customer. More and more organizations turn to creative and innovative concepts to keep the customer satisfied. These concepts ensure that organizations can distinguish from other organizations.</p> <p><b>Relevance for the profession</b></p> <p>Keeping ahead of the competition demands an attitude from retailers in which they keep sharp and approach problems in a creative way. At the moment that entrepreneurs stick to traditional solutions they will never develop in a way that customers will be triggered to purchase products from them.</p>
Disciplines and Subjects	
Method	Project with PGO
Examination	
Language	
Required Reading	

<b>3.6 International Branding</b>	
Module co-ordinator(s)	Ronald Noppers
Number of credits	12 - 15 ECTS
Status of the module	Optional module for all Business and Management Bachelor degree course students. Open to exchange students in the RBS program; Students in the Retail Business School Bachelor degree course can choose the International Branding as an alternative for the compulsory module Branding; International project with TAMK (Tampere, Finland), Windesheim (Zwolle, Netherlands) and Brno Technical University (Brno, Czech Republic).
Entry requirements	Completed first year of study; not open to students who studied the module Branding
Module Aims	Focus on Store Branding, Research and International Cooperation
Description	<p><b>Reason for the module</b></p> <p>This module offers you the opportunity to work in an international research team on the topic of store branding. Students in Finland, Czech Republic and the Netherlands conduct a research in which they compare the power of retail brands in a specific branch.</p> <p>As future managers, you require a good understanding of the dynamics of modern retail. This understanding is greatly enhanced by the study of topics related to branding. Branding means that retailers are aiming at achieving a unique position in the consumers' mind. The brand should add differentiating value to the merchandise. As future managers, you need to be able to form judgment whether your policies in creating a strong brand are successful. Furthermore, it is important that the participant develops problem solving skills, based on analytical reasoning. In the module Branding this goal is achieved by means of undertaking a research project. This project should provide a learning research experience to the participant and broaden his/her knowledge of strategic issues in retailing.</p> <p><b>Relevance for the profession</b></p> <p>International cooperation is one of the key success factors in the field of business and management. Therefore this module provides an international research context in the field of retailing and branding.</p> <p>The module will give students the opportunity to study topics related to central theme of the module: <i>How do organizations manage to create a unique and differentiating brand identity?</i> Organizations are undergoing huge competition. For organizations, branding is seen as one of the most powerful means in their need to differentiate and to maintain a strong competitive position. They do this by building strong brand identity, through which they try to achieve a strong position in the consumer's mind. Organizations are becoming brands themselves.</p>

	<p>The importance of creating a strong brand identity for organizations is illustrated by Floor (2006): <i>Retail companies that want to survive among other retailers will have to make sure that their store is more than just a collection of products. They have to stand out from the competition and have to become a brand themselves. Branding a store is becoming crucial for success, because retail differentiation cannot be achieved without it.</i></p> <p>A strong brand identity is built on three pillars (Floor, 2006): a clear, differentiating positioning, a distinct personality and consistent communications. The following model shows how these three instruments are related to brand identity. The brand identity describes the brand the way the retailer desires. The brand perception points out how the target group experiences the brand.</p>
Disciplines and Subjects	Consumer Behaviour, Branding, Strategic Management, Instore Marketing
Method	Project, PBL
Examination	Project report, Process assessment, research article and pitch/presentation
Language	English
Required Reading	<ul style="list-style-type: none"> <li>-Floor K., Branding a Store, Amsterdam, BIS Publishers</li> <li>-Edwards, H., Day, D.2005. Creating Passion Brands: How to build emotional brand connection with customers. London: Kogan Page</li> <li>-Aaker, D. 2010. Building Strong Brands. London: Simon &amp; Schuster</li> <li>-Cooper and Schindler, Business Research Methods, Boston, Irwin/McGraw Hill</li> <li>-Underhill, P., Why we buy, Touchstone Publications</li> <li>- Underhill, P., Call of the Mall, Simon &amp; Schuster</li> <li>-Anton J., Customer Relationship Management</li> </ul>

<b>3.7 International Strategic management and HRM</b>	
Module co-ordinator(s)	Mr Duinstra
Number of credits	13 ECTS
Status of the module	Third Year module of the major program
Entry requirements	Knowledge of HRM function in an (international) organisation, marketing, management & Organisation. <b>Not suitable for non-business majors.</b>
Module Aims	<p>The student should be able to identify and analyse strengths and weaknesses in the internal environment and opportunities and threats in the different external environments in order to pinpoint strategic options and make a rational choice for the best option.</p> <p>This means that a lot of different techniques and strategic analytical models have to be used. Used by the staff and employees of the corporation. It is the people who do the analysis and make the decisions, so human resource management is of the utmost importance to achieve the goals set.</p>
Description	
Disciplines and Subjects	<p>International Strategic Management</p> <p>What is strategy and which important 'schools' can we distinguish?</p> <p>Corporate Governance and corporate social responsibility</p> <p>Techniques used to analyse the internal environment</p> <p>Techniques used to analyse the external environments</p> <p>Making decisions about core competency, main problem and main trends</p> <p>Developing strategic options</p> <p>Making choices using a decision making model</p> <p>Using the Balanced Score Card</p> <p>Using techniques for Change management</p> <p>Human Resources Management</p> <p>The context and strategy of International Human Resource Management</p> <p>Performance appraisal and compensation</p> <p>Staffing for international operations</p> <p>Managing expatriate assignments</p> <p>Cross-cultural issues in productivity and quality</p> <p>Human Resource issues in international joint ventures</p> <p>English Business Communication</p> <p>English and business communication</p> <p>Market Leader Advanced Units 1-6</p>
Method	<p>Lectures / seminars</p> <p>Workshops</p> <p>Feedback meetings</p> <p>Presentations</p> <p>Negotiating workshops</p> <p>Guest speaker</p>
Examination	Written exams, cases, assignments, participation.
Language	English

