



university of applied sciences

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Exchange programmes



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CIRCULAR START-UP

Summary:

In a circular economy, production and distribution requires less resources, products are made to last and can easily be reused. This requires new business solutions and offers many opportunities to start up new businesses.

Short description

During this semester you will work in international groups of about 4 to 5 students. As a project group you will start-up a new company based on your own circular product or develop new business activities for an existing company. The goal is to present a 3D printed prototype of your circular product together with a sound business plan for your start-up to potential investors. During the semester your start-up will be guided by a tutor. Various courses will provide you with the latest developments on the circular economy: Sustainable Marketing, Circular Finance, Circular Supply Chain, Sustainable Polymers and Product Design.

Academy: Economics and Logistics

Coordinator of the minor: Dennis Vegter (Dennis.vegter@nhlstenden.com)

Semester: Spring

Location: Emmen

Year of study: 3

ECTS: 30

Max of (exchange) applicants: -

Language of Instruction: English

Prerequisites: Undergraduates in their 3rd or 4th year of their study. Additional entrance tests or interviews may be required. This minor is specifically focused on students from a variety of study programs, such as: Logistics, Marketing, Finance & Control, Engineering and Life Sciences.

Learning objectives:

After this minor you will be able to:

- Explain the principles of a circular economy and sustainability
- Analyze current business practices and develop business practices that enable circularity and sustainability
- Identify value for consumers, environment and society
- Apply appropriate methods to develop a prototype

- Identify and select materials based on its various properties
- Select and apply various product valuation methods
- Contribute to the creation of a business plan that includes financing options
- Develop supply chain processes with appropriate performance measures

Recommended or required reading and other learning resources/tools: to be announced

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Code	Description	ECTS	period
MCSUSAP	Sustainable Polymers & Product Design	6	3 and 4
MCSUCSC	Circular Supply Chains	6	3 and 4
MCSMA	Sustainable Marketing	6	3 and 4
MCSUCFC	Circular Finance	6	3 and 4
MCSUPRO	Project Circular Start-Up	6	3 and 4

INTERNATIONAL GROWTH

Attractive summary:

Advise company management on a foreign market selection and entrance strategy, and draw up an implementation plan accounting for cultural, logistical, legal, business and financial (FX) risks.

Short description:

Currently International Growth is a hot topic. Since the early 90's graphs displaying the growth of export-flows of countries show a steep curve. Only very few countries like North Korea, aren't connected to the international trade flows.

There are several reasons why companies decide to expand their business beyond the borders of the domestic market. In case of large multinationals acting on the commodity market more growth can only be achieved by entering new markets. Other small companies like start-up companies need to serve multiple markets in order to benefit from economies of scale in the manufacturing process of their products. Most of the companies are part of a Supply Chain and a lot of companies sell their products all over the world. International trade is tempting because it can boost your sales. However, there are also risks involved. Before a company steps into the international trade a company needs to have insights in the market potential and the risks of entering new markets.

As part of an internationally oriented group, you will write an advisory report for the board of an organization as to which foreign market to enter and the most logical method taking into account important factors such as culture, logistics, legal, business and financial (FX) risks.

Academy: Economics & Logistics

Contact details coordinator of the minor: Cor Koopmans (Cor.Koopmans@nhlstenden.com)

Semester: Spring

Location: Leeuwarden and Emmen

Year of study: 2

Module Period: 3

ECTS: 15

Max of applicants (for Exchange): N.A.

Language of Instruction: English

Prerequisites: None

Learning objectives:

After completion you will be able to demonstrate you are able to research, assess and advise on foreign market potentials, suitable entrance strategies, logistics, legal and financial risks and corresponding measures. In addition you can explain the cultural differences and how that affects business.

Finance:

After completion you will be able to demonstrate that you are able to explain/calculate financial management, financial ratios, the valuation of financial assets, bonds, stocks, capital budgeting techniques, capital structuring as well as free cash flows.

Business Game:

After completion you will be able to demonstrate that you are able to deploy/perform a strategy, set long/short term goals, the Business Balanced Scorecard, analysis of operating and financial results, the DuPont Chart, the Plan Do Check Act cycle as well as collaborating in a management team.

English:

After successful completion of this module, students will be able to demonstrate B2- level of English (CEFR) in writing and speaking.

Recommended or required reading and other learning resources/tools:

Project: International business, Radha Jethu-Ramsোধ, Maud Hendrickx, Noordhoff, ISBN 9789001850838

Finance: Foundations of Finance plus Pearson MyLab Finance with Pearson eText, Global Edition ISBN: 9781292318837

Business Game: syllabus made available by tutor

English: Mackenzie, Ian. English for the Financial Sector. Cambridge: Cambridge UP, 2008.

ISBN: 978-0-521-54725-3 + My Schools Network

Planned learning activities and teaching methods: Classes, workshops, guest lectures, tutoring and excursions.

Assessment methods and criteria: Advisory Report, portfolios and exams

Grading system: 1 – 10

Methods: Cooperative learning, lectures, workshops, direct and online coaching, task/problem-based learning, presentations of products and processed in an electronic portfolio.

Examination: Group assignments and individual testing, written assignments, exams, practical tasks and presentations.

Entry requirements: Basic level of marketing and Finance is desirable.

Note: A European trip is part of the module and may have additional costs.

E-BUSINESS

Description:

In the minor e-business you work on a project, using Scrum. You are in a heterogeneous group of students who come from different courses, and universities. Your project aim is to create a solution for a problem of a company which can be solved by digitizing part of the organization. Student groups have worked on online marketing, app development, platform development, and other real-life prototypes. The minor allows you to work with a relevant project management method, and learn about latest developments in e-business. Overall it supports your development as a modern day professional!

Content:

In the minor E-business you work together, using Scrum, to develop products that digitize part of an organization's business and thereby solve a problem the company has. The project you work on will determine part of the content of the module. Other topics are: design, and latest developments in e-business (which are updated regularly).

Structure:

The minor e-business is a minor in which all meetings and assessments are integrated into a coherent concept and your overall performance will contribute to the final assessment (and the 15EC). All meetings are designed to support you in achieving this overall outcome. Classes are focused on: Scrum ceremonies to support the project, design workshops to help you work on your project, interactive sessions to discuss the latest developments in e-business, and coaching to help you with your personal and professional development.

Assessment:

At the end we calculate an average grade from multiple sub-grades: The idea (1) to solve the company's problem and prototype (2) you create based on your idea, Scrum participation (3), interactive sessions (4) about e-business, final presentation (5), and an article (6) are being assessed using clearly described assessment criteria.

Method: Lectures, computer workshops and CBL (case based learning)

Examination: Participation in PBL sessions, written assignments and a presentation

Number of credits: 15 ECTS

Entry requirements: Study year 3 and 4 of all educations

Status of the module: Minor module Small Business and Retail Management

Period: 2,3,4

Location: Leeuwarden

Language: English

Contact person: Marten Jan Feenstra (Marten.jan.feenstra@nhlstenden.com)

Number of students: Min. 10 – Max. 24

RETAIL CONCEPT DEVELOPMENT

Description:

Retail Concept Development is about doing research and to design concepts. This design-based minor gives you the opportunity to come up with fit for the future solutions for the retail industry. The focus is to search for trends and developments which will influence the industry. Topics are: technology, sustainability, consumer behavior, social media e.d. Together with students and a client you will research, design and implement your concept.

The minor offers a variety of topics fitting current trends and developments in the industry. Students meet with teachers in business meetings and work with their client. In the first 5 weeks students conduct a Literature Review, next to this, students work in groups on a real-life project.

Components of the minor are, conducting a Literature Review, design a concept as a project group, business meetings, personal developments.

Assessment: Literature review, process assessment, project, presentations.

Status of the module: Optional module for exchange students in the RBS program

Module Period: 2,4

Number of credits: 15 ECTS

Method: Design Based Approach, collaborations. futurizing,

BRANDING

Please note! This minor will not be offered in semester 2 (spring).

Description:

For organizations – in retail or other service industries – it is an ongoing challenge to attract customers and keep them satisfied. Employees play a crucial role in communicating the brand identity. With branding an organization can create trust, a feeling of belonging and other values. Branding tells the story in words and images, showing the brand identity. Branding creates a mind position and associations with values that are important to people, like convenience, happiness, beauty or sustainability.

Content:

You evaluate the brand identity and brand performance of a brand and develop or improve a consistent brand strategy that takes developments in society, (retail) trends, competition and consumers into account.

Structure:

We work in a small project team on a real-life business case in close cooperation with the company and other stakeholders. During business meetings we share both theoretical and practical knowledge that helps us to solve the branding problem of the company. By using the design thinking approach we provide the company with prototypes and solutions that work in real life. Guest lectures and field trips enrich the learning environment. Students act as young professionals in the project team. A professional attitude and eagerness to learn are assets for the project.

Assessment:

- Literature review (handed in in week 4)
- Process assessment (individual and group performance)
- Brand strategy (branding solutions for the company)
- Final presentation (usually an event with the company)

Module aims: Focus on Branding, Research and International Cooperation.

Main objectives:

1. You understand various concepts of branding.
2. You design and carry out research aimed at analysing the market in which the company operates.
3. You create, implement, test and improve prototypes for the company.
4. You cooperate in a structured manner with external and international stakeholders

Location: Leeuwarden

Module period: 1

Credits: 15 ECTS

INTERNATIONAL BRANDING

Description:

International Branding is a joint project of universities in Brno, Tampere, Zwolle, Leeuwarden (and perhaps even more).

For organizations – in retail or other service industries – it is an ongoing challenge to attract customers and keep them satisfied. Employees play a crucial role in communicating the brand identity. With branding an organization can create trust, a feeling of belonging and other values. Branding tells the story in words and images, showing the brand identity. Branding creates a mind position and associations with values that are important to people, like convenience, happiness, beauty or sustainability.

Content:

You evaluate the brand identity and brand performance of a brand and develop or improve a consistent brand strategy that takes developments in society, (retail) trends, competition and consumers into account.

Structure:

You work in a team with students from Czech Republic and Finland on a real-life business case in close cooperation with the company and its stakeholders. You cooperate via Teams, WhatsApp and during an international week where all students and lecturers meet. The trip is mandatory and at own cost. You and your team mates act as young professional. A professional attitude and eagerness to learn are assets for the project.

Assessment:

- Literature review (handed in in week 4)
- Process assessment (individual and group performance)
- Brand strategy (branding solutions for the company)
- Final presentation (usually an event with the company)

Location: Leeuwarden

Module period: 3

Credits: 15 ECTS

MARKETING COMMUNICATIONS SERVICE LEARNING

Description:

With de minor Marketing Communications Service Learning you will experience the essence of Marketing Communications. You'll get the opportunity to become an 'expert' in one or more aspects by expanding your own skillset. The focus is on working with real-life clients, through service learning in combination with a design-based and creative mindset. Therefore you will improve and/or explore your professionalism within the field of Marketing Communications.

Content:

The minor offers a broad range of topics, with the focus on the field of Marketing Communications. Students get to deepen their knowledge about this field of expertise by writing and presenting a literature review. Next to this the students work in small project groups on a real-life case, where they develop a marketing communications plan and provide creative products for their client. An important base is the focus on personal development in alignment with the content of this minor.

Structure:

Components of this minor are: conducting a Literature Review, develop Academic (research) skills, design a marketing communications plan, develop creative marketing communications products, personal development.

Assessment: Literature review, presentations, project (group) work, marketing-communications plan and products.

Location: Leeuwarden

Module period: 1,2,3,4 (max 3 students per period)

Credits: 15 ECTS

INTERNATIONAL LAW

This course provides insight and practical legal assignments in the field of international law. The core of the minor is the legal advice that students will be preparing for (regional) businesses, organisations, or to members of the European Parliament on a particular international legal subject.

- Semester: fall
- Level: final year
- ECTS: 30
- NHL Stenden Academy: Thorbecke Academy

In general, the minor will contribute to the following programme learning outcomes:

- Students are able to recognise, analyse, and apply basic theoretical knowledge in the field of international law.
- Students are able to recognise, analyse, and apply basic international law theory on the subject of professional issues and dilemmas in an international context.
- Students are able to communicate information, ideas, problems, and solutions for issues in the field of international law to a specialist audience in an international context.
- Students gain knowledge on the international law system, in particular regarding human rights, international business law, and European law.

Students will need to possess at least basic legal knowledge to enrol in this course.

CROSS-BORDER MIGRATION, GOVERNANCE AND SECURITY

Summary:

This minor offers a multi-disciplinary approach to one of the most controversial topics in today's world. Migration has important political, economic, social and security-related ramifications. This minor will ensure that you investigate and weigh the topic of migration in all its variety before trying to inform and/or convince people, organisations or levels of government around you.

Short description:

One of the biggest challenges of our time is related to the increasing flows of cross-border migration. How do the EU and national governments deal with this complex issue which includes various dilemmas and inherent conflicting agendas?

When watching the news, the variety of opinions and national approaches vary immensely. Migration has many dimensions (national vs European policy, social and environmental issues, security-related questions including terrorism), which we will discuss and try to analyse during this minor.

This minor has been organised in such a way that it offers interesting perspectives and assignments for all students, be it students from European Studies, Public Administration, Safety and Security Studies or Political Science. The lectures will be given in English and as such are also accessible for students from outside the Thorbecke Academy or NHL Stenden.

This minor will have a strong link to the work field and will therefore have a substantial practical assignment. This research is done on behalf of actual organisations and NGOs in the field of migration. To support this element, a certain amount of knowledge subjects will be offered from different disciplines and by various lecturers. Finally, there will be space and time for skills and foreign language development (English speaking and writing on two levels for all students, additional foreign language for ES students only).

Academy: Thorbecke Academy

Coordinator of the minor: Baudina Vassallo Baarsma (Baudina.Vassallo@nhlstenden.com)

Semester: Spring

Location: Leeuwarden

Cycle: first (Bachelor)

Year of study: 3

ECTS: 30

Max of (exchange) applicants: 15

Language of Instruction: English

Prerequisites: English B1/2

Learning objectives:

Recommended or required reading and other learning resources/tools: will be advised ahead of the start of the course

Planned learning activities and teaching methods: Oral and working lectures, guest lectures, self-study, tutoring

Assessment methods and criteria: Exams, assessments and assignments, mix of group and individual work

Grading system: mix of: 1 – 10 / pass or fail

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	period
Current Affairs (research)	9	3 + 4
Knowledge	5	3
Cross Cultural Skills	2	3
Ethics and Conflict	2	4
Volunteering	2	3 + 4
Project Management	2	3
Policy Evaluation	2	4
Languages	6	3 + 4

Practical information:

Society & ethics: What is your moral compass? Which dilemmas do you face when giving your opinion or suggesting certain solutions?

European and national policy: How do we deal with migration issues on a national and on a European level? Do these measures /agreements supplement or contradict each other?

Security aspects: How can countries cooperate in this area when trying to control their borders, direct or limit migration flows? What can be said about human trafficking and human smuggling in this regard? How does migration get linked to the fight against terrorism?

Law: What laws are relevant within the context of migration? What is the relationship between existing policy and human rights / international law? To what extent do newly developed proposals contradict existing agreements such as the Schengen Treaty and the Dublin agreement?

EUROPE AT A CROSSROADS

Summary:

What does Europe's future look like? Will we continue to work together as a whole or will we allow differentiation to divide us? What do the specific policy areas require and are they able to cope with the challenges of our time? How will we respond to nationalism, populism, the growing tension with those beyond our borders? These and other questions are central to the Minor Europe at a Crossroads.

Short description:

This minor will provide you with knowledge and theory on some of the most pressing subjects in Europe today. Together we will discuss the challenges to the future of Europe by evaluating current features of the European Union, we will analyse possible alternative and pose new ideas. Topics will be: the effects of populism and nationalism on a European and national level, democratic challenges, the consequences of geopolitical changes and the opportunities and threats that come along with possible additions to EU membership as well as possible exits of member states.

