

Week 0

Week 1

Week 2

Week 3

Week 4

Week 5

Week 6

Week 7

June 20	June 28	July 7	July 14	July 21	July 28	August 4	August 11	August 18	August 25
Walk To Understanding: Global Citizenship while walking de Camino de Santiago (B55)	Applying Ethics in Digital Innovation (T07)	Introduction to AI, Machine Learning and Neural Networks (T15)			Boost your 21st Century Skills - Master Global Citizenship (B50)			Smart Sustainable Cities (T14)	
	Innovation and Entrepreneurship in Europe (B27)		Innovation Lab: Design Thinking for Socially-Relevant Innovation (B28)		Leadership for Innovation and Performance Happiness (B29)		Global Management Simulation (B47)		
		Business Innovation with Blockchain: Introduction	Business Innovation with Blockchain: Building an Ecosystem						
		Introduction to Finance and Banking (B23)	Sustainability & the future of Finance; Financing Models for a Sustainable World (B24)	Sustainable Investing: Introduction to Strategies and Tactics		Sustainable Investing: Sustainability			
	The Transition to a Circular Economy; a Business Model Perspective (B53)	Applying Circular Economy in Product Innovation (B32)				Project Management: From Theory to Practice (B16)			
	<b>Special combined tracks</b>								
		Track: Fintech & Web 3.0,			Track: Sustainable Investing				
	Track: Circular Economy (B56), 2 weeks = B53 + B32								
	Track: Innovation in European Business (B02), 5 weeks = B27 + B28 + B29								
	Track: Innovation in European Business XXL (B45), 6 weeks = B27 + B28 + B29 + B47								

## Walk To Understanding (B55)

**Credit weighting:** 3.0 ECTS credits

**Teaching period(s):** 20 June 2025 – 28 June 2025 (1 week)

**Level:** Bachelor

**Teaching methods:** 50 hours of training, workshops, coaching, assignments.

Participants will be graded based on their performance during the workshops and on the assignments, assessed by means of participation, handling feedback and a reflective report. Overall level of participation and cooperation within group settings will be taken into account.

**Course leader:** Jelly J. Offereins MA

**Lecturer(s):** Ewald Theunisse

### Description

This course will take you to Spain - where you will train yourself in compassionate leadership, communicating and collaborating, while walking the Camino de Santiago -- the iconic pilgrimage, steeped in medieval charm.

This is not just a course. It is not just a walk. It is an odyssey of the spirit - an eight-day voyage towards mastering the 21st-century skills for global citizenship.

The course is a once-in-a-lifetime experience, bringing you insights and new capabilities that will be beneficial to you for the rest of your life.

This course is about the stuff that is rarely found in curricula at schools or universities. It is about you as a human being and how you relate to yourself, others, and other cultures. It is about the meaning and purpose of diversity and inclusiveness. It is about the four-mode perspective that broadens your scope and your communication and collaboration skills. It is

about critical thinking, self-regulation and becoming your very best as a caring, responsible global citizen and professional.

The content of the course is similar to our successful course (B50) 'Boost your 21st Century Skills and Master Global Citizenship', which will be offered again in Utrecht from 29 July to 2 August 2024. We offer this new course as an additional specialty in combination with the challenge of Walking the Camino de Santiago with the class (!), with the aim of leveraging the positive effect of dynamic learning on creativity and reflection (Journal of Experimental Psychology: Learning, Memory, and Cognition, 40(4), 1142–1152.

<https://doi.org/10.1037/a0036577>)

The course is highly interactive: experiencing is key. With every challenge, you enter a new stage, a new level of maturity, discovering new insights and secrets about life and living. AND: it is so much fun doing it, together with fellow students from around the globe.

You should think of this course as a five-day voyage towards mastering the 21st century skills for global citizenship.

Globalization, polarisation, and a range of issues that affect people and nature around the globe, make a strong sense of global citizenship more important than ever before. We are living in an age in which technology has profoundly influenced the ways we think, feel, act, communicate and collaborate. This raises all kinds of questions, it reveals needs and requires skills for understanding ourselves and others in this constantly changing world.

The so-called 21st century skills are considered the most important skills to succeed in today's workplace, since they can be universally applied to enhance ways of thinking, learning, working and living in the world. These skills are: critical thinking/reasoning, creativity/creative thinking, problem-solving, metacognition, collaboration, communication and global citizenship.