<b>3.8 International Business Plan</b>	
Module co-ordinator(s)	Mr. Galama
Number of credits	12 ECTS
Status of the module	Third Year module of the major program
Entry requirements	Knowledge of international marketing, market entry strategies, export, finance & accounting. <b>Not suitable for non-business majors.</b>
Module Aims	The analysis of personal entrepreneurial skills and of investment opportunities; based on that, preparation of a business plan for an own company.
Description	At the end of this module a student be able to systematically prepare all the ins and outs of his / her ideas for an own company. Secondly the student will have a better idea about his / her own individual capabilities regarding entrepreneurship.
Disciplines and Subjects	Students will work on a Business Plan for a specific company with plans for an investment abroad, including market analysis, organisation and service delivery, financial analysis and analysis and development of your personal competences on entrepreneurship. An entrepreneurial test is part of your reflection on entrepreneurial skills and competences. In small groups, students will produce a complete feasibility study concerning: - marketing, managing and financing an existing formula in hitherto unexplored foreign territory or: - inventing, marketing, managing and financing a new formula, making use of a perceived gap in the foreign market(s) or: - upgrading an existing formula in a foreign country, in close co-operation with the local authorities or business community. The business plan can be done in their field of interest or IBMS specialisation of the student
Method	Project work, instruction in workshops & lectures
Examination	Entrepreneurial Test Business Plan Presentation of the Business Plan English Written Exam
Language	English

<b>3.9 Strategic Management in the Media</b>	
Module co-ordinator(s)	Mrs. Ding & Mr. t Hart
Number of credits	12 ECTS
Status of the module	Third year compulsory module of Media & Entertainment Management
Entry requirements	This course requires prior knowledge of basic theoretical understandings in the areas of management, organisational behaviour, marketing, and dynamics of media sectors.
Module Aims	The overall objective of the course is to give students some insights of strategic management specifically in the media and entertainment industry. After completing this 3 <sup>rd</sup> year compulsory module, students should be able to

	analyse an organisation's strategic environment and value navigation process, formulate and choose suitable strategies for the long-term future (3-5 years), and recommend a strategic implementation plan.
Description	This English taught module intends to provide students an opportunity to study a rational strategic planning process with both adaptive and interpretative strategy perspectives, and basic strategic management theories and practices in media & entertainment sectors. The course has been customized by focusing on the media and entertainment industry within an international scope, and intends to build a bridge between theory and practice. Students work with recent and realistic case studies involved in various media sectors, which requires analytical and desk-research skills. Thinking and planning strategically from an organisational perspective aimed to the future (3-5 years) is essential for this module.
Disciplines and Subjects	This module means of reducing the complexity in the field of strategy and organising the many different concepts within it is to view all strategic theory as falling into three broad approaches, or 'schools', which can be seen as sitting on a single continuum: rationalist, adaptive and interpretative. In combination with a practical approach that employs a broad range of case studies of media organisation. Beyond the rational strategic planning process, the module also involves several important themes that provide extra emphasis on the emerging media industry, including: <ul style="list-style-type: none"> <li>• Impacts of globalisation</li> <li>• Decentralisation and the network society</li> <li>• Technological development and media convergence</li> <li>• Participatory media and policy challenges</li> <li>• Environmental, social and economical impacts on sustainability</li> <li>• Managing innovation and creativity</li> <li>• Strategic leadership and entrepreneurship</li> <li>• Strategic storytelling</li> <li>• Managing strategic change and organizational design</li> </ul>
Method	Small group case based learning (12-13 students with 1 tutor) Weekly topic lectures Student led seminars Business economics workshops (corporate finance) Innovative research lectures and workshops (game simulations)
Examination	Active participation during case based-learning sessions; written assignments include case analysis reports, business economics assignment, and innovative research assignment. 80% of the written assignment assessment is based on outputs of teamwork (3-4 persons).
Language	English

<b>M1 Marketing Communications</b>	
Module co-ordinator(s)	Joop Bos
Number of credits	15 ECTS
Status of the module	optional module
Entry requirements	basic knowledge in disciplines like communication, strategic management, marketing, public relations
Module Aims	<p>The module is focussed on deepening the knowledge students have in the field of marketing and marketing communications</p> <p>In this module students will face a number of challenges, like:</p> <ul style="list-style-type: none"> <li>Making an analysis of a company's marketing environment</li> <li>Making an analysis of a company's strategic marketing position</li> <li>Designing a strategic marketing communication plan in a web based world</li> <li>Designing and production of appropriate marketing communication media like a folder, advertising campaign, multi-media productions.</li> </ul>
Description	<p>This module is based on the principles of service learning. By means of a project for a real (small, starting) company or (not for profit) organization students learn to design and to handle marketing plan for existing organization in the field of study of the students involved. The module is based on theory and practice that students have had in the modules of the course they do. During this module students learn how to design a marketing communication plan and how to explain the plan to a client (representative of a company or organization). The strategy and the tactics of the marketing communication plan is shown by the production of a market research, an in depth analysis of the company's strategic position, a design of a strategic marketing communication plan.</p> <p>Dutch and international students work in a project group of 6 on a project.</p>
Disciplines and Subjects	Marketing, marketing communications (strategy and tactics), applied psychology (consumer behavior), graphic design and multimedia
Method	project work, written assignments
Examination	reports, productions, written exam
Language	English