This minor gives the students ample opportunity to dive into the questions and dilemmas that face Europe at this point in time. It also prepares the students for their thesis in the final stages of their studies.

Academy: Thorbecke Academy

Contact details coordinator of the minor: Catharina Botermans (Catharina.botermans@nhlstenden.com)

Semester: the program will be offered in both semesters. Start September and February.

Location: Leeuwarden

Cycle: short / first / second / third

Year of study: 4

ECTS: 30

Max of applicants (for Exchange): 15

Language of Instruction: English

Prerequisites: students must be in the final year of their studies.

Learning objectives: the students will be assessed on advanced level on the following competences: policy, public affairs, communication & intercultural communication.

Recommended or required reading and other learning resources/tools: none.

Planned learning activities and teaching methods:

Learning activities during this minor will be following lectures on the different knowledge subjects. Working in groups when conducting research; the students will meet experts and go on relevant excursions.

Assessment methods and criteria:

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	Semester (period 1 and 2)	Semester 2 (period 3 and 4)
Knowledge & Research Eur challenges I	6	1	3
Knowledge & Research Eur challenges II	6	2	4
Project I – Strategy – Public Affairs and Communication	6	1	3
Project II – Academic Paper	6	2	4
English speaking	2	1	3
English writing	2	2	4
A choice of one of the following languages:			
Spanish speaking	1	1	3
Spanish writing	1	2	4
German speaking	1	1	3
German writing	1	2	4
French speaking	1	1	3
French writing	1	2	4

ART 'N SOUND

Would you like to learn how to produce a jaw-dropping art and sound event? Are you interested in what makes an interactive video work? Would you like to know how Mozart overcame his composer's block? And are you prepared to learn all this in an all-English environment? Then this minor might be just what you are looking for.



<https://www.mijncmd.nl/International>

<https://www.mijncmd.nl/International/All+the+minors+from+CMD>

BRANDING & COMMUNICATION

Branding Advertising Design

Your semester as a real-life advertisement\communication\design\branding\multimedia agency.

In the minor BAD you and your team mates will work with real clients and communication issues and are keep track of developments within the work field. In practice this means that we design meaningful concepts and products that will get people to think and take action. To do this the right way makes it necessary to understand how people live and think, what culture you and the people around you are living in, which technological inventions are used and are gaining popularity, how on-screen media and its language works and what attracts people's attention.

In order to become a successful producer, we challenge you to design stories and pictures, to express yourself and to be original and creative in what you will be doing. You will find success when you've formed your own view on this particular domain and act according to this view you have developed.

Description:

From the 2d year onwards students of Communication & Multimedia Design (or students from abroad) may join the minor Branding Advertising Design. In real-life projects students work on the developing of campaigns with the focus on advertising, marketing and designing. Of course, the application of multimedia solutions plays a central part.

This minor is offered twice a year: in September and in February for the duration of 1 semester (20 weeks). During this period students may gain +/- 30 EC.

A brief enumeration of possible specializations:

- Art direction, Design, Corporate style development, Typography, LogoDesign
- Video, Motion graphics, Animation
- Packaging, Brochures, Prepress
- Copywriting, Press releases, Web editing
- Viral campaigns, Guerilla marketing, SEO (Search engine optimization)

No specific pre-knowledge is required, but affinity with advertising and designing is considered an advantage. Should the minor attract (too) great a number of applicants, students might be invited for an interview and a portfolio presentation.

Besides the normal lectures, guest lecturers from the field are invited to speak on a regular basis. In addition, sharing knowledge plays an important part in the minor: students assist and learn from each other. Therefore, knowledge and proficiency in minimally one of the tools and skills mentioned below is recommended (but not obligatory):

Tools: Adobe Illustrator, Photoshop, InDesign, Flash, Google AdWords/Analytics, etc

Skills: Designing, copywriting, project management, (new) marketing methods, English

Academy: ICT & CT

Contact details coordinator of the minor: Peter Wassenaar

Semester: Autumn (not online in 2020!) & Spring

Location: Leeuwarden

Cycle: short / first / second / third

Year of study: 2 / 3 / 4

ECTS: 30

Max of applicants (for Exchange): 10

Language of Instruction: English

Prerequisites:

Learning objectives:

It is important to write down a solid strategical plan in order to find success in communication, design and the world of advertisement (which audience do you want to target? how do you want to come across? what is your message?). After writing down the plan you will need to make a powerful design out of it (how will you sound and look like and how is this going to affect people?). You are free in how you are going to gain knowledge on this particular topic, as long as you make sure to do so.

Recommended or required reading and other learning resources/tools:

A laptop with preferably Adobe Creative Cloud software

Planned learning activities and teaching methods:

Studying at the Department of Communication & Multimedia Design (CMD) may be somewhat different from what you're used to. Key concepts are: communities, competencies, on-demand learning, project-based and practice-directed learning. It is you and your own individual study path that stand at the centre of all this.

Assessment methods and criteria:

Competencies are measured in assessments. In an assessment you and the other group members find yourselves in a room together with a number of teachers. During the assessment the project group has approximately forty minutes to show the results for this period and to demonstrate their competence. It's the paths you have taken to arrive at the results rather than just the results themselves that count. At the end of the assessment the teachers decide whether you meet the requirements of the competencies; if so, you will receive the agreed number of EC, and feedback on what went well and what needs to be improved. This feedback you have to incorporate into your PDP, so that you can rectify your deficiencies in the next period.

Practical information:

Study program:

Because the study program is constantly changing, based on student demands, there is no fixed schedule. The schedule will be updated every week, updates will be announced at the Business WhatsApp group of the minor. During the introduction, all students receive the program. The most actual version of the program will be shared in this week. The program is a guideline and can be adjusted during the semester, based on the demand and needs of the student.

ENTREPRENEURSHIP

Please note! This minor will not be offered in semester 2 (spring).

In this minor, students have the opportunity to discover for themselves the full spectrum of entrepreneurship under the supervision of professionals with loads of practical experience, and to have great fun in the process.

Summary: We offer a dynamic learning environment to ambitious and enterprising students from all study programs within and outside the NHL Stenden University of Applied Sciences. Within this minor you go through three phases of a real entrepreneur. In the inspiration phase you will find an authentic and promising concept that suits you. In the ideation phase you will continue to develop into a real business plan. Thereafter you start working on the details of the organization and the costs and benefits in the implementation phase.

During the entire second period, you will be performing and you will experience the world of the entrepreneur. You determine your focus and we challenge you to spend much of your time outside the familiar walls of the school. Be ready to kickstart your ideas! Have you started yet? Then use this minor to generate new customers and take your business to the next level.

Description: The minor entrepreneurship educates students to become motivated entrepreneurs or enterprising employees. The education is competence oriented, with in mind that attitude is at least as important as knowledge and skill. We want to help students as much as possible to discover their own passions and talents. In a demand-driven learning environment, students are trained to determine and realize their own goals. At the end of the semester you will use an assessment to prove to two teachers you are competent in the learning goals you have set in the beginning of the minor. The minor teachers will give lectures and workshops, in which professional knowledge is transferred to the entire group. If you need clarification on a certain subject, you can make an appointment with a teacher for more customized information. Every student gets a permanent mentor. With the mentor you discuss your learning objectives, learning activities, implementation activities and evidence to be provided for the assessment. You make your own plan and together with the mentor you determine the criteria for your assessment at the end of the semester. You set your own goals, the mentor validates this at the start of the minor. You discuss progress during the minor in peer-to-peer discussions with fellow students. The teacher is the discussion leader and ensures that you, as a group, keep each other informed and help you to learn. The assessment is the moment when you will demonstrate your level of competence to two teachers. All products are collected in a portfolio and serve as supporting documents. You provided this as proof during the assessment. During the assessment you give an oral explanation of the evidence provided. The POP is leading during the assessment. The lecturers will ask process-related questions or would like to see a justification of the choices made substantiated. After you have demonstrated your competence, a feedback moment will follow in which the results will be announced.

Academy: ICT & CT

Contact details coordinator of the minor: Jacco de Weerd (jacco.de.weerd@nhlstenden.com)

Semester: Autumn & Spring

Location: Leeuwarden

Cycle: short / first / second / third

Year of study: 2 / 3 / 4

ECTS: 30

Max of applicants for Exchange: 5, when there is a sufficient number of places available.

Language of Instruction: English/Dutch (This minor is in English only in fall)

Prerequisites: students can enter on any one of the three levels: basic, advanced, expert. By the end of the minor some of you will have started their own business, others will have decided entrepreneurship is not their cup of tea. Students who already had a business at the start of the minor will have further professionalized it.

Learning objectives: During the minor you can start your own company or execute a project. From the very first day you will be:

- Creating an authentic concept that suits you
- Finding out if there is a market to be found or to be created.
- Devising a strategy to complete your objectives.
- Recruiting customers, sponsors and suppliers and developing you practical entrepreneurial skills.

Recommended or required learning resources/planned learning activities and teaching methods: Studying at the Department of Communication & Multimedia Design (CMD) may be somewhat different from what you're used to. Key concepts are: communities, competencies, on-demand learning, project-based and practice-directed learning. It is you and your own individual study path that stand at the centre of all this.

Assessment methods and criteria: Competencies are measured in assessments. In an assessment you find yourselves in a room together with two teachers. During the assessment the student has approximately forty-five minutes to show the results for and to demonstrate your competence. It's the paths you have taken to arrive at the results rather than just the results themselves that count. At the end of the assessment the teachers decide whether you meet the requirements of the competencies; if so, you will receive the agreed number of EC, and feedback on what went well and what needs to be improved. This feedback you have to incorporate into your PDP, so that you can rectify your deficiencies in the next period.

Practical information/study program: Every week you will be assigned the task of researching or organizing a specific aspect of entrepreneurship. This may vary from drawing up a business plan, to developing your own house style, from making a promo-film to drawing up a contract, from attending a multimedia fair to estimating returns, from optimizing your portfolio to making a pitch. Students will be coached by teachers and external specialists such as a bookkeeper, a lawyer, a banker, an expert on grant schemes, a representative from the Chamber of Commerce etc. In addition, CMD alumni owning a business will come and share their experiences with you and answer all your questions. The assignments' results will be presented to each other on a weekly basis, so as to profit from each other's experiences. Originality, humour, spunk, enthusiasm and quality will be rewarded.

SUSTAINABLE DESIGN SOLUTIONS

Minor Sustainable Design Solutions (formerly known as minor FDF)

You work on innovative design solutions for various sustainability problems with students from various study programs, from within and outside NHL Stenden, from home and abroad. Think of future-oriented materials, lifelong health, value creation, social sustainability and diversity. These problems originate from both national and international organisations and are always related to your vision as a designer.

What will you learn?

In order to deal with the complex issues, we face as a society, you learn to take structured steps using the Design Thinking method with your team. You will therefore work iteratively, and the development of prototypes is central to this process. The end user is an essential part of your design process and you are in close contact with it. Through Design Thinking you are able to structure the most diverse problems and thus design a suitable and sustainable solution for the organisation. Innovation, creativity, a committed and open mindset and guts are important values.

The possible solutions that you design within the minor SDS are just as diverse as the problems we are working on. You can think of a product or an app, but also a service or an event. You work at the beginning of the design funnel and develop a proof-of-concept with your group. Whatever the solution may be, it is your design. And so, we ask you to take responsibility and invite you to think about good substantiation, the ethical aspects of your work and we encourage you to develop your own design vision. What is your role as a designer in the world? What impact do you want to make?

Academy: ICT & CT

Contact details coordinator of the minor: Amarins Schuilenburg (amarins.schuilenburg@nhlstenden.com)

Semester: Autumn & Spring

Location: Leeuwarden

Cycle: second / third / final year

Year of study: 2 / 3 / 4

ECTS: 30

Semester: Fall and Spring

Max students: 10

Language of Instruction: English

Prerequisites:

Learning objectives:

We use a wide variety of tools and methods for this, such as Design Thinking, the Multi-Level Design model, the Business Model Canvas, but we also encourage you to come up with your own learning questions. You will receive feedback on these learning questions during the semester and we will assess you. Everything is focused on your development as a designer in the broadest sense of the word.

Within SDS it is important that you make things. In our workshop we have the opportunity to quickly make prototypes based on wood, paper, clay, etc. In addition, the minor space is located in the old prison, the Blokhuispoort, next to the FabLab of the Friesland College, where you can work together on things with for instance a 3D printer, or cut it out with a laser cutter. An inspiring environment in which your personal search is given shape together with the community within and outside the minor SDS.

Recommended or required reading and other learning resources/tools:

Will be provided after start.

Planned learning activities and teaching methods:

The minor SDS is a community of practice where we learn with and from each other. We find externally if we don't have a certain expertise in the community. Just-in-time, relevant and demand-driven. We regularly have excursions or speakers to help us better understand a problem or part of it. A three-day excursion is mandatory.

Within the community you work in a multidisciplinary team. There is a lot of strength in the diverse composition of the group, everyone brings something to the table: business insight, knowledge of biology, multimedia talents, creativity, inspiring leadership, etc.

Every 2 weeks you present your project and show where you are as a team. You give and receive feedback and contribute to other projects. You see the value of sharing. Together with the rest of the community you have endless knowledge and experience, and you are not afraid to exchange this together.

Assessment methods and criteria:

You will receive feedback on your learning questions during the semester and we will assess you in a group assessment.

Grading system: pass or fail

Practical information:

If you choose the minor SDS, you choose independence and a challenge. There is an initial description of the problem that you will specify with your project group. You embark on the quest in which you will design a solution in a structured and project-based manner. You dare to look broadly and tackle obvious problems. You develop your ability to look at the world as a designer and thus contribute to a sustainable and better society.

Within the minor SDS it is possible to work on all competences of CMD at any desired level. However, the core competences within our minor consist of:

- Concepting
- Design
- Research & Innovation
- Sharing
- Growth & Reflection

CREATIVE CULTURAL COMMUNICATION

summary

In this minor, the work field of Marketing Communication is vividly linked to the world of Culture (in the broadest sense of the word). Together with fellow students from all over the world, you will work on an international marketing communication issue of a cultural organisation.

Description

Analysing context, developing strategies and creating means of communication that fits the developed strategy best are all part of the curriculum. This minor focuses on theory, hands on assignments and good practice that you can immediately apply and implement within the cultural sector. Main issues will be looked at from different angles and perspectives. Basically, it is all about getting the message across the right way in order to reach the target group you want. The impact of the minor will be for you to be able to act professionally and effectively within the global cultural sector in the long term.

On top of classes taught by communication lecturers, you can also expect to get different insights and inspiration from guest lecturers. Facility wise the Academy Communication & Creative Business will give you the opportunity to make use of state-of-the-art equipment, including a professional photo and film studio, hardware and software.

The international marketing communication project, is the central element of the minor. The project is supported by four fixed courses focusing on diversity competences, text & context, eventing and visual creation.

Academy: Academy Communication & Creative Business, Bachelor of Communication

Contact details coordinator of the minor: Bertus Penning (bertus.penning@nhlstenden.com)

Semester: Autumn & Spring

Location: Leeuwarden

Cycle: short / first / second / third: first

Year of study: 3

ECTS: 30

Language of Instruction: English

Prerequisites: Basic knowledge of the (marketing) communication profession.

Learning objectives: (max. 150 words)

See summary & description. Learning objectives differs per project/course, they are included in the study guide which will be discussed in the first week of the minor.