In this highly interactive course, discovering, experiencing, and sharing are the key activities.

On days 1 and 2, you will be introduced to the Four-Mode Perspective. This universal principle entails that every challenge can be met, and that every message can be delivered in four different ways. Your skillfulness and effectivity in communicating with others will quadruple overnight!

On days 3, 4 and 5 you will immerse yourself into eight other 21st century skills: Collaboration, Socio-cultural awareness, Self-regulation, Critical thinking, Media literacy, Creativity, Problem-solving skills and Entrepreneurship. All in a global perspective, and broadening your scope as a global citizen.

Every exercise in the course is practical, fun to do, and highly educational. The course is a once-in-a-lifetime experience, bringing you insights and new capabilities that will be beneficial to you for the rest of your life.

Your discoveries and learning won't end on the last day of the course. We will invite you and your fellow students to form a Circle of Understanding, and each of you will be offered 25 real-life challenges for 100 more days to further grow both personally and professionally. During that time, your phone will be your classroom and you will be able to share your experiences with your peers on a private online platform. This highly effective way of micro-learning is currently being adopted by universities around the world to support students (and staff) in developing global citizenship and 21st-century skills.

This course is offered in collaboration with Ewald Theunisse, co-founder of the Academy of Understanding.

**What previous participants (summer 2023) wrote about the course** (these students took the course in Utrecht - not this version in Spain where we combine the course with a parcourse on the Camino de Santiago)

*"This course proved to be an amazing journey that celebrates the beauty of diversity and shows the true power of learning about different cultures."*

*"Thank you for this amazing course! That gave me a better understanding of cultural differences, a better understanding of people's behaviour and moods. This course gave me a better understanding of myself, my values, aim and motivation. The course is full of activities, so it was also fun. Thank you for this opportunity!"*

*"My favourite course!! Students are encouraged to communicate, there's a range of creative activities, open classroom atmosphere, and the lecturers are approachable and inclusive."*

### **Target audience**

We are looking for students in any discipline who believe that human understanding makes all the difference and want to train themselves in compassionate leadership, communication and collaborating and also like the challenge of walking/hiking a part of the world-famous Camino de Santiago.

The course is open to all students from different fields of study with an interest in becoming a better person and professional.

We set the route on the Camino in such a way that it should be doable for healthy, fit people, with no additional training required. We will walk between 2.5 and 4.5 hours per day.

To walk on the Camino, you will need:

- A backpack suitable for long walks
- Hiking shoes (no sneakers or trail runner shoes)
- Walking sticks (you can bring them in your luggage, but they are also available in Spain)
- These three items are compulsory for this walk. Without them, you cannot join.

After your registration, we will send you a detailed packing list (also enclosed with the course information on this page).

### **Aim of the course**

- This intensive programme aims to enrich your personal and professional life in a variety of ways. Not only will the nine skills expand your capabilities, they will also broaden your perspective on life and how to lead it with more resilience and compassion;
- Students will gain insight into possible ways of looking, thinking, doing, listening, and communicating and will become aware of their own ways, and those of others;

- Students will strengthen their so called 21st century skills: Socio-cultural competencies, Communication skills, Collaboration, Critical thinking, Self-regulation, Media literacy, Entrepreneurship, Problem-solving skills, and Creativity;
- Students will proceed in mastering Global Citizenship.

The didactical approach of this course may be quite different from what you would expect from a traditional module. Together with lecturers and professional coaches from the work field we will guide you through a meaningful and valuable experience, while walking the historic pilgrim route.

The sessions and assignments are highly interactive, challenging and fun: you will be invited to experiment, experience, reflect and discuss. You will learn by doing and explore different perspectives, while in the meantime being offered important professional and personal insights. The course will help you integrate your existing knowledge and skills with new insights, step out of your comfort zone and develop the mind-set to improve communication and compassionate collaboration.. During this learning experience, you will receive intensive coaching.

As a follow-up on the course, you will receive 25 real-life challenges for a period of 100 days. These will enable you to continue your learning process in a practical and fun way.

## Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers

Thursday 20 June		
Time	Activity	Description
12:00-18:00	Arrival and Key pick up	You will stay at a Hostel in Leon until 22 June

Friday 21 June		
Time	Activity	Description
9:00-9:30	Welcome and Campus tour Universidad de Leon	
9:30-12:30	Welcome session	Meet & Greet and course introduction

12:30-13:30	Lunch*	
13:30-17:00	Group assignment	

Saturday 22 June		
Time	Activity	Description
9.30-12:30	Walk from Leon to Villar de Mazarife	(it is close to Leon) we take the Van to Astorga and are staying there for the night
12:30-13:30	Lunch*	
13:30-17:00	Group assignment	

Sunday 23 June		
Time	Activity	Description
9.30-12:30	Walk from Astorga to Santa Catalina de Somoza	This is a 10 km walk. We are staying at <a href="#">Alberque El Caminante</a> for the night
12:30-13:30	Lunch*	
13:30-17:00	Group assignment	

Monday 24 June		
Time	Activity	Description
9.30-12:30	Walk from Santa Catalina de Somoza to Foncebadón.	This is a 16 km walk. We are staying at <a href="#">El Convento de Foncebadón</a> for the night
12:30-13:30	Lunch*	
13:30-17:00	Lecture	

Tuesday 25 June		
Time	Activity	Description
9.30-12:30	Walk from Foncebadón to El Acebo	This is a 11 km walk. We are staying at <a href="#">La Casa del Peregrino</a> for the night
12:30-13:30	Lunch*	
13:30-15:00	Group assignment	

Wednesday 26 June		
Time	Activity	Description
9.30-12:30	Walk from El Acebo to Ponferrada	This is a 17 km walk. We are staying at <a href="#">Alberque Alda Pilgrim</a> for 2 nights until Friday
12:30-13:30	Lunch*	
13:30-17:00	Group assignment	Presentations

Thursday 27 June		
Time	Activity	Description
9.30-12:30	Debriefing	Reflection at Universidad de Leon Campus Ponferrada
12:30-13:30	Lunch*	
13:30-15:00	Group assignment	

Friday 28 June		
Time	Activity	Description
7.30-8.30?	<i>Breakfast and saying goodbye</i>	<i>End of the programme</i>

\*Please note: Students must bring/cover their own lunch

The lunch times in the programme can vary, these times are just an indication.



## Innovation Lab: Design Thinking for Socially Relevant Innovation (B28)

<b>Credit weighting:</b>	4.0 ECTS credits
<b>Teaching period(s):</b>	21 July 2025 – 1 August 2025 (2 weeks)
<b>Level:</b>	Bachelor level
<b>Teaching methods:</b>	102 hr(s) lectures/field excursions + assignments (including self-study)
<b>Course leader:</b>	Jens Gijbels, MSc
<b>Lecturer(s):</b>	Jens Gijbels MSc, Kim van Veldhuijzen, MSc

### Description

We see an increase in the need for socially relevant innovation: to boost our networks, activate our communities, and contribute to a healthier society. We aim to change the way you look at the world in a more opportunity-oriented and less problem-focused way. Enter Design Thinking: a creative, holistic, multidisciplinary approach based on strong fundamentals where co-creation takes central stage. To achieve this, we have set-up the innovation lab.

The didactical approach of this course may be quite different from what you would expect from a traditional module – with lectures with a written exam in the end. Instead, together with designers from the work field and an actual real-life client, we will guide you through a meaningful and valuable experience.

During this module, you will visit and work with a real-life client and help them to innovate by focusing on user-experience and the merits of co-creation. You will learn by doing and explore different perspectives, while in the meantime being offered important academic insights. Our goal is to create an innovation experience for you with all of the pressures and demands of the real world. The module will help you integrate your current knowledge with new insights, step out of your comfort zone and develop the mind-set, agility and resilience one needs in today's dynamic world. During this learning experience, you will receive intensive coaching from experienced coaches as you apply best practices to co-created innovation and service-design.

NB: This course is part of:

The five-weeks track is B02: [Innovation in European Business](#). This five-week track can also be extended to six weeks by adding the Global Management Simulation programme (B47); the six-weeks track is B45 ([Innovation in European Business XXL](#))

### **Target audience**

Students from all kinds of backgrounds (from Design, Business, Communication to Engineering, etc.) who believe innovation is key and who are curious to learn more about creative approaches to innovation and development of services in the (near) future.

A sufficient level of English language proficiency is required (at least B1).