<b>M2 Cruise Management I</b>	
Co-ordinator(s)	Ate de Groot
Number of credits	15 ECTS
Status of the module	Minor module Hotel Management School
Entry requirements	Basic knowledge of Hotel-, Tourism and Leisure management concepts, English at B2 level
Module Aims	<p>After participating in this module, you should be able to:</p> <ol style="list-style-type: none"> <li>1. Analyse the cruise line industry and develop a vision based on the results of the analysis.</li> <li>2. Analyse the hotel operations of a cruise ship and can identify the differences compared with a regular hotel operation.</li> <li>3. Identify all the hotel related departments of a cruise ship and can describe the relation with the hotel department.</li> <li>4. Identify and describe the nautical and technical departments of a cruise ship.</li> <li>5. Analyse HRM aspect of a cruise ship and can identify the difference compared with an regular hotel operation.</li> <li>6. Develop a vision for the future of the cruise line industry.</li> <li>7. Have knowledge of the construction of a cruise ship.</li> <li>8. Analyse the financial performance of a cruise ship and a cruise line company.</li> <li>9. Develop a sales and marketing plan for a cruise line company</li> <li>10. Have knowledge of cruise line related law</li> <li>11. Analyse the cruise line industry in relation to the environment.</li> <li>12. Gain insight into shore excursions and how they are handled both by cruise line companies and Destination Management Companies.</li> <li>13. Understand the importance of Destination Marketing and cruise alliances.</li> </ol>
Description	<p>The CMI minor consists of eight (weekly) themes</p> <p><b>Industry Overview</b></p> <p><b>Operations</b></p> <p><b>N&amp;T department and the Law at Sea</b></p> <p><b>Sales and Marketing</b></p> <p><b>HRM</b></p> <p><b>Destination Management</b></p> <p><b>Ship building</b></p> <p><b>Shore Side</b></p>
Disciplines and Subjects	Marketing, HR, Operations, Project Management , Management Skills, Excursion to ship and Meyer Ship Yard Germany
Method	Case Based Learning, Fieldtrips, Workshops,(Guest) Lectures
Extra costs	€ 70 for field trips
Examination	Tests, CBL assessment, report, defense
Language	English

<b>M3 Cruise Management 2</b>	
Co-ordinator(s)	Ate de Groot
Number of credits	15 ECTS
Status of the module	Minor module Hotel Management School
Entry requirements	Cruise Management I
Module Aims	<p>After participating in CM II, students should be able to:</p> <p><b>Research</b></p> <p>12. Understand the differences between quantitative and a qualitative research</p> <p>13. Differentiate between relevant and irrelevant topics (problem statement and research objectives) in context with the cruise industry.</p> <p>14. Design relevant probing questions.</p> <p><b>Cruise</b></p> <p>15. Understand the process of embarking and disembarking a cruise ship.</p> <p>16. Understand the overall operation of a cruise ship.</p> <p>17. Explain the relations between the different departments on a cruise ship.</p> <p>18. Understand the relevance of shore excursions for passengers and for the company.</p> <p>19. Understand the importance of onboard revenue on a cruise ship.</p> <p>20. Understand the daily activities of one of the departments on board (students can select one).</p>
Description	<p>Cruise Management 2 is the continuation of Cruise Management 1. The minor Cruise Management 1 is obligatory for all students, who want to participate in Cruise Management 2 since it builds up on the students' prior knowledge from CM1. The second module of Cruise Management gives the student the possibility to gain practical experience while going on a cruise ship for about 7 days. In addition students are required to perform qualitative and quantitative research projects in relation to the cruise industry.</p>
Method	<p>QBL and PBL (Question Based Learning and Paper Based Learning)</p> <p>Cruise Research Guest Lectures Cruise Field trip.</p>
Extra costs	<p>Cruise Field trip. It is also possible to participate within the minor without doing the field trip</p> <p><b>The investment for the field trip will be approximately between 1000 en 1500 euro's</b></p>
Examination	<p>Written paper Report (on board research)</p>
Language	English
Conditions	<b>Please note that in the event that less than 12 students enroll for this minor, it may need to be cancelled.</b>