Recommended or required reading and other learning resources/tools:

To be announced

Planned learning activities and teaching methods:

Workshops, lectures, tutorials, coaching, client contact, assignments (both individual and in groups), self-study, excursions, guest lecturers

Assessment methods and criteria:

Projects, papers, presentations and assignments (no written exams), both individual and in groups

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	period
Cultural Strategy (project part I)	9	Autumn (1) and Spring (3)
Diversity Competences	3	Autumn (1) and Spring (3)
Text & Context	3	Autumn (1) and Spring (3)
Cultural Creation (project part II)	9	Autumn (2) and Spring (4)
Eventing	3	Autumn (2) and Spring (4)
Visual Creation	3	Autumn (2) and Spring (4)

CONCEPT & PRODUCTION II

In this Creative Business semester, you are going to co-create a media concept, format and proof of concept, and after selecting the most promising formats, produce one of them for the Creative Business media platform. This format is produced for and by students working and living in Leeuwarden and creates value for them and the local environment through meaningful content.

Short description

Leeuwarden is an appreciated, cosy and dynamic international student city which attracts more than 20.000 students. The Creative Business media platform wants to support this local student environment by producing meaningful content produced for and by students. In the design process participating students learn more about creative media concept and format development, meaningful content, and producing media products and services for specific audiences and how to involve them in the process.

In the first period of nine weeks, small groups of students iteratively design media formats together, resulting in tested prototypes, which are pitched to a jury. After selecting the most promising formats, dedicated media production groups are going to produce these meaningful media products in the second block of nine weeks.

Academy: Communication & Creative Business

Contact details coordinator of the semester:

Bastiaan Nijbroek (bastiaan.nijbroek@nhlstenden.com)

Wyb de Boer (wyb.de.boer@nhlstenden.com)

Semester: September-January

Location: Leeuwarden

Cycle: first (Bachelor)

Year of study: 2

ECTS: 24

Max of applicants (for Exchange): 20

Language of Instruction: English

Prerequisites: Motivation to develop and manage own project individually

Learning objectives:

After successfully completing the semester you:

1. Have proven individual contribution in audience research and format development that connect to the guidelines of the Creative Media platform.
2. Understand various methods for concept and format development and are able to give substantiated reasoning for choosing a method.
3. Have individually shown sufficient evidence of being on level C of Learning Outcome 9, Media Content: You can contribute to issues in the field of concept development, production and marketing based on a substantiated opinion about the meaning and perception of media expressions.

4. Have individually shown sufficient evidence of being on level B of Learning Outcome 10, Media Concepting: You have insight into and can contribute to the development (which can be a (re) design, adaptation, improvement or simplification) of a promising media concept that is focused on a meaningful media experience of a specific target group.
5. Have individually shown sufficient evidence of being on level C of Learning Outcome 11, Media Production: You can contribute to the creation of creative media products / services which meet desired production goals.
6. Have individually shown sufficient evidence of contribution to design-based research.
7. Have individually shown sufficient evidence of communicating concise at CEFR B2 level.

Recommended or required reading and other learning resources/tools:

Literature titles are shared or found individually. Standard creative software and equipment for the production of media is available as far as our capacity reaches.

Planned learning activities and teaching methods:

Three times a week groups meet a daypart in Ateliers, workspaces for co-creation, coaching, instructions, Q&A's, feedback, etc. Additionally, lectures and workshops are organized when needed.

A group of 20-25 students have their own coach. Mostly there is worked in smaller sub-groups of 2, 6, sometimes 12, depending on the formats that are produced, and the products that need to be created, leading to the final produced formats.

Assessment methods and criteria:

Participation in Ateliers and (sub-)group assignments. Individually able to reach the objectives as mentioned under Learning Objectives, above.

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	period
Concept individual	6	1
Concept group	6	1
Production individual	6	2
Production group	6	2
	24	

CREATIVE BUSINESS III

“Becoming a Media Professional”

Creative Business 3 takes place in the 3rd year of the Bachelor Creative Business and Media Management. The course lasts 1 semester and will start twice a year: in September and in February. The first-time students can follow this module as a minor in February 2021.

Summary

During the first 2 years of the bachelor “Creative Business” students have acquired multiple skills like understanding and creating meaningful content, concept development, media production, (online) marketing, management and communication. The purpose of the 3rd year module CB3 is to challenge the students with one or more “media-projects” in which they have to apply the acquired knowledge and skills and take it to the next level. In short this means independently carrying out an assignment for a “real-life” client (preferable a media company or a media-related assignment from another company or institution). With ‘independently’ we mean that students have a pro-active attitude and are

- able to formulate their own learning goals and objectives;
- able to operate on their own, individually and in a team;
- able to communicate with clients and stakeholders and
- able and willing to ask for supervision only when needed.

Clients are made available via the school network, but it is certainly possible arrange a project with your own client.

Within the projects there will be specific attention on additional subjects like Media literacy (meaningful communication), Media and Business ethics, Sustainability, strategic management, marketing, planning and implementation.

Short description

The minor starts with a 1 or 2 week-period in which students construct their own Project plan for the module. This plan describes the projects the students will undertake and links the projects to the learning outcomes of the course. After this period and after approval of the project plan by the coaches, students will work on their project(s). Each (group of) student(s) will have their own planning, deadlines and deliverables. Deliverables will be f.i. business and reflection reports, presentations, interviews and a personal portfolio, again depending on the projects.

Academy: Communication and Creative Business

Contact details Coordinator of the minor: Marc 't Hart (marc.t.hart@nhlstenden.com)

Semester: Spring 2021, after that Autumn and Spring

Location: Leeuwarden

Cycle: short / first / second / third

Year of study: 3

ECTS: 24

Max of applicants (for Exchange): 10

Language of Instruction: English

Prerequisites:

Knowledge and skills in the field of media production and content creation are definitely an advantage. Next to that knowledge on (online) Marketing, Business economics and (project)management are required.

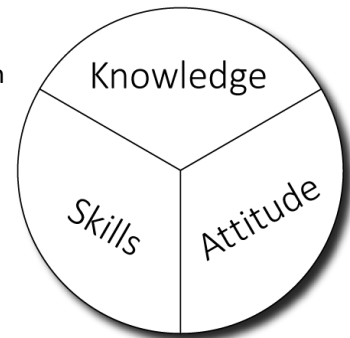
Learning objectives:

During this minor you will have to ask yourself this question over and over again:

“How can I demonstrate the learning outcomes given the situation in this project and realizing I have to show a certain theoretical level of knowledge?”

To answer this question, it is very useful to use this breakdown:

- Knowledge: with every step you take in your project (as well in progress as in content) you will have to use theory as a fundamental start on which to continue in your project
- Skills: next, enrol every step in your project and clearly demonstrate the knowledge obtained
- Attitude: convince yourself that you are acting on a professional level, such as mentioned in the learning outcomes



In this minor you will work on the following learning objectives:

Planning and organizing

“You can plan and organize the work of an organization in a creative business environment by coordinating people, resources and processes in such a way that they contribute to predefined organizational objectives.”

Leading and controlling

“You can purposefully and effectively lead and control people (both individually and in teams), processes and projects in a creative business environment.”

Financial management

“You make (in collaboration with financial controller or independently) financial forecasts and analyses with a short and longer-term perspective for new (simple or single) products and services and you can explain this clearly to others.”

Communicating

“You can communicate effectively and systematically in (international) contexts in a wide variety of situations.”

Research

“You can independently conduct methodically-justified research for issues relevant to the creative business, the results of which are meaningful in a given situation or context.”

Reflection and development

“Using external input, you can analyse methodically your own personal performance, and can translate this into a detailed vision with which your professional performance can be further developed.”

Media landscape

“You have sufficient knowledge of and insight into the media landscape that you can make a demonstrable contribution to organizational objectives at a strategic level.”

Media content

“You can contribute to issues in the field of concept development, production and marketing based on a substantiated opinion about the meaning and perception of media expressions.”

Media Concepting

“You can contribute to the development (which can be a (re) design, adaptation, improvement or simplification) of a promising media concept that is focused on a meaningful media experience of a specific target group.”

Media marketing

“You can contribute to the development and implementation of a strategic marketing plan on the basis of which concrete and effective marketing actions can be carried out which contribute to the realization of organizational objectives.”

Recommended or required reading and other learning resources/tools:

If you're interested in this minor please contact the coordinator on this.

Planned learning activities and teaching methods:

Students will work individually and in teams and will be supervised by a coach. Next to that ‘expert-classes’ will be offered and consultation hours. Most knowledge will be offered in online courses.

Assessment methods and criteria:

The module will be assessed with reports, presentations, interviews and a personal portfolio. Next to that there is room for any other form of valid testing that suits the learning goals and/or the projects.

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Not yet available

Practical information:

Not yet available

INTRAPRENEURSHIP

To be clear: This minor is NOT about starting up your own business, but about being entrepreneurial WITHIN an (existing) organization.

Very practice oriented and action driven, you are going to work with a partner organization of your own choice in real life and put yourself on the map with as aim to improve people's lives with your design outcomes.

Short description:

In every organization there are opportunities for improvements or chances to co-create these, lying around. Often, they are not seen or neglected, forgotten, or simply there is no time (taken) for them, although they can improve people's lives, work, resulting in new or improved products, service and/or processes. An intrapreneur has an eye for these opportunities and is able to act on these, find support for their further development, and mould them into a project, which outcomes help the organization getting better. For the intrapreneur these are welcoming new experiences and challenges from which can be learned a lot, resulting in new collaborations and social networks, and possible interesting new career directions.

In this nine-week minor we are going to taste these processes a bit, which are typically design and co-creation processes, and which outcomes are not just plans or reports, but result in tangible changes that are developed iteratively.

Academy: Communication & Creative Business

Contact details coordinator of the minor: Wyb de Boer (wyb.de.boer@nhlstenden.com)

Period: 2 + 3 -> 2 x 9 weeks:

Period 2: November-January

Period 3: February-April

Location: Leeuwarden

Cycle: first (Bachelor)

Year of study: 3

ECTS: 15

Max of applicants (for Exchange): 10

Language of Instruction: English

Prerequisites: Motivation to develop and manage own project individually

Learning objectives:

After completion of the module there is gained:

Experiences that help strengthening the professional attitude and being entrepreneurial within an (network) organisation. This can also be connected to earlier experiences and acquired skills. It contributes to design practice-based knowledge building, so that he/she is an alumni-plus when graduating; someone where the professional field is waiting for because of being able to:

- move effectively through an organisation, able to identify potential key partners, approach them for and (effectively) involve them in a project that both parties are interested in;

- see / explore / co-create / design opportunities in an organisation, conceptualise and concretise them further;
- present very convincingly (with good arguments), initiate actions and create support;
- develop him-/herself effectively by working on and achieve concrete learning objectives, training and reflection.

Recommended or required reading and other learning resources/tools:

Literature about Design, Design Thinking, Research-through-design, creativity, Innovation, (Design) Project planning

Planned learning activities and teaching methods:

Every week the group meets on one day for reflections, exchange experiences, knowledge and ideas, lectures, workshops, instructions, presentations, coaching & feedback.

Assessment methods and criteria:

Participation in participants meetings, individual assignments/project, backed up by two portfolios about personal and professional development.

MEANINGFUL MEDIA EXPEDITION

By following the minor Meaningful Media Constructs, you will learn how you can develop meaningful media and communication constructs within various domains and industries. In this minor, you will work in interdisciplinary teams and develop pilot concepts or parts thereof.

Description:

The industry of media and communication is a rapidly changing environment, constantly influenced by new technology, trends and other (target) audience needs. Specifically, we see an environment in which co-creation and cross-lateral connections are initiated between unusual domains and working fields. Connections between media, communication, and tourism or hospitality, for example, are increasingly converging. If we look back at the developments over the past years (from making pictures and videos of a hotel room, to inviting influencers to market our holiday destination) we can only be very excited to explore what the future will hold for us. Which constructs, that make use of online and offline, old and new media, events and other experiences, can be combined into a new service?

Storytelling, currently, is included in many forms of media and communication. In these communications, there is an increase in meaningful content, that generates impact and influences audiences. This is not unnoticed by companies and other organizations. From various domains, examples can be named that use meaningful content and storytelling to build more authentic brands. The growth from a service economy towards an experience (or perhaps even a transformational) economy ultimately also changes the need for new business models, to be able to create new or improved viable organizations.

Within the creative and communication industries, there is a constant need for individuals who can value and develop new concepts, formats, and constructs. Since convergence is one of the leading drivers in this change, interdisciplinary teams are crucial to be able to keep up in this rapidly changing environment.

In this minor you will learn to research these new media constructs, to come up with new solutions and develop these into pilots. We work with real-life clients, who bring real-life cases from various domains. You will bring your expertise as a student of Communication, Creative Business, Tourism, Leisure and Event Management, Hospitality Management and Communication & Media Design (CMD), to develop new media and communication constructs into industries that exceed your own. If you study any other educational program which is media and/or management-oriented and you are interested in how media and communication concepts and constructs could change your industry, you are more than welcome to join the Minor Meaningful Media Constructs as well.

ECTS: 30

Course language: English

Semester: semester 1, semester 2

For students in year: Third year BA

Location: Leeuwarden

Admission requirements: Admitted to the third year BA

Possible participants: Communication, Creative Business, Tourism- Leisure and Event Management, Hotel Management, Communication & Multimedia Design (CMD) and other media/management related studies.

Number of participants (if applicable): Max. 25 students

Offered by: Creative Business and Communication

Contact person: Robert Keun (robert.keun@nhlstenden.com)

CUSTOMER JOURNEY (MARKETING 2)

Attractive summary:

In order to gain a competitive advantage as an organisation it's important that customers have a positive experience throughout their customer journey. The key to success here is offering the right content, to the right person, at the right time through the right media channels. Especially in this digital era, the online touch points are essential in this journey.

Short description:

It is becoming increasingly important for organizations to improve the customer journey in order to get ahead of the competition. The online customer journey in particular is becoming increasingly important. Consumer research shows that customers are present online at all stages of the purchasing decision process. Tools such as Google Analytics offer good insights and show how (potential) customers behave online. To find out the moments of truth, that is, the moments that matter, the customer journey must be uncovered. Therefore (qualitative) research is needed. With which content do you best meet the needs of the customer in which phase of his or her customer journey? And which touch points (media channels) are the most effective for transferring this content? How do you monitor the customer journey in order to make adjustments? These are all relevant questions that creative business professionals must ask themselves in the current and future field.

Based on a (real life) case you will work as a "customer journey" consultant (in a team), with the aim of being able to give concrete recommendations for the media and content strategy of a real client. Through the integrated Google module, you learn to monitor the success of content and channels and to give the client a substantiated advice in the field of online marketing. You also learn which requirements a high-performing website must meet.

Academy: Communication & Creative Business

Contact details coordinator of the minor:

Hanita van der Schaaf (hanita.van.der.schaaf@nhlstenden.com)

Marieke de Back (marieke.de.back@nhlstenden.com)

Semester: Period 2 / Period 4

Location: Leeuwarden

Cycle: first (bachelor level)

Year of study: 2

ECTS: 12 (336 hours)

Max of applicants (for Exchange): to be determined

Language of Instruction: English

Prerequisites: basic level of Marketing theory

Learning objectives:

Based on preliminary research the student is able to analyse the customer journey of a clearly defined persona in a professional, systematic and visual manner in order to give clear recommendations related to the media and content strategy of the client

Recommended or required reading and other learning resources/tools:

Module Online marketing Google
Syllabus Customer Journey

Planned learning activities and teaching methods:

We will use Design Based Education approach and offer a mix of ateliers, workshops and (guest)lectures during an 8-week period. Self-study is also an important element.

Assessment methods and criteria:

The assessment consists of a group assignment (Customer Journey report & final presentation) and an individual content assignment (creating a seo proof landing page).

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	period
Group assignment	9	P2 / P4
Individual assignment	3	P2 / P4

Practical information:

To prepare well for this course, we recommend you to get your (free of charge) Google certificate Digital Marketing: <https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing>. This not compulsory but recommended.