### **Aim of the course**

To provide students with an understanding of a design thinking approach and the application of innovation in a socially -relevant context. On successful completion of this module, students should be able to:

Explain experience of situations from a user's perspective;

Understand and apply a design process;

Use design thinking to develop innovative interventions;

Propose coherent strategies for designing interventions in ways that bring truly radical improvements from a user's perspective.

If you are pursuing a specific learning goal, please reach out to ensure that we will meet your expectations.

### **Learning Objectives:**

- Analyzing mega trends
- Planning a Scenario for an idea
- Idea generation
- Deconstruction Supply Chain
- Construction sustainable Supply chain
- Developing knowledge on Dutch clusters, for example the agribusiness
- Developing knowledge on innovation models and business models
- Final objective: build your own sustainable innovative business model: from idea to launch

## Course calendar

### Week 1

Saturday and Sunday, 19 and 20 July 2025		
Time	Activity	Description
12.00-18.00	<b>Key pick up</b>	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

Monday, 21 July 2025		
Time	Activity	Description
09.30-10.00	<b>Campus tour</b>	
10:00-12:00	<b>Welcome session</b>	Meet & Greet and course introduction
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Setting culture</b>	

Tuesday, 22 July 2025		
Time	Activity	Description
10:00-12:00	<b>Theory</b>	Design Thinking
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Client Meeting - Briefing</b>	We will work on a real-life project

Wednesday, 23 July 2025		
Time	Activity	Description
10:00-12:00	<b>Theory</b>	Design Research
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Project work</b>	Design Research

Thursday, 24 July 2025		
Time	Activity	Description

10:00-12:00	<b>Theory</b>	Defining
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Project work</b>	Defining

<b>Friday, 25 July 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	<b>Workshop</b>	Pitch preparation
12:00-13:00	<b>Lunch break*</b>	
13:00-17:00	<b>Interim presentation</b>	Pitch for the client

### Week 2

<b>Saturday and Sunday, 26-27 July 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
<i>Free time</i>		

<b>Monday, 28 July 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	<b>Recap + Theory</b>	Recap on team culture + Ideation
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Project work</b>	Ideation

<b>Tuesday, 29 July</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	<b>Theory + project work</b>	Prototyping
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Theory + project work</b>	Testing

<b>Wednesday, 30 July 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	<b>Theory</b>	Implementation and Iterate

12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Project work</b>	Finishing the project

<b>Thursday, 31 July 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	<b>Workshop</b>	Pitch preparation
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Final presentation</b>	Final pitch presentations + Drinks

<b>Friday, August 1, 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	<b>Evaluation</b>	Course evaluation
12:00-13:00	<b>Lunch break*</b>	
13:00-16:00	<b>Course end</b>	Deep reflections (+assessments) and saying goodbye

## Innovation and Entrepreneurship in Europe (B27)

<b>Credit weighting:</b>	4.0 ECTS credits
<b>Teaching period(s):</b>	7 July 2025 - 18 July 2025
<b>Level:</b>	Bachelor
<b>Teaching methods:</b>	102 hours of lectures/field excursions + assignments (self-study).
<b>Course leader:</b>	Bart Toering, MSc
<b>Lecturer(s):</b>	Bart Toering, MSc Ruud Verschuur, EMP

### Description

This course focuses on the value of knowledge, innovation and entrepreneurship in European business and will familiarise students with the interplay between science and technology and the commercialization of knowledge and design. It will be challenging and we will visit some top-companies in the Netherlands. The course covers two weeks and if you like you can add one week in Italy (course B46) to the course.

Building business models from an in-depth understanding of the gap between innovation and business in Europe. You will explore innovation challenges faced by European companies, gain insights into how governments and business cultures in the European Union influence innovation, and discover the traits of innovative ventures and people.

We start with the focus of successful clusters in the Netherlands. Agribusiness is one of them, and so is the Food Valley Netherlands.

Having the capacity to adapt to an ever-changing business environment is turning out to be the single most important factor for companies to remain successful. With the European Union (EU) struggling for its once crucial role in the global economy, this perhaps goes even

more for European companies than for those on other continents. Incredibly tough competition -both within the EU as well as from other parts of the world-, an economic crisis that does not seem to end, and the legislative opportunities and barriers within the EU, are all factors that are challenging European companies and initiatives in remaining successful players in their field.