<b>M4 Rooms Division Management</b>	
Module co-ordinator(s)	Saskia Penninga
Number of credits	15 ECTS
Status of the module	Minor. Optional module for third year International Hospitality Management students.
Entry requirements	Basic knowledge of Rooms Division in Hotels, English level B2 is required
Module Aims	In this minor the student will explore the best management practices in the rooms division department and most recent strategies for building or maintaining a competitive advantage through the introduction of new concepts.
Description	This minor offers students the opportunity to specialise within the fascinating field of Rooms Division Management. The purpose of the RD Minor is to gain more in-depth knowledge in the management aspects of the RD department. A RD manager, in practice, is to be expected to maintain contact with guests within various fields of hotel organizations. The RD manager effectively serves as the “lubricant” between guests and the operational departments of the hotel company. A wide range of competencies is necessary to seamlessly meld an effective RD organization with the needs and wishes of its guests.
Disciplines and Subjects	The subjects that will be covered, include: <ul style="list-style-type: none"> <li>- Primary functions and responsibilities</li> <li>- Revenue management</li> <li>- Trends/ branding in hotel Industry</li> <li>- In and out sourcing</li> <li>- ICT and Social Media</li> <li>- Sales Skills</li> <li>- Guest safety and security</li> <li>- Guest loyalty, Guest Relations</li> <li>- HRM: Recruitment &amp; Selection</li> <li>- International Law</li> <li>- Sustainability</li> <li>- 2 days BHV workshop (Company Response Team, First Aid). Own contribution of € 100,00 per student is required</li> <li>- Optional opportunity to achieve a certification in hospitality industry analytics (CHIA). After 8 workshop an exam can be taken.</li> </ul>
Method	Case Based Learning, (guest)lectures, workshops, Hotel visits and 2 days external BHV course at G4S location Oudehaske
Examination	Module assignment (written report and presentation with defense), learner report and HRM assignment
Language	English
Remarks	The module includes several hotel visits, where travel expenses are involved (indication ± € 100) + Guest Lectures. The students are expected to wear business attire when visiting the hotels. Moreover, external 2 days BHV course (this course includes First Aid, how to apply the AED (automated external defibrillator), fire fighting, evacuation and communication with emergency services) are included which requires an own contribution of € 110,00. After successfully completing this 2 days course the students will receive a BHV (company response team) certificate.

	The cost of the examination Certification in Hospitality Industry Analytics (CHIA) is \$75.
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<b>M5 Humanitarian Management 1</b>	
Module co-ordinator(s)	Monique Medema ( <a href="mailto:monique.medema@stenden.com">monique.medema@stenden.com</a> ) Saskia Homoet ( <a href="mailto:saskia.homoet@stenden.com">saskia.homoet@stenden.com</a> )
Number of credits	15 ECTS
Status of the module	Minor
Module aims	The main objective of Humanitarian 1 is to gain as much knowledge about the humanitarian field as possible.
Description	<p>Humanitarian Management 1 is a theoretical module. It is offered in period 1 and 3 and it is English spoken. An English level of B2 is required. The course deals with the following:</p> <p>Regularly you can read in the newspaper about different kinds of disasters that hit a country, for instance: flooding, war, hunger. Just think about the recent earthquakes in Haiti, Chili, and New Zealand. Maybe you have asked yourself what can be done or even what can I do to contribute to alleviating people's distress? In this minor you will have the chance to become more involved. The Humanitarian Management program focuses on developing countries, countries in conflict and countries that are faced with disasters. It contains a deep analysis of the causes and consequences of these crises for the country itself but also for the international community and your own business. It also gives a student wider knowledge of the humanitarian aid work. The field of humanitarian assistance is very broad. Some examples of organizations in the field of Humanitarian Assistance are: United Nations, Governments, International Red Cross, Artsen zonder Grenzen (Doctors without Borders), War Child, Oxfam Novib, etc. Profit organizations are also increasingly becoming involved in humanitarian affairs: Shell, Unilever, Fair Trade or Max Havelaar are some examples.</p> <p>Some cases that are relevant in the humanitarian field are for instance the natural and political disaster in Haiti, the political conflict in Iraq, Afghanistan, Congo, Sudan, Zimbabwe, the position of women, the position of children, poverty etc.</p>
Disciplines and Subjects	<p>Among others the following subjects will be discussed:</p> <ul style="list-style-type: none"> <li>• Introduction to Humanitarian Assistance</li> <li>• International Law and Human Rights</li> <li>• Geopolitics</li> <li>• Comprehensive security in times of disaster</li> <li>• Socio-cultural aspects of aid work</li> <li>• (Project) Management</li> <li>• Safety and Security in the field</li> <li>• Humanitarian Actors and stakeholder analysis</li> <li>• Aid worker research</li> <li>• Logistics and Supply Chain management</li> </ul>

Language	English
Remarks	Additional Field Trips may involve some extra costs

<b>M6 Heritage Tourism</b>	
Module co-ordinator(s)	Konstantin Gridnevskiy
Number of credits	15 ECTS
Status of the module	Optional module for third year International Tourism Management students. Optional module for students from LM, M&EM and exchange students with background in Tourism or Leisure, IHM,OM.
Entry requirements	Completed second year, some prior knowledge of relationship between culture, arts and Tourism and/or Leisure management. Some essential skills are necessary for successful participation in the module. These are, good communication skills, proven proficiency in English and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.
Module Aims	The content will provide a broad understanding of the range of heritage attractions that exist but will also allow students to develop an in-depth analytical perspective on many current, controversial and industry-relevant issues.
Description	The module offers students an opportunity to engage in a detailed study of heritage tourism and the various related policy initiatives found within the commercial, public and voluntary sectors. It will involve different perspectives of heritage and its relationship with tourism, the wider social and political context, developments and current issues and management issues in heritage development.
Disciplines and Subjects	The themes included in the module are: Defining Heritage, Heritage Tourism, The Politics of Heritage, Heritage Policy in Practice, Contested Heritage, Dissonant Heritage, Dark Tourism and Than Tourism, Military Heritage and Battlefield Tourism, Religious Heritage, The Museums sector, Commercial Heritage, Urban and Rural Heritage, Tradition: Living Heritage and Heritage Events, Managing Heritage Attractions, Marketing Heritage Tourism, Heritage Interpretation, Memory, Memorials and Remembrance, Heritage and Identity, Industrial Heritage.
Method	CBL, lectures, field trip
Examination	module assignment, exam, presentation, participation
Language	English
Remarks	The module includes a field trip to Edinburgh with presentations from organisations involved in heritage tourism and its development, conservation, marketing, interpretation, etc. This will cost around 400 and 500 euro.