MUSIC MANAGEMENT (NEW STYLE)

semester: semester 2 (Spring)

ECTS: 30

Location: Leeuwarden

For more information contact: Harm Timmerman (harm.timmerman@nhlstenden.com)

Max applicants: 48

More information to be announced.

STUDIO FUTURE DESIGN FACTORY

Please note! This minor will not be offered in semester 2 (spring).

Attractive summary

The Future Design Factory is a passion-based co-creation studio. Together with researchers, companies and institutes we develop sustainable innovations. Let's design the future, together!

Short description

You will be part of an unique studio: the Future Design Factory, which is based in the old prison in the centre of Leeuwarden. Learning to innovate is the key. Under the umbrella of "Rural Design" (Eric Voigt, 2016) we try to find solutions for specific problems in the North of the Netherlands, whereby our solutions also can help to solve persistent, larger issues (Wicked Problems).

You will be working in multi-disciplinary (international) student teams of 6 to 8 students.

We use Design Based Education to teach you how to develop yourself in design research, ideation, prototyping and testing.

The FDF is part of the Design Factory Global Network and we are working together with students from 30 Design Factories from all over the world.

Contact details coordinator of the minor: eric.voigt@nhlstenden.com

Semester: Autumn & Spring

Location: Leeuwarden

Cycle: short / first / second / third). first

Year of study: 1 / 2 / 3 / 4

ECTS: 30

Max of applicants (for Exchange): 10 (Depending of the number of students from other academies)

Language of Instruction: English

Prerequisites: Be curious

Learning objectives:

You will be learning and working with and about Design methods to learn to innovate. There will be different iterations of prototyping and you will be learning about design research, trend research, brainstorming, building prototypes and test them with the users.

Recommended or required reading and other learning resources/tools:

Will be provided in class

Planned learning activities and teaching methods:

Activities: Visiting design companies, (online) conferences and online international workshops. Methods: Design Based Education.

Assessment methods and criteria:

Grading system: pass or fail

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Practical information:

Co creation; together you can do more than alone

At the Future Design Factory, we explicitly choose to make and design together. We work in a constant dialogue for and with our clients from business, institutions and government. We created an environment in which students, experts and researchers work together on their problems to realize new solutions. We are a community of thinkers and doers who learn from each other.

Values and principles

The FDF works innovation based with a number of basic principles and values: equality and inclusivity, radical sustainability, independence and autonomy, open source and sharing. Values that are related to innovations in a society of the future and that do justice to people and nature.

HOSPITALITY MANAGEMENT

STRATEGIC HOSPITALITY MANAGEMENT

Summary	<i>Strategies are what gets you to your success, as the Cambridge Dictionaries Online states: "Strategy, noun: a detailed plan for achieving success in situations such as war, politics, business, industry or sport, or the skill of planning for such situations." In an organizational context, this requires an understanding of all the elements involved both within the company and the wider environment.</i>
Description	<p><i>Strategic Hospitality Management allows students to develop a sound strategic thinking. While working on a specific hospitality-related company, questions like: What will be the position of this business in the future? Is there a clear picture for the future? How will external factors impact the organization? will be answered.</i></p> <p><i>This module is divided into two distinctive units:</i></p> <p><i>Unit : 1 Strategic Analysis (3 EC). In this unit a given hospitality case will be analysed (internally and externally) and based on this analysis a clear assessment can be made of the status of the company and their reason/ argumentations behind chosen strategic choices. The assessment consists of an individual test.</i></p> <p><i>Unit 2: Strategic Design & Choice (6 EC). In this unit students will generate and evaluate strategic options in order to (re)design the business model of the company. These strategic options need to be in line with the company's strategic objectives. At the end of the unit students will hand in one management report for which they will receive a grade. The content of the report is based on the analysis of the case, an analysis of the strategic options and the impact of these options on the company's Canvas Business Model. The unit will be rounded off with a final presentation in which students will assume the position of external consultants giving advice to the executive board of the company.</i></p> <p><i>The assessment consists of a group assignment and group presentation.</i></p> <p><i>Upon successfully completing the course (i.e. Unit 1 + Unit 2), the student will receive 9 ECs.</i></p>
Academy	<i>Stenden Hotel Management School</i>
Contact person	<i>Name: Radu Mihailescu Email address: radu.mihailescu@nhlstenden.com</i>
Education	<i>BA Hotel Management</i>
Cycle (short/first/second/third)	<i>First: level 6 EQF (Bachelor)</i>
Year	<i>Third year</i>

Location	<i>Leeuwarden</i>		
Study load (hours)	<i>9 EC</i>		
Period in which the module is offered	<i>Period 1 and 2 (Autumn) / period 3 and 4 (Spring)</i>		
Learning Objectives	<p><i>Upon successful completion of these units, a student should be able to:</i></p> <p><i>Unit : 1 Strategic Analysis (3 EC). Assess the internal and external strategic position of a hospitality organisation and its strategic choices.</i></p> <p><i>Unit 2: Strategic Design & Choice (6 EC) Generate and evaluate strategic options in order to (re)design the business model of a hospitality organisation based on the strategic objectives of the organisation.</i></p>		
Educational methods	<p><i>Educational Delivery Methods:</i></p> <p><i>Workshops, including Strategic Analysis workshops and Finance Workshops.</i></p> <p><i>Lectures</i></p> <p><i>Case-based Learning (CBL) tutorials</i></p>		
Assessment methods	Subject	ECTS	period
	Unit 1 – Strategic Analysis End of Module Test – essay type questions (max. Grade 10)	3	Week 9
	Unit 2 - Unit 2: Strategic Design & Choice Management Report (group report) (max. Grade 10)	6	Weeks 1-8 Deadline Management Report: week 8
	Unit 2 - Unit 2: Strategic Design & Choice Presentation (Group 25% & Individual 75%) (max. Grade 10)		Weeks 1-8 Presentation: week 8
Grading system: 1 – 10 / pass or fail	1 – 10		
Prerequisites	<p><i>Good command of English - B2 level (writing) C1 (speaking)</i></p> <p><i>Prior knowledge of the hospitality industry is desirable, but not compulsory</i></p> <p><i>Basic Knowledge of finance</i></p>		
Required number of students	Max. 4 Exchange students per module period		
Language	English		
Study material	<p><i>“Primary Literature”, as is used here, means that chapters in any one, or from all three, of the texts listed below may be supporting references for CBL discussions, preparing for lectures, and/or workshops. Tutors or lecturer will advise the students:</i></p> <ul style="list-style-type: none"> ▪ <i>Chibili, M. (2010). Basic Management Accounting for the Hospitality Industry. Groningen: Noordhoff Uitgevers.</i> ▪ <i>David, F.R. (2013). Strategic Management (14th ed.). Harlow, UK: Pearson.</i> 		

	<ul style="list-style-type: none"> ▪ <i>Johnson, G., Whittington, R. & Scholes, K. (2017). Exploring Strategy (11 th ed.). Harlow, UK: Prentice Hall.</i> ▪ <i>Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation, New Jersey: John Wiley & Sons, Inc.</i> <p><i>Additional literature The students are also encouraged to access online reports and analyses from reliable sites and organizations such as: Morning star, Bloomberg, Nasdaq, Economist, Market Watch, Market Realist, The Fortune, and similar.</i></p>
Practical information	<p><i>The effectiveness of the learning processes in CBL tutorials depends to a great deal on how students and their peers work and learn together, bring in proper research and study outcomes and interact to create knowledge, meaning and understanding. Therefore the individual student’s collaboration, preparation and contributions as a CBL group member and chairperson are vital and are recognised through the assessment based on professional conduct.</i></p>

HUMANITARIAN MANAGEMENT

Description	<p><i>The main theme of this first minor is the internal and external environment of providing aid in a disaster situation.</i></p> <p><i>The minor introduces the students to the field of humanitarian assistance. Many disciplines and actors are involved in international conflicts and disasters. A multidisciplinary approach is necessary in order to make a correct analysis of an emergency situation.</i></p> <p><i>You will learn different approaches during this minor; the geopolitical factors, International law, stakeholder analysis, and the typical characteristics of a humanitarian operation will be dealt with.</i></p> <p><i>The main objective of the minor is to give you a deep insight into the overall field of humanitarian operations.</i></p> <p><i>The minor will integrate inter-disciplinary approaches and knowledge on specific countries/cases. You are working on your case throughout the minor in groups.</i></p> <p><i>At the end of the minor you must defend your project proposal for a humanitarian intervention in front of a committee.</i></p> <p><i>The following subjects will be discussed:</i></p> <ul style="list-style-type: none"> ▪ <i>Introduction to Humanitarian Assistance</i> ▪ <i>Geopolitics and International Relations</i> ▪ <i>Actors and Stakeholders</i> ▪ <i>Security issues</i> ▪ <i>International Law and Human Rights</i> ▪ <i>Humanitarian (Project) Management</i> ▪ <i>The work of Aid Workers</i> ▪ <i>Logistics</i> ▪ <i>Research</i>
Academy	<i>Stenden Hotel Management School</i>
Minor Code	
Contact person	<p><i>Name: Saskia Homoet</i></p> <p><i>Email address: saskia.homoet@nhlstenden.com</i></p> <p><i>Telephone number: +31619275888</i></p>
Education	<i>BA Hotel Management</i>
Cycle (short/first/second/third)	<i>First: level 6 EQF (Bachelor)</i>
Year	<i>3</i>
Location	<i>Leeuwarden</i>
Study load (hours)	<i>420 (15 EC)</i>
Period in which the module is offered	<i>P1 (Autumn – Sep.)</i>
Learning Outcomes	<p><i>On completion of this minor you are able to</i></p> <ol style="list-style-type: none"> <i>1. analyse and understand humanitarian terminology and principles and how a humanitarian aid organisation operates .</i> <i>2. write a report that gives a comprehensive analysis of a recent humanitarian disaster from a multi-disciplinary approach</i> <i>3. perform research on the work of aid workers, including the design of the</i>

	<p><i>research, data collection, analysis and report writing.</i></p> <p><i>4. prepare a professional project proposal according to the standards of Project Cycle Management, including a thorough problem analysis, formulation of measurable objectives, realistic planning, budgeting and strong argumentation.</i></p> <p><i>5. defend the project proposal verbally with strong communication skills</i></p>
Assessment methods	<i>Summative assessment of four reports including a defence of the project proposal (report 4)</i>
Grading system: 1 – 10 / pass or fail	<i>1-10</i>
Units	<ol style="list-style-type: none"> <i>1. Introduction Humanitarian Context 3EC</i> <i>2. Disaster Analysis 3EC</i> <i>3. Research on Aid Workers 3EC</i> <i>4. Project Proposal 6EC</i>
Prerequisites	<i>Completed first two years of Bachelor education or two years of Associate Degree education</i>
Required number of students	<i>Minimum : 12 Maximum: 24 (please note that a minimum number of students are required to run this minor)</i>
Comments	<i>One day excursion to an appropriate destination (e.g. International Criminal Court, Humanity House)</i>
Language	<i>English: Entrance level should be B2</i>
Study material	<i>All documents for this minor are available in the Library , on Blackboard and online</i>

HOSPITALITY OPERATIONS DESIGN

Description	<p><i>The module offers future managers a set of concepts, theories and tools which can help them to understand and analyse their operations better. Designing operational processes, managing operations and quality improvement. An introduction into hotel revenue management (yield management) and a course in business statistics.</i></p> <p>1) Service Concepts & Operations</p> <p><i>Different hospitality companies care for different needs of their guests. Based on these needs, an offer is made: the value proposition. From this value proposition, service packages are made, and a service blueprint is created to show how the value proposition is implemented.</i></p> <p><i>In order to deliver these required services, the company has to continuously improve. The improvement then is integrated in the design of the process. The design of the process needs to consider the requirements of the output, the main performance objectives, the type of the process and the layout and flow. Once this has been decided, management of the process can be considered: which consequences does this have for the employees in the process, what are the capacity requirements and how can demand for these processes be forecasted. To maintain the quality achieved after the improvement, a quality management system is implemented.</i></p> <p><i>Last but not least, management decisions are often based on outcomes of research studies, therefore knowing how to design a research is useful. This set of skills includes: recognizing an issue from management view point; able to set an objective(s) of the study; translating to a problem statement and various research questions; making critical choices of research type, instruments, and sampling methods.</i></p> <p><i>The unit Service Concepts and Operations will be examined by means of a written report and an online exercise, or a short answer test. PBL is an integrative part of this unit.</i></p> <p>2) Revenue Management</p> <p><i>A central issue in the management of hospitality organizations is the fact that capacity is usually constrained: a hotel has a fixed number of rooms, restaurants have more or less fixed numbers of tables. However, customer demand shows wide variations over time. The objective of managing hospitality operations is to obtain a maximum of revenue out of this fixed capacity.</i></p> <p><i>The principles for achieving this revenue are covered under the heading revenue management: different guests have different needs and are usually willing to pay different prices based on these needs. This means that hotels need to assign rooms to these guests, based on their willingness to pay. In high demand days, higher prices can be asked, on low demand days, discounts are acceptable. However, the job of assigning rooms to guests based on their potential worth, is complicated by the fact that different target groups have different booking patterns, and some guests might not show, even though they did reserve. A second complication is that different prices need to be communicated through different marketing channels. A third complication is that the market responds to variations in economic conditions, which in turn affect demand.</i></p> <p><i>The principles of revenue management are taught in a series of lectures and workshops. To help in their understanding of market forces, lectures on basic concepts like markets, demand, supply, elasticity, competition and monopoly are</i></p>
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	<p>equally provided to the students.</p> <p>Examination is done by a test about the concepts of revenue management and the basic general economics content.</p> <p>3) Business Statistics</p> <p>More and more management decisions are based on data. The increase of the possibilities of ICT creates more opportunities to gather and process data. The main tool to work with these data is statistical analysis.</p> <p>Statistics starts with describing data: calculating or plotting general patterns. Based on these patterns in the data, usually conclusions are desired about larger populations. The procedure used to draw these conclusions is a hypothesis test and can be applied in different situations: comparing various groups, judging whether aspects are related and making predictions for future situations.</p> <p>The quality of the conclusions from these analyses will depend largely on the quality of the data used. It is therefore needed to also consider the methods of data collection. Various methods to collect qualitative and quantitative data will be discussed.</p> <p>Statistical analysis will be practiced by analysing a series of small cases. To explore research methods, a research design will be created to help decide a management issue. Workshops and lectures will be offered to support work on the research design and the cases.</p> <p>A short answer test will be the exam for the statistics part of the unit, research design is included in the module assignment.</p>
Academy	Stenden Hotel Management School
Code	
Contact person	Name: Phuong Dao Email address: phuong.dao@nhlstenden.com Telephone number: +31 (0)619270662
Education	BA Hotel Management
Cycle (short/first/second/third)	First: level 6 EQF (Bachelor)
Year	Second Year module of the major program
Location	Leeuwarden
Study load (hours)	336 hrs. (12 EC)
Period in which the module is offered	Period 1 and 2 (Autumn) / period 3 and 4 (Spring)
Learning Outcomes	<p>Module learning outcome:</p> <p>Upon successful completion of this module, you should be able to analyse and design operational processes based on the service concept to achieve international industry quality standards.</p> <p>Unit learning outcomes:</p> <p>Unit 1. Service Concepts & Operations</p> <p>Interpret service marketing concepts and translate these into operations design and quality standards</p> <p>Unit 2: Revenue Management</p>