<b>M7 Adventure Tourism</b>	
Module co-ordinator(s)	Markus Glotz
Number of credits	15 ECTS
Status of the module	Optional module for third year International Tourism Management students. Optional module for students from other Stenden programmes (economic and management) and exchange students.
Entry requirements	Completed second year management programme, some knowledge of Tourism, Hospitality, Leisure, Sport or other economic / management education. Physically fit and willing to participate fully. Some essential skills are necessary for successful participation in the module. These are good communication skills, proven proficiency in English and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.
Module Aims	Adventure tourism is a fast growing sector and includes activities such as canoeing, rafting, caving, mountain biking, mountain climbing, walking, paragliding, abseiling, orienteering, etc. and vacations in the pursuit of risk, excitement, tranquillity and personally challenging experiences in the great outdoors. It is predicted that the demand for unique experiences and 'authentic' outdoor experiences will continue to grow worldwide in the coming years.
Description	The module combines practice and theory and focuses on outdoor activity management, planning, development of sustainable packaged adventure tourism products and innovative operational strategies and training in instructional 'trip and tour planning', 'leadership and group development'. The minor comprises case studies, study tasks, workshops, a module assignment and an outdoor activity programme. Final examination is an open questions test.
Disciplines and Subjects	After successfully rounding off this module, the student will be able to: <ul style="list-style-type: none"> <li>• describe the historical development of adventure tourism;</li> <li>• describe what is meant by adventure tourism;</li> <li>• analyse the demand and supply side of the adventure tourism industry;</li> <li>• apply marketing in the adventure tourism branch;</li> <li>• assess risk management in adventure tourism;</li> <li>• evaluate ethical issues managers can encounter in adventure tourism;</li> <li>• develop and execute, plan and organise adventure holidays and adventure daytrips;</li> <li>• evaluate the development, planning and organisation of adventure holidays.</li> </ul>
Method	Case Based Learning, Module Assignment, Field trip
Examination	Group Module Assignment, Case studies, Open Question Test
Language	English
Required Reading	Swarbrooke, J., Beard, C., Leckie, S., Pomfret, G., <i>Adventure Tourism the new frontier</i> , 1 <sup>st</sup> edition, Elsevier Science, 2003,
Remarks	The field trip to the Ardennes (Belgium) will cost around 200 and 300 Euro, this includes activities and campsite costs (excluding transport and food). Students should be physically fit and willing to participate fully in the field trip.

<b>M8 Entrepreneurship: International Market Orientation</b>	
Module co-ordinator(s)	Mr. Mark Pomper
Number of credits	15 ECTS
Status of the module	Optional
Entry requirements	A working knowledge of English, (Service) Marketing and Management at higher education level.
Module Aims	Students work in small groups on a project in cooperation with the Chamber of Commerce to prepare a trade mission for a regional company to a country in Eastern Europe.
Description	In small groups, students will produce a complete feasibility study concerning: <ul style="list-style-type: none"> <li>- marketing, managing and financing an existing formula in hitherto unexplored foreign territory or:</li> <li>- inventing, marketing, managing and financing a new formula, making use of a perceived gap in the foreign market(s) or:</li> </ul> upgrading an existing formula in a foreign country, in close co-operation with the local authorities or business community. A field trip to the country for the trade mission is included. Costs are estimated on € 300-400.
Disciplines and Subjects	Marketing, Management, Economics, Human Resources, Ethics, English
Method	Project based learning and written assignments) There will be introductory lectures in the first week and two PBL (Problem Based Learning) sessions per week. Guest speakers will be scheduled to participate in the module according to availability.
Examination	Participation in PBL sessions, written assignments and a presentation.
Language	English
Required Reading	International Markets Orientation Module Reader, Lovelock C.H., Services Marketing, Prentice Hall Usunier J.C., International Marketing: A Cultural Approach, Prentice Hall

<b>M9 E-business</b>	
Module co-ordinator(s)	Marten Jan Feenstra Room: 2.66 T. 06-12361156 / 058-2441235 marten.jan.feenstra@stenden.com
Number of credits	15 ECTS
Status of the module	Minor module Small Business and Retail Management
Entry requirements	Study year 3 and 4 of all educations
Module Aims	The minor e-business is asking you to apply your previously acquired knowledge in a real business situation. It asks you to develop the following competences: <ul style="list-style-type: none"> <li>• Commerciality: developing e-business in a, for consumers, appealing way;</li> <li>• Entrepreneurship: finding the gap in the focus market;</li> <li>• Informing and advising: giving advice on investments and possible e-business activities;</li> <li>• Communication: through the internet;</li> <li>• Co-operating: as an international, multicultural group co-operating with companies;</li> <li>• Analysing and synthesising: analysis of market environment and developing a plan accordingly.</li> </ul>
Description	<p>The minor e-business accommodates the growing interest of companies for the internet. Until now the use of internet in companies is under exposed</p> <p>In the module E-business you are put to work for an existing company. You are asked to develop an e-business strategy and write a plan that puts the strategy to work. Next to the strategic focus of the module attention will be given to the conditions a good website has to accommodate. Theme's that will be discussed are usability and search engine optimization.</p> <p>In the module e-business you gain insights on how to develop e-business activities for companies. This is done by focussing on four main items.</p> <p>E-marketing is focussing on the new marketing methods which are related to the internet.</p> <p>ICT skills give you the skills needed to build your own concept website.</p> <p>You will be searching for the state of the art in e-business, focussing on all the latest developments that can be seen on the internet.</p> <p>All the above parts come together in the e-business plan. Which describes the influence of the environment, consumers and competitors. And how you will deal with these issues applying service, marketing, operations and logistics.</p>
Disciplines and Subjects	Marketing, Communication
Method	Lectures, computer workshops en CBL (case based learning)
Examination	Participation in PBL sessions, written assignments and a presentation
Language	English



<b>M11 Music Management</b>	
Module co-ordinator(s)	Harm Timmerman
Number of credits	15 ECTS
Status of the module	Optional module for third year Media and Entertainment Management students
Entry requirements	Completed second year MEM or equivalent Basic knowledge/skills: marketing in relation to Media & Entertainment, communication theories and practices in relation to Media & Culture). Furthermore, a broad interest in the music business, and intention to follow an internship and/or career in the music industry is necessary
Module Aims	After completion of the module, the student: <ul style="list-style-type: none"> <li>• has relevant insight in management aspects of the music industry</li> <li>• can translate insights into useful and relevant contacts with artists and managers</li> <li>• has produced an individual career plan.</li> </ul>
Description	The main target of this minor is to introduce students to the music industry. Additional targets, and activities, are: <ul style="list-style-type: none"> <li>• guest lectures from professionals and lecturers in the music business</li> <li>• taking part in field trips</li> <li>• organizing student presentations</li> <li>• production of a marketing business plan, including aspects as SWOT-analysis, artist contracts, product-market combinations, promotion, publishing and PR, career planning, and entrepreneurship of artists</li> <li>• organization of a live music event.</li> <li>• Composing an individual career plan is an individual assignment within this minor.</li> </ul>
Disciplines and Subjects	Marketing, Music Business, Product development, (personal) branding, advertising, Concept development, packaging, sales cycle
Method	Lectures, workshops, instruction, presentation, coaching & feedback
Examination	Participation, individual assignments & portfolio, exams
Language	English

<b>M12 Change and Innovation</b>	
Module coordinator	Mr. Erik Jan Rodenhuis
Number of credits	15 ECTS
Status of the module	Third year minor
Entry requirements	Strategic Management finished and finished year 2
Module Aims	<p>After completion the student is able to:</p> <ul style="list-style-type: none"> <li>• apply the theoretical models in Change Management;</li> <li>• understand the psychological factors leading to resistance;</li> <li>• apply the principles of alignment of objectives;</li> <li>• assess the necessary leadership styles in different change processes;</li> <li>• relate different phases in change management processes to presented cases;</li> <li>• evaluate organizational development status quo;</li> <li>• evaluate the importance of leadership and the role of HRM instruments in achieving desired results in change processes;</li> <li>• present the results of conducted research into the present situation in an organization;</li> <li>• reflect on intended learning outcomes and formulate learning objectives for the future.</li> </ul>
Description	<p>Change and innovation are ever-present feature of a sustainable organizational life. Therefore the minor is set up around the current theories on Change Management and Organisational Development. The student will obtain the knowledge and skills to evaluate the effectiveness of change and innovation processes. Moreover the student will be able to make recommendations on the design of effective change and innovation processes and consolidation of the outcomes.</p> <p>The programme expands on the knowledge obtained in other parts of the curriculum regarding strategic and change management. HRM policy and Leadership in organizations can be designed in such manner that organizations are more flexible, empowering employee-initiated innovation and enable organizational learning.</p> <p>Personal talents of people dictate together the amount of success of an organisation. It is important that attention is paid to each unique talent available and that this talent is matched to motivation. An organisation has a real opportunity to excel when personal objectives of staff are aligned with the objectives of an organization. This process involves dedication and will. People make the difference and not 'the organisation'. Managers that build upon the personal values and passions of the employees, get dedication, flexibility and vision in return. With these ingredients you can create resilient organisations ready for any changes or opportunities.</p>
Disciplines and subjects	Strategic Management, Change management, Organisational Development, Innovation Management

Method	Case Based Learning, module assignment, student-led seminars, (guest) lectures and presentations
Examination	Module assignment, student-led seminars and CBL-participation
Language	English
Remarks	