	<p><i>Understand the basic principles of revenue management and apply these in the room division of a small hotel.</i></p> <p>Unit 3: Business Statistics</p> <p><i>Apply basic data collection methods and statistical analysis techniques to support operational decisions.</i></p>
Educational methods	<i>Problem based learning, workshops, lectures, management game</i>
Assessment methods	<p><i>Written report and individual exercise or Individual short answer test</i></p> <p><i>Test on revenue management concepts & general economics content</i></p> <p><i>Short answer test (statistics)</i></p>
Grading system: 1 – 10 / pass or fail	<i>1-10</i>
Units	<ol style="list-style-type: none"> <i>1. Service Concepts & Operations (6 EC)</i> <i>2. Revenue Management (3 EC)</i> <i>3. Business Statistics (3 EC)</i>
Prerequisites	<p><i>Good command of English (level B2) and prior knowledge of the hospitality industry.</i></p> <p><i>Can describe the departments in a hotel and knows the idea of standard operating procedures. Basic knowledge of marketing and descriptive statistics</i></p>
Required number of students	<i>Max. 6 Exchange students per module period</i>
Language	<i>English: Entrance level should be B2</i>
Study material	<i>All documents for this minor are available in the Library, on Blackboard and online</i>

HOSPITALITY OPERATIONS ENVIRONMENT

Description	<p><i>The module focus is on the operational context and specifically addresses Finance and Law on a tactical level.</i></p> <p>1) Operational Environment <i>The focus of this unit is on the operational environment of a hospitality company. This involves a full analysis of all relevant aspects of the environment when creating a feasibility study on a tactical level. All relevant environmental aspects will be translated into a financial business case where the student will assess its feasibility in a systematic and coherent manner. An important aspect is how to communicate these findings to the management of our partner hotel in an oral presentation and to school in a written assignment.</i></p> <p>2) Law <i>This business law unit focuses on contract and company law within the international hospitality company as well as Corporate Social Responsibility (CSR) and Ethics. Support is offered by weekly lectures and a final workshop. All study materials will be made available through Blackboard. This unit will be assessed by an individual Short Answer Test (SAT).</i></p> <p>3) Financial Analysis <i>This unit consists of analysing the financial statements of a public company in order to evaluate its financial performance. This unit is assessed by 3 written reports.</i></p>
Academy	<i>Stenden Hotel Management School</i>
Code	
Contact person	<p><i>Name: Marcus Hoekstra / Jurgen Coerts</i> <i>Email address: marcus.hoekstra@nhlstenden.com / jurgen.coerts@nhlstenden.com</i></p>
Education	<i>BA Hotel Management</i>
Cycle (short/first/second/third)	<i>First: level 6 EQF (Bachelor)</i>
Year	<i>Second Year module of the major program</i>
Location	<i>Leeuwarden</i>
Study load (hours)	<i>420 (12 EC)</i>
Period in which the module is offered	<i>Period 1 and 2 (Autumn) / period 3 and 4 (Spring)</i>
Learning Outcomes	<p><i>Module learning Outcome:</i></p> <p><i>To analyse and assess the tactical environment of the international hospitality business regarding Finance and Law</i></p> <p><i>Unit Learning Outcomes:</i></p> <p><i>Unit 1: Operational Environment</i> <i>Demonstrate the ability to analyse and assess key forces within the operational environment of a hospitality company.</i></p> <p><i>Unit 2: Law</i></p>

	<p><i>Understand, analyse and interpret the legal context of a hospitality company by applying statutory law and judicial precedents on the facts of selected Real-World Learning cases.</i></p> <p><i>Unit 3: Financial Analysis (3 EC)</i> <i>Analyse financial statements and write 3 financial reports evaluating the performance of a company.</i></p>
Educational methods	<i>Design Based Education, workshops, lectures, presentations, consultation hours</i>
Assessment methods	<p><i>Oral presentation & written assignment</i></p> <p><i>Short answer test (law)</i></p> <p><i>Written reports on financial analysis</i></p>
Grading system: 1 – 10 / pass or fail	<i>1-10</i>
Units	<ol style="list-style-type: none"> <i>1. Operational Environment (6EC)</i> <i>2. Law (3EC)</i> <i>3. Financial Analysis (3EC)</i>
Prerequisites	<i>Good command of English (level B2) and prior knowledge of the hospitality industry.</i>
Required number of students	<i>Max. 6 Exchange students per module period</i>
Language	<i>English: Entrance level should be B2</i>
Study material	<i>All documents for this module are available in the Library, on Blackboard and online</i>

PROFESSIONAL WRITING

Note	<i>Professional Writing is offered in combination with Hospitality Operations Environment</i>
Summary	<i>The ability to take a position on an issue or dilemma in the industry based on research is important for professionals and students. The workshops Professional Writing support students in developing this ability and in writing an analytical position paper - an argumentative essay - based on original research.</i>
Description	<i>A substantial part of the course is self-study, writing and rewriting practice outside of class. Students must upload homework writing assignments, and give and receive peer feedback on Blackboard Peer Feedback Discussion Board. It is important to emphasise that students can only learn to write (better) by doing it themselves in a disciplined way: reading, thinking, note-taking, writing, rewriting, giving and receiving feedback on writing. There is no lazy way to become a better writer!</i>
Academy	<i>Stenden Hotel Management School</i>
Contact person	<i>Name: Elise Rosier Email address: Elise.rosier@nhlstenden.com</i>
Education	<i>BA Hotel Management</i>
Cycle (short/first/second/third)	<i>First: level 6 EQF (Bachelor)</i>
Year	<i>Second Year module of the major program</i>
Location	<i>Leeuwarden</i>
Study load (hours)	<i>3 EC</i>
Period in which the module is offered	<i>Period 1 and 2 (Autumn) / period 3 and 4 (Spring)</i>
Educational methods	<i>The workshops Professional Writing are executed by English Language or Communication lecturers, and are scheduled every other week during the Operations Environment module. The workshops deal with theory and practice of writing, writing an argumentative essay, using academic sources and APA, structure and transitions, and writing style and accuracy. From the start students will work on a topic they have chosen from the Writing themes for the module period. Students will do all their homework writing assignments in the light of this theme, working towards the final product.</i>
Assessment methods	<i>Students are expected to write an academic report independently (minimum B2 level: upper intermediate). This will be an individual 1000-word argumentative essay.</i>
Learning objectives	<i>At the end of the Professional Writing unit, students should be able to write an academic report independently (minimum B2 level: vantage or upper intermediate).</i>

Grading system: 1 – 10 / pass or fail	1-10
Prerequisites	<i>Knowledge of English, level B2 writing and C1 speaking</i>
Required number of students	<i>Max. 6 Exchange students per module period</i>
Language	<i>English: Entrance level should be B2</i>
Study material	<p><i>The Career Development syllabus, additional material on Blackboard, and the Workshops, offer students support in writing their homework assignments, leading to the final product. The Career Development syllabus gives a detailed overview of the workshop topics and of the required preparation. Students are only allowed to join the workshops if they are prepared accordingly.</i></p> <p><i>Recommended literature</i></p> <ul style="list-style-type: none"> ▪ <i>Blundel, R., Ippolito, K. (2009). Effective Organisational Communication. Upper Saddle River, NY: Pearson Prentice Hall. Chapter 12.</i> ▪ <i>Ludlow, R. & Panton, F. (1992). The Essence of Effective Communication. NY: Pearson Prentice Hall.</i> ▪ <i>Online Writing Lab (exercises, answers, grammar, vocabulary, writing theory) at: https://owl.english.purdue.edu/</i> ▪ <i>Oshima, A, Hogue, A. (2006). Writing Academic English. 4th ed.. White Plains, NY: Pearson Education, Inc.</i> ▪ <i>Oshima, A., and Hogue, A. (2014). Longman Academic Writing Series 4: Paragraphs to Essays. 5th edition. White Plains, NY: Pearson Education, Inc.</i>
Practical information	<p><i>Professional Writing is a unit of the Career Development Course offered to Stenden Hotel Management School in year 2 of the Bachelor Program.</i></p> <p><i>Exchange students will not be required to follow the above-mentioned course (i.e. Career Development). Exchange students will only take the Professional Writing Unit (3ECs) offered in combination with Hospitality Operations Environment (12 ECs).</i></p> <p><i>Nonetheless, to find relevant information regarding the Professional Writing Unit workshops and assessment criteria, they will have to download the Career Development Syllabus from the Career Development Blackboard course. Please note: Exchange students will only refer to and use the information related to Professional Writing from the course syllabus.</i></p> <p><i>For Hospitality Operations Environment, Exchange students will enroll to the corresponding course Blackboard and refer to the specific module book.</i></p>

CRUISE MANAGEMENT 1

Description	<p>The CMI minor consists of eight (weekly) themes</p> <p>Industry Overview In the first week a global overview of the cruise industry will be generated and discussed.</p> <p>Operations If we look at the operations in the cruise industry, we can distinguish shore side operations and operations on board of a cruise ship.</p> <p>N&T department and the Law at Sea These “floating resorts” have to sail from A to B and therefore you need the nautical and technical department. Furthermore, the law at sea will be discussed during this week.</p> <p>Sales and Marketing Cruise ships must have an occupancy rate of at least 102%. Therefore, a lot of time and effort is involved to sell all the cabins.</p> <p>HRM In today’s labour market employee retention is a key area of concentration for many cruise lines.</p> <p>Destination Management Ships sail to various destinations, where each destination offers different leisure options to the guest, usually excursions.</p> <p>Ship building The cruise ship industry has grown over the years, which has an impact on the lay out and building of new ships. Today, many ships are the size of small cities, with unique facilities such as ice-skating rinks, the latest spa innovations and much more.</p> <p>Shore Side In order to operate the ships a lot of staff is working shore side in the cruise industry. We will take a look at a number of these positions which might also be interesting for students looking for an internship position or a job.</p>
Academy	Stenden Hotel Management School
Code	BHOM19VMICRUIS1
Contact person	Name: Ate de Groot Email address: ate.de.groot@nhlstenden.com Telephone number: +31619270987
Education	BA Hotel Management
Cycle (short/first/second/third)	First: level 6 EQF (Bachelor)
Year	3
Location	Leeuwarden
Study load (hours)	420 (15 EC)
Period in which the module is offered	P1 (Autumn – Sep.) / Period 3 (Spring – Feb.)
Learning Outcomes	After this module students should be able to: <ol style="list-style-type: none"> 1. Analyse the cruise line industry and develop a vision based on the results of the analysis. 2. Analyse the hotel operations of a cruise ship and can identify the differences compared with regular hotel operations.

	<ol style="list-style-type: none"> 3. <i>Identify all the hotel related departments of a cruise ship and able to describe the relation with the hotel department.</i> 4. <i>Identify and describe the nautical and technical departments of a cruise ship.</i> 5. <i>Analyse HRM aspects of a cruise ship and can identify the differences compared with a regular hotel operation.</i> 6. <i>Develop a vision for the future of the cruise line industry.</i> 7. <i>Have knowledge of the construction of a cruise ship.</i> 8. <i>Analyse the financial performance of a cruise ship and a cruise line company.</i> 9. <i>Develop a sales and marketing plan for a cruise line company</i> 10. <i>Have knowledge of cruise line related law;</i> 11. <i>Analyse the cruise line industry in relation to the environment.</i> 12. <i>Gain insight into shore excursions and how they are handled both by cruise line companies and Destination Management Companies.</i> <p><i>Understand the importance of Destination Marketing and cruise alliances</i></p>
Assessment methods	Report, Short Answer Test
Grading system: 1 – 10 / pass or fail	1-10
Units	<ol style="list-style-type: none"> 1 CBL 2 Lectures 3 Consultancy case 4 Testing
Prerequisites	<i>Completed first two years of Bachelor or Associate Degree programme</i>
Comments	<i>Ship visit and a visit to the Meyer shipyard in Papenburg. Total cost approximately 70 euros</i>
Language	<i>English – level B2 required</i>
Min- Max number of students	<i>Minimum: 12 students Maximum: 48 students(please note that a minimum number of students are necessary to be able to run this minor)</i>
Study material	<i>All documents for this minor are available on Blackboard</i>

FUTURE PROOF HOSPITALITY

<p>Learning Outcome</p>	<p>The purpose of this minor is to support your further development to become a leader for sustainability in the hospitality industry. This is done by strengthening your competences (knowledge, skills, values, and attitude) towards sustainability by designing solutions to “Real World” problems. The requirement for these solutions is that they add value to the organisational level / triple bottom line (people, planet, profit).</p>
<p>Description</p>	<p>Unit 1 & 2: Real World cases from the Sustainable Hospitality Value Chain</p> <p>The module consists of an introduction week, three blocks of two weeks focusing on themes from the Sustainable Hospitality Value Chain (SHVC) and a final week. The SHVC has been developed by the Stenden Research Group Sustainability in Hospitality and Tourism (see Figure 1 and Chapter 6).</p> <div data-bbox="406 772 1356 1332" data-label="Diagram"> <p>The diagram illustrates the Sustainable Hospitality Value Chain (SHVC) centered around a core of a globe, a dollar sign, and a gear. It is divided into four quadrants:</p> <ul style="list-style-type: none"> DISTRIBUTION (Top-Left): Includes Distribution Channels, Transport, and Destination. Sub-processes include Direct Reservation, Global Distribution Systems, Online Travel Agents, and Internet Booking Engines. BUILDINGS (Top-Right): Includes Buildings and Equipment. A sub-process is Technology. PURCHASING (Bottom-Left): Includes Purchasing, Vendors, and Transport. Sub-processes include Local, National, and International. OPERATIONS (Bottom-Right): Includes Staff, RD, Supporting, and F&B. Sub-processes include Intern and Outsource. </div> <p>21</p> <p>Figure 1. Sustainable Hospitality Value Chain (SHVC), (Cavagnaro, 2014)</p> <p>During the introduction week the SHVC will be presented and your knowledge of essential sustainability concepts and the Three Levels of Sustainability framework (Cavagnaro and Curiel, 2012) will be refreshed.</p> <p>In the following 3 blocks specific themes of the SHVC will be discussed, cases will be analysed and investigated using relevant tools and theories. Outcomes of the analyses should be translated into design that represents a sustainable solution to a sustainability challenge faced by our ‘Real World’ partner.</p> <p>Unit 3: Personal reflection on acquired knowledge and growth</p> <p>The purpose of this unit is to develop Leadership for Sustainability. This unit is a continuation of personal, professional and tactical knowledge of sustainability of year one, two (and three), and is the foundation on which you enter the ‘Real World’ as a change agent for sustainability.</p>
<p>Educational methods</p>	<p>1. Lectures</p> <p>Lectures are meant to guide you through the main concepts and themes of the module, such as for example sustainable development, sustainable behaviour, the Sustainable Hospitality Value Chain and storytelling.</p>

	<p>2. Guest lectures <i>Guest lectures are given by partners from the network of the Research Group in Sustainability in Hospitality and Tourism. We take care that the guest lectures are as far as possible connected with the themes of the lectures and workshops. Topics are for example sustainable architecture, social media & care.</i></p> <p>3. Rumour around the brand <i>This is an innovative activity for this module proving your personal and professional competences. You are seen as a marketer of the module. Each student is required to publish each week 1 item about his/her experience about the module. The choice of the medium to publish is left up to you. Also, each group is responsible for 1 block item in the Stenden HMS newsletter.</i></p> <p>4. (Student led) seminars <i>Student led seminars are, as the word said, let by you. We, as a team coordinating the module, are spectators. Seminars are connected to the topics discussed during previous lectures and will prepare you for the Pressure Cooker.</i></p> <p>5. Field trips <i>Field trips to our partners, for example Casa400 Amsterdam and De Pleats (Burgum)</i></p> <p>6. Pressure Cooker <i>this is your assignment you work with in your group</i></p> <p>7. Question and Answer Session (Q&A) <i>During these sessions there will be time for all your academic and practical questions.</i></p>
Academy	<i>Stenden Hotel Management School</i>
Code	<i>BHOM19VMIFPHOSP</i>
Contact person	<i>Name: Lucia Tomassini</i> <i>Email address: Lucia.Tomassini@nhlstenden.com</i> <i>Telephone number: +31630849584</i>
Education	<i>BA Hotel Management</i>
Cycle	<i>First: level 6 EQF (Bachelor)</i>
Year	<i>3</i>
Location	<i>Leeuwarden</i>
Period in which the module is offered	<i>Period 2 (autumn – November) / Period 3 (Spring – February)</i>
Study load (hours)	<i>420 (15 EC)</i>
Assessment methods	<i>Presentation & written report</i>
Grading system: 1 – 10 / pass or fail	<i>1 - 10</i>
Units	<i>Unit 1: Real World cases from the Sustainable Hospitality Value Chain (6 EC, group work)</i> <i>Unit 2: Real World cases from the Sustainable Hospitality Value Chain XL (6 EC, group work)</i> <i>Unit 3: Personal Reflection on acquired knowledge and growth (3 EC, individual work)</i>
Prerequisites	<i>Completed first two years of Bachelor education or two years of Associate Degree education</i>