<b>M13 International Human Resource Management</b>	
Module co-ordinator(s)	Ms. Jane Klaarwater
Number of credits	15 ECTS
Status of the module	Third year minor
Entry requirements	
Module Aims	<ul style="list-style-type: none"> <li>- Discuss the consequences of economic globalisation for decision taking related to organising employment transnationally.</li> <li>- Integrate domestic political systems and economical systems into IHRM policies and practices.</li> <li>- Conduct research examining the features of the domestic and international labour market, large migration movements: mobility of staff, labour relations, unions, employer organisations, social hierarchy and class systems and integrate findings into IHRM policies and practices to further the organisation's international business objectives</li> <li>- Analyse the consequences of domestic and international labour and employment laws and ethical standards and incorporate these consequences into IHRM policies and practices</li> <li>- Evaluate the universal, situational and convergence assumptions underlying cross-cultural research in IHRM</li> <li>- Explore choices concerning welfare issues in dealing with internationally mobile personnel</li> <li>- Integrate ethics, CSR and corporate Governance into IHRM policies and practices</li> <li>- Articulate the implications of cross border mergers and acquisitions for IHRM policies and practices</li> <li>- Render a successful management selection process that addresses issues of gender, ethnicity and cross-cultural variation.</li> <li>- Determine the challenges of dealing with various tax structures and methods affecting international compensation and benefits.</li> <li>- Design a project plan to implement change in the light of IHRM.</li> <li>- Establish a global mind-set, global competencies and global leadership in the organization.</li> <li>- Analyse the key implications of knowledge transfer for international human resource management</li> </ul>
Description and subjects	During the minor IHRM you will study the interplay of factors in the international and domestic environment of the organisation, the strategy and goals of the organisation and its issues in reaching these, HRM issues and instruments. Factors would be the labour market, legislations, unions, culture, political systems, economy, legal systems, etcetera.

Organizational structure	
Method	Case Based Learning, workshops, lectures and presentations, Student led seminars.
Examination	Reports (module assignment), literature review, presentations and CBL-participation
Language	English
Remarks	

<b>M14 International Sports Management 1</b>	
Minor offered by	School of Leisure Management in cooperation with: <ul style="list-style-type: none"> <li>• Lasaulec Aris Professional Basketbal</li> <li>• Manchester United</li> <li>• Copini City Survival</li> <li>• Bewegingscentrum Leeuwarden</li> <li>• SC Heerenveen</li> <li>• Coach@score</li> </ul>
Module co-ordinator(s)	Robert Blink <a href="mailto:sportmanagement@stenden.com">sportmanagement@stenden.com</a>
Number of credits	15 ECTS
Period	1
Status of the module	Third year minor
Entry requirements	Year 1 and 2 bachelor
Module Aims	Sportmanagement
Description	The sports management minor gives you an insight in the international sports industry: Who are participating, which companies are involved, what is the actual government policy, how is the sports sector organized in your country, what are the benefits of sports, which ethical issues are involved, what is the impact of big sports events like London 2012, World Championships Germany 2006, what is the impact of Everton and Liverpool FC in the Liverpool Economy.
Subjects	<ul style="list-style-type: none"> <li>• Indoor sports</li> <li>• Professional behavior</li> <li>• Sport structure</li> <li>• Finance in the sports industry,</li> <li>• impact of sports on society;</li> <li>• costs and benefits of sports,</li> <li>• sociological aspects ;</li> <li>• sports policy;</li> <li>• history of sports;</li> <li>• ethics;</li> <li>• trends</li> <li>• sport and health</li> <li>• Lacrosse</li> </ul>

	<ul style="list-style-type: none"> <li>• Frisbee</li> <li>• Cricket</li> </ul>
Methods	<p>Guest lectures PBL Research Presentations</p>
Examination	<p>Company Visits Sports clinics Open questions Organisation Sports clinic – group assignment</p>
Organizational structure	International Class of max. 48 students
Language	English
Competences	<ol style="list-style-type: none"> <li>1. Knows the history of sports</li> <li>2. Knows the structure of the sports sector of his other country(local, regional, national)</li> <li>3. Knows the benefits of sport</li> <li>4. Knows the impact of sport on society</li> <li>5. Knows the national and international trends in</li> <li>6. Knows the government policy of his/her country</li> <li>7. Knows the impact of big sports events</li> <li>8. Can organize a sports clinic</li> <li>9. Developing a vision of trends in the environment, developing relationships, networks and chains</li> <li>10. Analyzing policy issues, translating them into policy objectives and alternatives, and preparing for decision-making</li> <li>11. Directing in networks</li> <li>12. Initiating, creating and marketing products, services; independently and enterprising</li> <li>13. Setting up business and organizational processes</li> <li>14. Self-steering competency: intrapersonal</li> <li>15. Social and communicative competency: interpersonal</li> </ol>
Remarks	Dublin descriptors: According to the competences of NVMS

<b>M15 International Sports Management 2</b>	
Minor offered by	<p>School of Leisure Management in cooperation with:</p> <ul style="list-style-type: none"> <li>• FC Sankt Pauli</li> <li>• VFL Oldenburg Frauen Hallenhandball</li> <li>• Sport Five</li> <li>• Hunau Sauerland</li> <li>• Behle Bikes Bad Fredeburg</li> <li>• Der Ratgeber</li> <li>• Hochseilgarten Winterberg</li> <li>• Bewegungszentrum Leeuwarden</li> </ul>

	<ul style="list-style-type: none"> <li>• The Outdoor Group</li> <li>• SC Heerenveen</li> <li>• Expert in Action</li> </ul>
Module co-ordinator(s)	Jeroen van Vliet <a href="mailto:sportmanagement@stenden.com">sportmanagement@stenden.com</a>
Number of credits	15 ECTS
Period	2
Status of the module	Third year minor
Entry requirements	Year 1 and 2 bachelor and International Sport Management 1
Module Aims	Sport management
Description	In this module you will study and apply all the strategic steps of marketing to a sports company of your choice. You will also organize sports outdoor activities/events like GPS, Speed Buggy, Lacrosse, Mountain Bike, Boot camp, Ultimate Frisbee, Floor ball, Cricket. All of this will be applied in a week of adventure sports in the Sauerland (Germany)
Subjects	<ul style="list-style-type: none"> <li>• Outdoor sports</li> <li>• Adventure sports</li> <li>• Professional behavior</li> <li>• Ultimate Frisbee</li> <li>• Map and Compass</li> <li>• GPS-games</li> <li>• Mountain biking</li> <li>• Boot camp</li> <li>• Speed buggy</li> <li>• Sports Marketing</li> <li>• Sports Sponsoring</li> <li>• Risk Management</li> <li>• Experience Creation</li> <li>• Applied Management Strategies</li> </ul>
Methods	Guest lectures PBL Research Presentations
Examination	Company Visits Sports clinics Open questions Organization Sports clinic – group assignment
Organizational structure	International Class of max. 48 students
Language	English
Competences	<ol style="list-style-type: none"> <li>1. Can organize an adventure sports activity</li> <li>2. Can apply all strategic marketing principles to a sports company</li> <li>3. Developing a vision of trends in the environment, developing relationships, networks and chains</li> </ol>

	<ol style="list-style-type: none"> <li>4. Directing in networks</li> <li>5. Initiating, creating and marketing products, services; independently and enterprising</li> <li>6. Setting up business and organisational processes</li> <li>7. Self-steering competency: intrapersonal</li> <li>8. Social and communicative competency: interpersonal</li> </ol>
Remarks	Only in combination with <b>International Sports Management 1</b> Dublin descriptors: According to the competences of NVMS

<b>M16 Minor Trauma and Agression</b>	
Module co-ordinator(s)	Karen Sikkel
Number of credits	15 credits
Status of the module	Second Year module of the major program of Social Work
Entry requirements	English
Module Learning Outcome	For Art Therapy and other Social Work students this minor provides an opportunity to reason and work from the perspective of international clinical and supportive perspectives towards Trauma and Aggression, learning to analyse and integrate complicated information in the field of AT and Social Work
Description	<p>The minor Trauma and aggression deals with the characteristics of Trauma &amp; complex trauma, disrupted attachment, trauma in military and police, traumatic grief, (sexual) abuse, relational trauma, traumatized children, psychobiology of trauma –</p> <p>Through lectures, research and field trips and presenting a paper students learn to study sources of existing treatments and distinguish methods of trauma diagnosis (using the DSM 5) dissociation, stabilization, treatment, psycho education, distress reduction, affect regulation, cognitive interventions</p> <p>Students co-create with professionals, develop, conduct and evaluate a Treatment module (AT) and design a supportive network (SPH) using Arts-Play &amp; Music therapy in an international clinical and supportive perspective. Through writing an argument / plea concerning the use of Arts- Play &amp; Music therapy in the self-regulation of aggressive behaviour from an international clinical and supportive perspective, students contribute to the field of Social Work and articulate follow-up research.</p>
Disciplines and Subjects	trauma related aggression, predatory-, defensive- aggression and irritability, acquisition of aggressive behaviour, cognitive influence, social determinants, external factors, psychobiological bases: heritability, neurology, gender, hormones, arousability, use of substance and pornography and group aggression, together with the diagnosis of aggression (DSM 5), treatment, self-regulation of emotion, psycho education, cognitive interventions,
Method	Lectures CBL Research

	Presentations Group assignments Individual assignments Student lead seminars Fieldtrip
Examination	Writing a paper making an argument / plea concerning the use of creative methods in promoting the self-regulation of emotions in general
Language	English



## Obligatory Course

<b>O1 Student mentoring programme for incoming students</b>	
Module co-ordinator(s)	Your personal Study-coach at Stenden
Number of credits	1 ECTS
Status of the module	Obligatory module for exchange students
Entry requirements	None
Module Aims	Stenden offers a student mentoring programme for Exchange students. This programme is aimed at supporting you in your personal professional development and your intercultural learning process during your stay at Stenden.

## Extra courses

<b>E1 Dutch language course for exchange students</b>	
Module co-ordinator(s)	Language Centre
Number of credits	2 ECTS
Status of the module	Optional module for exchange students
Entry requirements	None
Module Aims	<ul style="list-style-type: none"> <li>• A1 references</li> <li>• Students are able to use Dutch in everyday life situations and simple conversations. They understand simple written instruction.</li> </ul>
Remarks	Furthermore: during the first and second semester international students have generally the possibility to follow a Dutch language course. Places can however not be guaranteed. Please indicate on your application form whether you are interested in the Dutch course.

<b>E1 ESN</b>	
Module co-ordinator(s)	Chairperson ESN
Number of credits	1 – 2 ECTS
Status of the module	Optional activity for exchange students
Entry requirements	None
Module Aims	<b>ESN means: Erasmus Student Network</b> , an organization that was funded to support and help all incoming exchange students to adapt to the Dutch culture). Website: <a href="http://www.esn-leeuwarden.com/">http://www.esn-leeuwarden.com/</a> 1 -2 ECTS

<b>E1 PROMO team</b>	
Module co-ordinator(s)	Geertje Rienks
Number of credits	1 ECTS per 28 hr. workload
Status of the module	Optional activity for exchange students
Entry requirements	None
Module Aims	Promoting Stenden Exchange programma during International Days.

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