Number of students	<i>Minimum: 12 students Maximum: 24 students (please note that a minimum number of students are required to offer this minor)</i>
Comments	<i>Visits to different partner companies during the module no additional costs for students</i>
Language	<i>English – level B2 required</i>
Study material	<i>All documents for this minor are available on Blackboard</i>

ROOMS DEVISION MANAGEMENT

Description	<p>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.</p> <p>Educational methods: Case Based Learning, (Guest)lectures, Workshops, Hotel visits</p> <p>The Rooms Division Management Minor will include the following topics:</p> <ul style="list-style-type: none"> ▪ BHV (Company Response Team) ▪ Guest loyalty ▪ Guest safety and security ▪ Hospitality industry analytics ▪ ICT/ Social media ▪ In and outsourcing/Sustainability ▪ International Law ▪ Performance management ▪ Primary functions and responsibility ▪ Revenue management ▪ Sales Skills ▪ Sustainable HRM ▪ Trends/ Design in hotel Industry
Academy	Stenden Hotel Management School
Minor Code	BHOM19VMIRDIVIS
Contact person	Saskia Penninga, saskia.penninga@nhlstenden.com , tel. 06 20642499
Education	BA Hotel Management
Cycle (short/first/second/third)	level 6 EQF (Bachelor)
Year	3
Location	Leeuwarden
Study load (hours)	420 (15 EC)
Period(s) offered	Period 2 (November) / Period 4 (April)
Learning outcomes	<ul style="list-style-type: none"> ▪ After completing this unit, the student is able to identify and relate contemporary rooms division management theories with industry examples and to formulate an opinion. ▪ After completing this unit, the students are able to construct and present a rooms division concept, and defend the choices made. ▪ After completing this unit, the student is able to identify and relate contemporary human resource theories with an industry example and to formulate an opinion.
Methods	Case Based Learning, (guest)lectures, workshops, Hotel visits and 2 days external First Responder & First Aid course.
Assessment methods	See section on units

Grading system: 1 – 10 / pass or fail	1-10
Units	<ul style="list-style-type: none"> ▪ Unit RD Reinforcement: Learner report assignment (individual) 6EC ▪ Unit RD Innovations: Presentation and defence supported by a report (group) 6EC ▪ Unit RD Human Resources: written assignment (group part and individual part) 3EC
Prerequisites	This minor is only accessible for students from a hospitality management education.
Number of students	Maximum: 2 exchange students per period
Comments	<p>A 2 days course BHV (first aid /company response officer) is included in the program. An own contribution of € 110,- is required.</p> <p>There is an option to achieve a Certification in Hospitality Industry Analytics of STR Global (related to revenue management). The CHIA exam fee is € 69,-.</p> <p>Smart business attire is required for hotel visits (suit).</p>
Language	ENGLISH at B2 level required
Study material	<p>Module book Rooms Division Management Minor</p> <p>Content information available on Blackboard</p>

EDUCATION

EDUCATIONAL INNOVATION IN A GLOBAL CONTEXT

Education is rapidly becoming more international and the number of international schools is increasing fast. With schools becoming more multicultural, it is quite likely that in the future you will teach pupils from different cultural backgrounds. What better way is there to understand cultural differences than going on exchange to experience another culture yourself?

The programme of the minor Educational Innovation in a Global Context consists of a 15 ECTS core programme in which international student teachers for both primary and secondary education can take part. You will have your home base in the NHL Stenden InnovationLab and the group of primary and secondary education student teachers will be your home base. In addition you will have classes together with Dutch student teachers and visit schools. You're going to be a part of the MySchoolsNetwork development team, which includes creating online content, online moderation and giving feedback to children both in the Netherlands and abroad.

The program consists of a three-module core programme (15ECTS)

- Sharing online workplace dilemmas: Part of this module is to visit schools and use input from these visits to work on dilemmas
- Flipped Classroom; You're going to be a part of the MySchoolsNetwork online creation team. Learning to produce interactive content (for your field of study) and publishing for schools for the platform of MySchoolsNetwork.
- E-mentoring : You will learn all about different ways of giving effective formative feedback and apply your knowledge by giving feedback to K12 pupils in different online settings.

In addition to the 15 ECTS core programme you will have a choice as to how you will give shape to the remaining 15 ECTS of you stay at NHL Stenden University. Your options are :

- American Studies
- Theatre and Drama (admission requirement is that students have a background in theatre and drama)
- 21st century challenges
- E-design

For more information about the above courses see :

<https://www.myschoolsnetwork.com/projects/minor-educational-innovation-in-a-global-context-2020/page/13914>

Academy: Academy of teacher education secondary schools, Academy of teacher education primary schools.

Contact details coordinator of the minor: Ilonka Luhrman (Ilonka.luhrman@nhlstenden.com) or io@nhlstenden.com)

Semester: Spring

Location: Leeuwarden

Year of study: 2 / 3 /

ECTS: 30

Max of applicants (for Exchange): 15

Language of Instruction: English

Prerequisites: for second- and third-year bachelors

Learning objectives:

Your learning environment will be in the province of Friesland, which is in the North of The Netherlands. In Friesland, there are multilingual schools where you, as an exchange student, can explore the effect of teaching in more than one language. You will do a 15 ECT core program in our InnovationLab and a 15 ECT profile of choice e.g. 21st Century Challenge, American Studies or Theatre & Drama.

Planned learning activities and teaching methods:

Flipped Classroom: You design, develop and test (Design Based Education) an online Flipped Classroom course for your subject.

Sharing workplace dilemmas: you participate in an international community of practice

E-mentoring (15 ECTS): you acquire a practical understanding of the workings and effectiveness of Corrective Feedback to young learners in the international online platform MySchoolsNetwork.

E-design: You will design, develop and test an educational multimedia product. You will do so on the basis of an authentic commission from e.g. a school, museum or other educational institution.

American Studies (15 ECTS): you will learn about the US in a variety of ways: The American Dream, History and Politics. Required: English at level CEFR B2.

Theatre & Drama (15 ECTS): the professional practice and implementation of theatre and drama in schools or communities. Admission interview required.

21st Century Challenge (15 ECTS): you will design, develop and test an activating educational program for pupils in primary education (age 4 - 12).

Dutch Language & Culture (5 ECTS): an interactive and fun course. You will learn the basics of the Dutch language with the focus on culture and communication.

Assessment methods and criteria: Assignments & Portfolio assessment & Tests

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	Period
Core modules		
E-mentoring	5	Spring
Flipped Classroom	5	Spring
Sharing Workplace Dilemmas	5	Spring
For the remaining 15 ECTS a choice can be made from :		
E-design	15	Spring
American Studies	15	Winter/Spring
Theatre and drama	15	Spring
21st Century Challenges	15	Spring
Dutch Language & Culture	5	Spring

Practical information:

Level: Second and third year courses of the bachelors for Primary and Secondary Education. <see planned learning activities and teaching methods>

GROWTH -INNOVATION-SHARING- TENACITY

G.I.S.T. is short for Growth – Innovation – Sharing and Tenacity. ‘Gist’ is the Dutch word for yeast, the stuff that makes bread rise and beer bubble. In this context, it’s about your personal growth and the drive to make sparkling ideas become reality... ‘Gist’ offers a stimulating environment for students from various art and design-based courses.

From an artistic perspective, GIST aims to stimulate the intrinsic motivation and offers room for personal development, co-creation and entrepreneurship. It is about the challenge and aims to strengthen and deepen artistic knowledge, experience and exploration and to connect your own ambition with results. This will lead to innovative perspectives and exciting crossovers between different disciplines. In the second half of the minor, you will look for a platform for your ideas and products. You will test and improve concepts and finally exhibit finished works in a public space. Gist is a minor with X-Honours possibility and offers the opportunity to complete the minor at an excellent level. Gist is embedded in DBE (Design-Based Education) but it has its own characteristics. The starting point is your own fascinations and your intrinsic motivation to make artistic work and to undertake artistic research within a learning community. You are given the opportunity to explore your ideas, to explore techniques and skills and to develop meaningful learning questions. It is, therefore, necessary to have an attitude that involves: an open mind, a willingness to share ideas and skills and to co-operate with classmates, students from similar or other backgrounds and sometimes with externals, such as art and design related professionals and entrepreneurs.

Study Load/ECTS: 30 ECs / 840 hours (2 periods)

Examination: Portfolio assessment

Course language: English | Dutch

Semester: Spring Semester

Location: Rengerslaan 10, classroom C.0049

For students in year Study year: 3, level 2.

Admission requirements: Propaedeutic level achieved. Possible participants If you recognise yourself in this working approach and you are willing to go for it, you’re welcome to join GIST!

Minor Foreign students can contact: Vincent van der Post. (v.van.der.post@nhl.nl)

INTERCULTURAL UNDERSTANDING AND RELIGION

In this minor we offer three major connected aspects on this topic: a philosophical approach to understanding and major ethical positions; theories on religion; and a hands-on overview of the major world religions. The three sub-modules are connected by learning outcomes and a close link to practice (e.g. teaching practice)

The intercultural understanding and religion courses aim to foster cultural and religious literacy and sensitivity, and a critical awareness of personal values, world views and preferences among teachers and other professionals. Students discuss theories of religion, secularization, and the development of values in the context of cultural and religious pluralism. Participation in and facilitation of dialogue, and conflict resolution is part of the course. The approach to issues of value pluralism and religious diversity are both theoretical and practical, and students are expected to participate in workshops and exercises, and actively engage in theoretical discussions. The subject is studied with global awareness and international issues in mind.

The course consists of three modules of 10 ECTS each: Culture, religion and society; Major world religions; Practical ethics and philosophical practice.

Academy: Iteps, Meppel

Contact details coordinator of the minor: harry.vissinga@nhlstenden.com

Semester: 1 (September – January)

Location: Meppel

Year of study: 1 / 2 / 3 / 4

ECTS: 30

Max of applicants (for Exchange): 24

Language of Instruction: English

Prerequisites: English C1/C2

Learning objectives: Student teachers will

after ITEps Module 1—with an emphasis on a philosophical discourse of the subject

- be critically aware of the dimensions of their own cultural and religious identity, critical thinking and individual reflection,
- be able to communicate across cultures and be aware of the ways in which culture manifests itself,
- be aware of different representations of diversity

after ITEps Module 2— which focusses on the (application of) different theories on culture and religion

- understand and be able to discuss the notion of “culture” inside and outside educational contexts
- be able to apply different theories of culture and religion to their own life, practical cases and TP related contexts
- understand how meaning is produced

after ITEps Module 3— which focusses on an introduction into the major world religions

- be aware of the differences and commonalities between the major world religions
- be able to apply this knowledge and awareness to different (partly primary school) related contexts
- be able to teach children of different cultural and religious background to live together with mutual tolerance and an understanding of each other's values and norms

Recommended or required reading and other learning resources/tools:

Set literature for all modules:

Haidt, J. (2013). *The Righteous Mind. Why Good People are Divided by Politics and religion*. New York: Vintage.

Oxtoby, W. & Segal, A. (2015). *A Concise Introduction to World Religions*. Toronto: Oxford University Press.

Pals, D. (2014). *Nine theories of religion*. Oxford: Oxford University Press.

Planned learning activities and teaching methods:

- discussions
- lectures
- Socratic dialogues
- possibility to do teaching practice
- group work and projects
- presentations
- excursions (Amsterdam, Paris)

Assessment methods and criteria:

- Portfolio
- Portfolio presentation

Grading system: 1 – 10, conversed into A-F

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	period
philosophical discourse on the main topic	10	Sept.- Oct.
the (application of) different theories on culture and religion	10	Oct.- Nov.
introduction into the major world religions	10	Nov. – Jan.

Practical information:

During the course we would like the students to take part in different excursions. One major excursion we have done, is the one to Paris, with visits to the Sacre Coeur, the Pantheon, a synagogue, a mosque and a Hindu temple. This upcoming year Paris might be replaced by another location where intercultural / religious sites can be visited or researched.

Costs excursion: approximately €250

INCLUSIVE EDUCATION

Number of credits	30 ECTS
Status of the module	ITEps elective, minor exchange students.
Description	Inclusive Education is about ensuring access to quality education for all students by effectively meeting their diverse needs in a way that is responsive, accepting, respectful and supportive. Students participate in the education program in a common learning environment with support to diminish and remove barriers and obstacles that may lead to exclusion” (Inclusive Education Canada).
Academy	Academy of Teacher Education – ITEps
Module co-ordinator(s)	Robin Ulster robin.ulster@nhlstenden.com
Semester	Autumn
Location	Meppel
Cycle	First/second
Year of study	3 and 4
ECTS	30
Language of instruction	English (C1)
Entry requirements	Before commencing this minor, all participating students must be highly proficient in English, i.e. clearly use English at a CEFR level C1 and provide an IELTS, Cambridge, TOFEL or other recognized certificate. All students must ensure that NHL Stenden University holds a police check/child safety certificate before they commence any practical teaching experience in primary schools.
Learning objectives	The Inclusive Education elective in the ITEps programme aims to prepare students to be knowledgeable about and capable of providing an inclusive classroom environment. Students will be able to participate in professional discussions on Inclusive Education by (1) gaining knowledge about the history of special education and Inclusive Education in different countries, (2) gaining experience in planning, implementing and assessing education that fosters Inclusion and (3) gaining knowledge about different learning needs of children. Knowledge and experience built during this elective will give students the opportunity to develop confidence in providing suitable education to all children in a classroom.
Recommended or required reading and other learning resources/tools	T.b.d.

Planned learning activities and teaching methods	The elective will have theoretical and practical components. Students will engage in discussion and reflection and active application of theory in practice while developing personal views and practical skills in order to provide and promote Inclusive Education in international schools.
Assessment methods and criteria:	A variety of spoken and written tests and assignments
Grading system:	A - F
List of subjects including ECTS	N.A.
Practical information	Accommodation should be arranged via: meppel@nhlstenden.com
Extra costs	€ 150 for excursions

ARTS & CULTURE

Number of credits	30 ECTS
Status of the module	ITEps elective, minor exchange students.
Description	<p>The elective Arts & Culture (A&C) includes the art subjects (visual arts, drama, music and dance). These subjects cannot be seen apart from the concept of 'culture'. In education these subjects are not always strictly separated, therefore students are also inducted to themes like the place of the arts and culture in general education, the specific contribution of arts subjects to the development of children and how the art subjects can contribute to good education (in conjunction with other subjects). The Arts and Culture course aims to balance broad and in-depth learning, theory and practice, and personal artistic development and teaching skills, Arts and Culture course combines creating and recreating the arts and culture, understanding and appreciation of the arts and culture, learning processes and teaching methods. The programme contributes to:</p> <ol style="list-style-type: none"> 1. Reflection - a clear vision of and knowledge about the art subject and its role in different societies, its history, (recent) developments in the subject discourse, an informed opinion in discussions concerning (the teaching of) the subject; 2. Teaching methods - knowledge about and skills in how the art subject is learned and taught, both on micro-level (in the classroom, a lesson or activity) and macro-level (series of lessons, longitudinal lesson planning, curriculum development, interdisciplinary and themes); 3. Pedagogical knowledge – concerning the artistic development of children, their differences in talents and learning styles, the way the art subject plays a role in their daily lives and how to connect this with the 'scholastic art subject'.
Academy	Academy of Teacher Education – ITEps
Module co-ordinator(s)	Johan Sterken johan.sterken@nhlstenden.com
Semester	Autumn (not online in 2020!)
Location	Meppel
Cycle	First/second
Year of study	3 and 4
ECTS	30
Language of instruction	English (C1)

Entry requirements	<ul style="list-style-type: none"> • it is not necessary to have any specific abilities in the art subjects (although students who do have these will find enough challenges to use these and to expand them). • in addition, an open mind and a good motivation to focus on the arts (and arts education) is essential. • required level of English Cambridge C1
Learning objectives	<p>Main aims:</p> <p>The minor aims to broaden the horizons of all participants. It gives students a flavour of what international education is all about at local and global levels. The course has a unique blend of school experience, in-depth study of culture with its focus on sharing own cultures, education, research and reflection.</p> <p>Exchange students will do part of their teaching practice in an (inter) national school and will get a flavour of (inter) national education so that they know what to look for if they decide to take a job in a national school in another country.</p> <p>Students will learn to teach arts and culture to primary aged children of different social, cultural, and developmental backgrounds. Students will acquire art and culture knowledge and skills, including content knowledge, pedagogical content knowledge, pedagogical knowledge and curricular knowledge to plan, carry out, assess and evaluate art and culture learning in collaboration with children, colleagues, parents and other educational stakeholders. Student will critically evaluate, use and create art and culture learning materials.</p> <p>They will study, carry out, reflect and share experiences and knowledge in a group which consists of students with several international and cultural backgrounds: exchange students, ITEPS students (International Teacher Education for Primary Schools) and students from the Dutch Teacher Education, supported by talented and enthusiastic lecturers.</p> <p>At the end of quarter 1, students are able to...</p> <ul style="list-style-type: none"> ▪ Analyse art objects with an open and inquiring attitude with attention for the cultural context in which these appear ▪ Demonstrate a clear understanding of arts phenomena in various cultures, both historical and contemporary ▪ Reflect on the role of the art subjects in the curriculum of the international primary schools and the way these are described in various (inter)national standards for arts education ▪ Explain the core of the education in the art subjects (visual arts, drama, music and dance) and their didactical principles ▪ Apply a variety of teaching methods in the art subjects on basic level, based on the students' increasing skills in and understanding of the art subjects ▪ Reflect on their own development in a professional manner and to formulate realistic learning goals for further development

	<p>Competencies:</p> <p>Intercultural, interpersonal, pedagogical, subject knowledge & methodological, organizational, reflection & development</p> <p>At the end of quarter 2, students are able to...</p> <ul style="list-style-type: none"> ▪ Participate and cooperate in the development and execution of an interdisciplinary art project ▪ Explain the unique contributions of the art subjects to the general and the artistic development of children and to demonstrate the ability to underpin these with concrete examples ▪ Create and teach lessons in the art subjects, also on advanced level, acknowledging the fact that these subjects should connect to the whole curriculum and the general vision of the school on education ▪ Apply a variety of teaching methods in the art subjects in order to connect to the stage of development of the pupils and their interests ▪ Critically reflect on theories on art education and to communicate their ideas to a professional audience ▪ Explain their vision on art education in general and the four mentioned art subjects in particular, showing a clear understanding of educational dilemmas and possibilities <p>Competencies:</p> <p>Intercultural, interpersonal, pedagogical, subject knowledge & methodological, organisational, collaboration with colleagues, reflection & development</p>
Recommended or required reading and other learning resources/tools	t.b.d.
Planned learning activities and teaching methods	Cooperative learning, lectures, seminars, direct and virtual coaching (tutor hours & ELE), action Learning, task/problem-based learning and presentations of products and processed in an electronic portfolio.
Assessment methods and criteria:	<ul style="list-style-type: none"> • Group assignments and individual testing • A variety of spoken and written assignments and practical tasks
Grading system:	A - F
List of subjects including ECTS	<p>The minor consists of four components:</p> <ul style="list-style-type: none"> • Thematic Work: the students explore Arts & Culture within the framework of themes such as 'Opening up', 'Blue, high and low', 'Our bucket lists', 'Faith and religion' and 'Celebrating diversity: looking at the world around you'. • Art Subjects: Music, Drama, Visual Arts, Dance. This part includes personal art products and processes, research of historical and contemporary art and cultural issues, trivial images and contexts, youth culture, survey of traditional crafts, rituals, products and meaning. The fifth 'subject' is an open subject in which the student chooses a subject depending on interest and / or learning needs. Examples of the latter are students who learn to play the guitar, ukulele or piano, students who specialize in a specific technique in Visual Arts, etc. They have the opportunity to add content to the program which is not (or not enough) part of the minor. • Educational Studies in the Arts. Students will explore the question <i>why</i> the arts are so important in education. What is their unique contribution to the

	<p>development of children? The second issue deals with the question <i>how</i> the arts can be taught to children. Several almost classical examples such as Reggio Emilia and the pedagogy of the Waldorf Schule (Rudolf Steiner) are reviewed, but also more recent 'good practices' such as authentic arts education, arts-based learning or the challenges which derive from ICT and new media will be discussed.</p> <ul style="list-style-type: none"> • Projects: the concept of STEAM (science, technology, engineering, arts, mathematics), WASO (write a science opera), excursions and teaching practice. Projects are used so that student teachers integrate their theoretical knowledge with their own artistic skills and their teaching skills, and also so that teacher education 'practices what it preaches'.
Practical information	Accommodation should be arranged via: meppel@nhlstenden.com
Extra costs	€ 150 for excursions

INTERNATIONAL GROWTH

Advise company management on a foreign market selection and entrance strategy, and draw up an implementation plan accounting for cultural, logistical, legal, business and financial (FX) risks.

Currently International Growth is a hot topic. Since the early 90's graphs displaying the growth of export-flows of countries show a steep curve. Only very few countries like North Korea, are not connected to the international trade flows.

There are several reasons why companies decide to expand their business beyond the borders of the domestic market. In case of large multinationals acting on the commodity market more growth can only be achieved by entering new markets. Other small companies like start-up companies need to serve multiple markets in order to benefit from economies of scale in the manufacturing process of their products. Most of the companies are part of a Supply Chain and a lot of companies sell their products all over the world. International trade is tempting because it can boost your sales. However, there are also risks involved. Before a company steps into the international trade a company needs to have insights in the market potential and the risks of entering new markets.

As part of an internationally oriented group, you will write an advisory report for the board of an organization as to which foreign market to enter and the most logical method taking into account important factors such as culture, logistics, legal, business and financial (FX) risks.

Academy: Economics & Logistics

Contact details coordinator of the minor: Cor Koopmans (Cor.Koopmans@nhlstenden.com)

Semester: Spring

Location: Leeuwarden and Emmen

Year of study: 2

ECTS: 15

Max of applicants (for Exchange): N.A.

Language of Instruction: English

Prerequisites: None

Learning objectives:

International Growth Project: After completion you will be able to demonstrate you are able to research, assess and advise on foreign market potentials, suitable entrance strategies, logistics, legal and financial risks and corresponding measures. In addition, you can explain the cultural differences and how that affects business.

Finance: After completion you will be able to demonstrate that you are able to explain/calculate financial management, financial ratios, the valuation of financial assets, bonds, stocks, capital budgeting techniques, capital structuring as well as free cash flows.

Business Game: After completion you will be able to demonstrate that you are able to deploy/perform a strategy, set long/short term goals, the Business Balanced Scorecard, analysis of operating and financial results, the DuPont Chart, the Plan Do Check Act cycle as well as collaborating in a management team.

English: After successful completion of this module, students will be able to demonstrate B2- level of English (CEFR) in writing and speaking.

Recommended or required reading and other learning resources/tools:

Project: International business, Radha Jethu-Ramsোধ, Maud Hendrickx, Noordhoff, ISBN 9789001850838

Finance: Foundations of Finance plus Pearson MyLab Finance with Pearson eText, Global Edition ISBN: 9781292318837

Business Game: syllabus made available by tutor

English: Mackenzie, Ian. English for the Financial Sector. Cambridge: Cambridge UP, 2008. ISBN: 978-0-521-54725-3 + My Schools Network

Planned learning activities and teaching methods: Classes, workshops, guest lectures, tutoring and excursions.

Assessment methods and criteria: Advisory Report, portfolios and exams

Grading system: 1 – 10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	period
International Growth report + exam	6	3
Finance exam	3	3
Business Game report	3	3
English	3	3
Total	15	

Methods: Cooperative learning, lectures, workshops, direct and online coaching, task/problem-based learning, presentations of products and processed in an electronic portfolio.

Examination: Group assignments and individual testing, written assignments, exams, practical tasks and presentations.

Entry requirements: Basic level of marketing and Finance is desirable.

Language: English

A European trip is part of the module and may have additional costs.

ENTREPRENEURSHIP IN ACTION

Field	Description
Number of educational unit	
Code	EiA minor
Title	Entrepreneurship in Action
Location	Emmen
Educational program	International Business/ Commerce/ Business economics
Cycle	
Year	3
Year from	2012
When is the module planned?	February 2021
Learning outcomes	<p>Entrepreneurial abilities:</p> <ul style="list-style-type: none"> • To identify available entrepreneurial opportunities for personal, professional and/or business activities • To identify trends in sustainable entrepreneurship / green commerce and green marketing • To identify the “bigger picture” issues that provide the context in which people live and work, such as a broad understanding the mechanics of global economies , and the opportunities and challenges an employer or organization faces. • To understand an ethical position of organizations, and how they can be a force for good, for example through fair trade or social enterprise. • To gain skills as proactive project management (involving the ability to plan, organize, manage, lead and delegate, analyse, communicate, de-brief, evaluate and record). • To carry out effective representation and negotiation, the ability to work both as an individual and collaboratively in a team • To judge and identify one’s strengths and weaknesses, and to assess and take risks as and when these are warranted
Description	<p>This minor is all about you and your business ideas. Whether you want to do it alone or in a group. An entrepreneurial nature and skill are universal to students from all study programmes. The minor will help you to unleash your potential and show the way to realize your business dream. Whether it is local, regional, international or transnational.</p> <p>The entrepreneurship is a very broad term and involves multitude of concepts from technical innovation , organizational changes,</p>

	<p>technological progress to social relations, cultural conservation. In all cases we will guide you and supervise you</p> <p>The minor centres around the principle of 'Learning by doing': students study the various aspects of International marketing management by applying theory into practice. They have to set up project, which may be economically feasible, commercially viable or socially responsible. The final presentation is judged by the external juries.</p> <p>The assessment : Business plan=20% Presentation business plan =10% Defense=20%.Personal portfolio= 20% and interview=30%</p>
Study load (hours)	<p>For the students: 15 ECs=10 weeks 30 ECs= 20 weeks (840 hrs) For exchange students, it's 30 EC for a whole semester</p>
Prerequisites	First year and second year
Comments	
Language	English and or/ Dutch
Study material	<p>Suggested:</p> <ul style="list-style-type: none"> • Mary Coutler Entrepreneurship in Action • Atrill P., McLaney E (2018) . 9th edition, 9781292204482 , Pearson publishers • Kawasaki G. Youtube videos advice for Start-ups and entrepreneurship • Spencer L.M., (1993) Competence at work, models for superior performance, Chapter 17
Available as minor	Yes
Available to 'Kies op Maat'	Yes
Available to Erasmus	Yes
Mandatory	No
Contact	julia.huisman@nhlstenden.com

TO EXPLORE BEYOND THE FRONTIERS

The confectionery factory Spekman Suikerwerken would like to know whether there is a market for its products in Central/Eastern Europe. Your task will be to collect information about developments in Central and Eastern Europe in order to make an assessment for the export/market potential in this region. A field research trip to the chosen country is part of the module.

Method: Case Based Learning, Workshops, Lectures, Presentations

Examination: Reports, Presentations, Management Skills

ECTS: 30

Status of the module: Second year module period 1+2

Semester: Fall

Location: Emmen

INTERNATIONAL MARKETING & CROSS-CULTURAL MANAGEMENT

International Marketing & Cross Cultural Management is a programme for students from the domain Commerce. The module focuses on the following themes:

- International Sales
- Online Marketing
- Cross-Cultural Management
- Marketing Communications and Social Media
- English; Project 'English at work'
- Strategic Management
- International Marketing
- Location: Emmen
- Semester: Fall semester
- Credits: 30 ECTS, whole semester
- Method: Case Based Learning, Workshops, Lectures, Presentations
- Examination: Reports, Presentations, Exams
- Level: 4th year
- Requirements: Must have completed 2 years of Business or Commercial studies, and an internship. Some essential skills are necessary for successful participation in the module. These are, good communication skills, good English skills and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.
- A field trip is part of the module and may have additional costs.

MARKET RESEARCH AND STRATEGIC MARKETING PLAN

When joining the programme Market Research and Strategic Marketing Plan you can learn more about the following subjects:

- International Marketing Research,
- International Business Law,
- Research Design,
- General Economics,
- Management and Organizations,
- Strategic (online) Marketing,
- English for Business Communication (optional course),
- Finance,
- Research,
- Database Management.

Semester: fall, whole semester

Location: Emmen

ECTS: 30

INTERNATIONAL TOURISM, EVENTS & EXPERIENCE MARKETING

This will help you when you are willing to start to work in the field of tourism and events, both in the Netherlands and abroad. You will amass knowledge in the areas of (sustainable) tourism and destination management.

Disciplines and subjects:

- Online Marketing
- Event Management
- Finance
- Cross Cultural Management
- Market Research
- Communication

Entry requirements: Some essential skills are necessary for successful participation in the module. These are, good communication skills, good English skills and the ability to work in a team. If you cannot meet these standards, you will not be able to pass the module.

Method: Case Based Learning, Workshops, Lectures, Presentations

Examination: Reports, Presentations, Exams

ECTS: 30

Status of the module: Third year period 3+4

Semester: Spring

Location: Emmen

GREEN LOGISTICS

Within the minor we work together with the municipality (Educohof), the lectureships Green Logistics and Green Pac and the trade and industry in the province. In interactive workshops, lectures and guest lectures you will develop your knowledge on different course. Part of this you will apply in a real assignment for a real company. Within the minor Green Logistics we combine sustainability, project management and internationalisation. You will work in an international team on a real sustainability question from real company in a project management way of working. Next to the lectures on project management and green logistics, lectures and guest lectures cover topics on “Why should we become Greener?”, “How to become greener?” and “What is in it for companies?”

Effective Project management

(LEAN Six Sigma ©) In which you apply project management in a real project and will reflect on your competences as a project leader. Green Awareness, Cradle to cradle and the bio-based economy, in which you will gain insight in the current state of the sustainability issues of the world and systems to break through the negative spiral.

Green Logistics and Procurement

In this course you will gain insight on the effects and trends of sustainability in logistics and the procurement processes.

Green Ethics and Law

In this course you will get insight in the effect of “green” law on organisations and the claim for corporate responsibility with regards to sustainability issues.

Green Economics

In this course financial data and calculation methods are learned and if applicable applied on the project.

Green Strategy and Marketing

In this course the added value of sustainability for companies is explored and for the company of the project you will determine the sustainable strategy and connect this with a marketing strategy.

Green Quality and Reporting In this course you learn how to measure and report “sustainability and what will be the requirements of the future.

Method: Interactive workshops, lectures and guest lectures

Examination: Tests, assignments

Language: English

ECTS: 30

Entry requirements: 3rd year Bachelor level

Status of the module: 3rd year

Semester: Spring

Location: Emmen

SUPPLY CHAINS, CHANGE AND INNOVATION MANAGEMENT

An important part of working in the logistics field is constantly improving the existing way of working. Therefore, the major focuses on change, improvement methods and innovation.

To actually succeed in effectuating change a combination of professional skills e.g. co-operation with others, consultancy skills and knowledge about research are essential.

Disciplines and Subjects		Period 4.1	Period 4.2
	3 EC	Leadership	Portfolio
	3 EC	Change management	Change management
	3 EC	Improvement methods	Improvement methods
	3 EC	Supply Chain innovation	Supply Chain innovation
	3 EC	Logistics Consultancy	Logistics Consultancy

Method: Lectures, Group Project, Workshops

Examination: Assignments, tests

ECTS: 30

Status of the module: 4th year module

Entry requirements: 2 years of study and preferably internship experience

Semester: Fall

Location: Emmen

INTERNATIONAL BUSINESS PLAN

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.

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

Semester: Fall and spring

Method: Project work, instruction in workshops & lectures

ECTS: 12

Max students: 4

Additional: students can choose English Business Communication for 3 EC and supports this module

Location: Leeuwarden

INTERNATIONAL STRATEGIC MANAGEMENT

When working on international strategic management 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.

Examples of subjects are:

- International Strategic Management
- What is strategy and which important 'schools' can we distinguish?
- Corporate Governance and corporate social responsibility
- Techniques used to analyse the internal environment
- Techniques used to analyse the external environments
- Location: Leeuwarden
- Credits: 13 ECTS
- Semester: Fall and Spring semester
- Level: 3rd year
- Entry requirements: Knowledge of marketing, management & Organisation. Note: Not suitable for non-business majors.
- Methods: Lectures / seminars, Workshops, Feedback meetings, Presentations, Negotiating workshops, Guest speaker
- Examination: Written exams, cases, assignments, participation
- Max students: 4

Additional: students can choose English Business Communication for 3 EC and supports this module.

COMPUTER VISION & DATA SCIENCE

Attractive summary

Computer Vision is a technological field in which the goal is to automatically extract information from images. Usually the main goal is to automate visual inspections, for example; disease detection in precision agriculture and wind turbine blade inspection. Computer Vision research is often multidisciplinary and combined with Data Science and Parallel Computing.

Short description

At Computer Vision, the focus is image acquisition and image processing, at Data Science, the focus is recognizing patterns in that information (Big Data) with the help of, among others, Deep Learning.

As student in our research lab you have access to state-of-the-art equipment like a mini super-computer, 3D cameras, hyper- and multispectral cameras, and unmanned aerial vehicles (drones).

During your minor you will be working together with an experienced team of engineers, researchers and professors (of applied sciences) on challenging research projects. You learn to develop innovative applications of Computer Vision & Data Science

Academy: Technology & Innovation

Contact details coordinator of the minor: secretariaatcomputervision@nhlstenden.com

Semester: The minor takes one semester and starts each semester.

Location: Leeuwarden

Year of study: 2 / 3 / 4

ECTS: 30

Max of applicants (for Exchange): Max 16 places available per semester.

Language of Instruction: English

Prerequisites:

For admission we ask a motivation letter (in English) including CV. Requirements are technical propaedeutic diploma and some engineering and programming experience. Additional Computer Vision and Data Science training is provided at the start of the minor.

Learning objectives:

At the end of the minor or internship you can design, develop, and research a Computer Vision and Data Science application. You will get familiar with the following aspects:

- * Image acquisition and configuration of a vision system (camera, lens and illumination)
- * Image segmentation, image classification, object detection or object counting using deep learning and computer vision.
- * Validation and optimization of algorithmic performance on datasets.
- * Programming and using libraries and software tools.
- * Applied research methodology and writing a technical paper.

- * Project management using SCRUM.
- * Design Based Education in short prototyping cycles.

Learning outcomes:

The student selects and tests within a team and methodologically correct, machine-learning algorithms that automate visual inspections that meet project specifications.

The student creates and manages, under supervision, a representative annotated and balanced dataset with the required quality to develop and test machine-learning algorithms.

The student develops himself to promote his own sustainable employability and contributes to the development of the professional practice.

Recommended or required reading and other learning resources/tools:

The student needs to have basic knowledge and experience with Python; www.python.org

Planned learning activities and teaching methods:

The start of the minor consists of a mandatory kick-off (two weeks) in which the students receives a course in Deep Learning and Computer Vision. After that they will work on an applied research project with flanking education. The teaching method of the minor is characterized by designed based education and designed based research.

Assessment methods and criteria:

Students will be assessed on their final technical product and the presentation of the research results at the Symposium of Computer Vision & Data Science.

Grading system: 1-10

List of subjects including ECTS and indicate in which period the subject is offered (if applicable):

Subject	ECTS	period
Applied research project	30	Semester 1/Semester 2

Practical information:

For admission we ask students to send a motivation letter (in English), including CV at secretariaatcomputervision@nhlstenden.com. There will be an intake before admission to the minor.

HERITAGE EXPERIENCE MANAGEMENT

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 Thana 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

Required Reading: Timothy, D. & Boyd, S. (2003). Heritage Tourism. Harlow: Prentice Hall.

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.

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.

ECTS: 15

Semester: Spring, period 3

Students: max 12

Contact: hans.dekker@nhlstenden.com or Sarika.van.slooten@nhlstenden.com

DESTINATIONS MARKETING AND MANAGEMENT

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?

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.

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.

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.

The 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.

The student learns to manage tourism development of an International Destination by doing research on topics like:

- How to develop a tourism development plan for the destination?
- How to prepare for the future? Strategic marketing decisions cannot be done without designing and evaluating different future scenarios.
- What message is transmitted by the destination and what message is received by the tourist?

Semester: spring, period 3

Level: second year

ECTS: 12

Location: Leeuwarden

HUMAN RESOURCE MANAGEMENT

The module focuses on integrating relevant aspects of Human Resource Management with organisational theory: 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 the HRM module 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.

Another aspect of the module is management skills: students will experience interviewing employees by doing role plays in the management skills workshops.

Business Economics 3: Financing

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 investment.

The module focuses on the following themes:

- Human resource management
- HRM tools like recruitment and selection; career development; motivation; appraisal and performance interviews; diversity and more
- Service profit chain

Method: Case Based Learning, Workshops, Lectures, Presentations, Role Plays

Examination: Reports, Presentations, Management Skills, CBL-participation

ECTS: 12

Semester: Fall, period 1

Entry requirements: Completion of the management module Organisations and Personnel 1 (O&P1).

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.

TOURISM INDUSTRY OPERATIONS

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.

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.

ECTS: 9

Status of the module: Compulsory second year module for ITM students; 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.

Remarks: Organization & execution 3-days excursion; costs are around €120,-. Students arrange a 3-day excursion 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

Semester: Fall, period 2

Location: Leeuwarden

OUTDOOR LEADERSHIP AND ADVENTURE

Disciplines and subjects:

After successfully rounding off this module, the student will be able to:

- Describe the historical development of adventure tourism.
- Describe what is meant by adventure tourism.
- Analyse the demand and supply side of the adventure tourism industry.
- Apply marketing in the adventure tourism branch.
- Assess risk management in adventure tourism.
- Evaluate ethical issues managers can encounter in adventure tourism.
- Develop and execute, plan and organise adventure holidays and adventure daytrips.
- Evaluate the development, planning and organisation of adventure holidays.

The student can demonstrate general knowledge of entrepreneurship and tour operating within the outdoor and adventure business in order to design and manage an outdoor, adventure themed, activity.

ECTS: 15

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.

Method: Case Based Learning, Module Assignment, Field trip

Examination: Group Module Assignment, Case studies, Open Question Test

Remarks: The costs of the field trip, workshops and excursions are around €300, these costs include the activities but exclude transport and food. Students should be physically fit and willing to participate fully in the field trip and activities.

TOURISM RESOURCE DEVELOPMENT

In this module there are 7 themes which are dealt with:

- Culture, authenticity and commodification
- Nature conservation and marine tourism
- The economic and non-economic value of nature and culture
- Nomination of a World Heritage Site
- Governmental rules and regulations
- Stakeholder and Community involvement
- Visitor management

Disciplines and Subjects:

The TRD component of the module (9 EC) comprises cases based on the following themes:

- Culture, authenticity and commodification
- Nature conservation and marine tourism
- The economic and non-economic value of nature and culture

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 governmental rules and regulations, stakeholder involvement and visitor management at a Unesco site.

Division of the EC: Research (3 EC) + Cases/management skills/fieldtrip to Bruges (9 EC).

Methods: Case Based Learning, Group Module Assignment, Field trip to Bruges, (guest) lectures from WWF and other non-governmental organizations

Examination: Participation + Case report + Module Assignment

Remarks: The Bruges Field trip will include an extra cost of around € 150

Status of the module: Compulsory second year module for ITM students

ECTS: 12

Entry requirements: 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.

DUTCH LANGUAGE AND CULTURE BASIC

The basics of Dutch language and culture include:

- Basic conversations with Dutch people about yourself (country, studies, age), what you like, your family, how you feel and look, and the weather.
- Basic needs, like buying groceries, ordering food, travelling, and asking for directions.
- Functional grammatical aspects of Dutch, like counting and telling time, conjugating verbs, tenses, personal pronouns, articles and word gender, word order in a sentence (syntax), and more.

Besides the language, students will also get insight into several aspects of Dutch culture, for instance: eating customs, stereotypes, religion, national holidays, the Dutch school system, the royal family and the government, sociolinguistic aspects of the Frisian language, and a short historical overview of the development of the Netherlands.

During the classes, the student will acquire basic competences and knowledge of Dutch in accordance with level A1 of the Common European Framework of Reference (CEFR).

You will be able to understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type. You can introduce yourself and others and you will be able to ask and answer questions about personal details, such as where you live, people you know, and things you have. You will know how to interact in a simple way, provided the other person talks slowly and clearly and is prepared to help (Council of Europe, 2001).

Location: Leeuwarden

Semester: Fall and Spring

Credits: extra-curricular certificate, worth 5 ECTS

Methods: lectures, classroom activities, exercises, writings, excursion.

Examination: a digital final exam (reading, writing, listening, and knowledge of the Netherlands) and a performance, like a presentation, video, or a play (speaking).

Entry requirements: none, open to all exchange students in Leeuwarden

ACADEMIC CALENDAR 2020-2021

Week	Monday	Friday	Netherlands	Remarks
29	13-Jul	17-Jul	Summer break	
30	20-Jul	24-Jul	Summer break	
31	27-Jul	31-Jul	Summer break	
32	03-Aug	07-Aug	Summer break	
33	10-Aug	14-Aug	Summer break	
34	17-Aug	21-Aug	Summer break	
35	24-Aug	28-Aug	Intro-week	Introduction week (September intake)
36	31-Aug	04-Sep	Week 1.1	
37	07-Sep	11-Sep	Week 1.2	
38	14-Sep	18-Sep	Week 1.3	
39	21-Sep	25-Sep	Week 1.4	
40	28-Sep	02-Oct	Week 1.5	
41	05-Oct	09-Oct	Week 1.6	
42	12-Oct	16-Oct	Holidays	
43	19-Oct	23-Oct	Week 1.7	
44	26-Oct	30-Oct	Week 1.8	
45	02-Nov	06-Nov	Test week 1	
46	09-Nov	13-Nov	Week 2.1	
47	16-Nov	20-Nov	Week 2.2	
48	23-Nov	27-Nov	Week 2.3	
49	30-Nov	04-Dec	Week 2.4	
50	07-Dec	11-Dec	Week 2.5	
51	14-Dec	18-Dec	Week 2.6	
52	21-Dec	25-Dec	Holidays	Christmas - campus closed on 23, 24, 25-Dec
53	28-Dec	01-Jan	Holidays	New Year - campus closed
1	04-Jan	08-Jan	Week 2.7	
2	11-Jan	15-Jan	Week 2.8	
3	18-Jan	22-Jan	Test week 2	
4	25-Jan	29-Jan	Test week 2	
5	01-Feb	05-Feb	Week 3.1	Start semester 2 / Introduction week February-intake
6	08-Feb	12-Feb	Week 3.2	
7	15-Feb	19-Feb	Week 3.3	
8	22-Feb	26-Feb	Holidays	
9	01-Mar	05-Mar	Week 3.4	
10	08-Mar	12-Mar	Week 3.5	
11	15-Mar	19-Mar	Week 3.6	
12	22-Mar	26-Mar	Week 3.7	
13	29-Mar	02-Apr	Week 3.8	02-Apr: Good Friday
14	05-Apr	09-Apr	Test week 3	05-Apr: Easter-Monday
15	12-Apr	16-Apr	Test week 3	
16	19-Apr	23-Apr	Week 4.1	
17	26-Apr	30-Apr	Holidays	27-Apr: King's Day (campus closed)
18	03-May	07-May	Week 4.2	5-May: Liberation Day (campus closed)
19	10-May	14-May	Week 4.3	13-May: Ascension Day, 14-May: campus closed
20	17-May	21-May	Week 4.4	
21	24-May	28-May	Week 4.5	24-May: Whit Monday
22	31-May	04-Jun	Week 4.6	
23	07-Jun	11-Jun	Week 4.7	
24	14-Jun	18-Jun	Week 4.8	
25	21-Jun	25-Jun	Test week 4	
26	28-Jun	02-Jul	Test week 4	
27	05-Jul	09-Jul	Test week 5	
28	12-Jul	16-Jul	Summer break	

Modified date: 27-Mar-2020

Time table for classes @ NHL Stenden in Leeuwarden, Emmen, Meppel, Groningen & Assen:

Hours	Time
1	08:30 - 09:15
2	09:15 - 10:00
3	10:00 - 10:45
4	10:45 - 11:30
5	11:30 - 12:15
6	12:15 - 13:00
7	13:00 - 13:45
8	13:45 - 14:30
9	14:30 - 15:15
10	15:15 - 16:00
11	16:00 - 16:45
12	16:45 - 17:30
13	17:30 - 18:15
14	18:15 - 19:00
15	19:00 - 19:45
16	19:45 - 20:30
17	20:30 - 21:15
18	21:15 - 22:00

Practical remarks:

- Pick up dates in consideration with the Grand Tour office in the Netherlands.
- Students starting in module 1 or 3; preferably join the introduction week (before the start of the module).
- Accommodation can be arranged by student via Student Stay Leeuwarden (www.studentstay.com)
- If applicable: Hand in VISA documents on time (see deadlines in manual of CSA or contact via csa@nhlstenden.com)
- Don't book a flight ticket when your VISA isn't issued yet.

Academic remarks:

1. The academic calendar shows several weeks of holiday. There are no academic-related activities scheduled during these weeks. This weeks may be used for individually tailored education, scheduled and initiated by the institutions/Academies itself.
2. Test weeks:
 - In the test weeks tests will be scheduled for all modules. However, there is a small change in approach E.g. after module period 2 there is a possibility that the test takes place in the first test week after the module period. In the second test week of testweek 2 it is possible for the student to do a resit of module period 1. It might be possible that the resit of module period 1 will take place in the first test week and the test of module period 2 in the second test week due to organizational challenges in test facilities at NHL Stenden university of applied sciences.
 - This doesn't apply to test week 1 as this is the first module period.
 - Test week 5 can be considered as the resit-week (study week) for module period 4.

DISCLAIMER:

Dates and conditions may be subject to changes, alterations and/or corrections.
It is highly advised not to book a flight before you received an official confirmation of Grand Tour participation.

CONTACT DETAILS

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