This two-weeks' course provides you with the opportunity to explore these challenges and the solutions companies find, as well as gain an insight into how the different business cultures in the EU influence the choices that are made. Optimization of supply chains, emergence of new business models, implementation of corporate social responsibility, focus on sustainable innovation, and creative approaches to brand identity – these are all (parts of) innovation strategies used by European companies to deal with their challenges and prepare for the future.

The rapidly changing business world also affects today's job market and increases the need for innovative and entrepreneurial individuals. Often, this requires more than a brilliant idea or unique skill set. For the next generation of leaders this course offers the opportunity to develop the mind-set, skills, competencies and experiential learning that enable you to promote innovation either as a productive member of an emerging firm or as an entrepreneur. You will work on topics like personal values, communication, and team diversity enabling you to develop your own creativity, opportunity-seeking and opportunity-recognizing abilities.

The course combines a theoretical and practical approach. Interactive lectures, group assignments and company visits will help you to shape your views on what works and what doesn't.

You will build your own innovative business model.

During the course we will pay attention to the Supply chain. The focus will be on production, logistics and inbound aspects. If you decide to add-on the study-trip to Italy (B46) you will also focus on the market-proposition, and will so 'close' the exploration of business modelling.

*NB: This course is part of:*

*The five-weeks track: [Innovation in European Business](#). This five-week track can also be extended to six weeks by adding the Global Management Simulation programme (B47); the six-weeks track is B45 ([Innovation in European Business XXL](#))*

## Target audience

Students from all levels (Bachelor and Master) - a business study programme or financial background is **not** required. This course is for students who want to build or expand their knowledge of finance and banking.

A sufficient level of English language proficiency is required (at least B1).

## Aim of the course

- You will learn about and discuss basic finance and banking theory;
- You will gain knowledge of how a bank operates and functions;
- You will learn how to interpret bank balance sheets;
- You will gain a basic understanding of the accounting system and ratio analysis.

## Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers.

Saturday and Sunday, 5-6 July 2025		
Time	Activity	Description
12.00-18.00	<b>Key pick up</b>	<i>You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.</i>

Monday, 7 July 2025		
Time	Activity	Description
9.30: -12.00	<b>Welcome</b> <b>Overview program</b>  <b>Personal Style Inventory</b> <b>Speed dating groups</b>	<i>Prof. BP Toering &amp; Prof. R. Verschuur</i>
12.00-13.00	Lunch	
13:00-17:00	<b>The Need for disruptive</b> <b>Innovation and</b> <b>Introduction Assignment</b> <b>The Challenge</b>	<i>BP Toering &amp; Prof. R. Verschuur</i>

Tuesday, 8 July 2025		
Time	Activity	Description



9.30-12:00	<b>Brabant Dutch Provence Knowledge Hub</b>	<i>Prof. Dr. J. van den Broek, director Brabant Knowledge &amp; Bp Toering</i>
12:00-13:00	Lunch	
13:00-17:00	<b>Trends and Innovation in the Global Retail Landscape</b>	<i>Prof. R. Verschuur &amp; Bp Toering</i>

Wednesday, 9 July 2025		
Time	Activity	Description
9.30-12:00	<b>Innovation in the European Moving Industry</b>	<i>G. Geijtenbeek &amp; BP Toering</i>
12:00	Lunch on the way	
12:00-18:00	<b>Visit Rietveld House and visit smart city Utrecht Uithof</b>	<i>R. Verschuur &amp; BP Toering</i>

Thursday, 10 July 2025		
Time	Activity	Description
9:30-12:00	<b>Trends analysis for innovation</b>	<i>Prof. B. Delmeé &amp; B.P. Toering</i>
12:00-13:00	Lunch	
13:00-17:00	<b>Trends and strategy for idea generation and Workshop</b>	<i>Prof. B. Delmeé &amp; B.P. Toering</i>

Friday, 11 July 2025		
Time	Activity	Description
9:30-12:00	<b>Dutch Clusters and diamond of Porter and Business models Location Matters</b>	<i>Bp Toering &amp; R. Verschuur</i>

	<b>Chapter 5,6,8 en 10 Doing Business in Europe</b>	
12:00-13:00	Lunch	
13.00-1700	<b>Innovation supply chain and CSR Rondeel case Agribusiness</b>	<i>Bp Toering &amp; R. Verschuur</i>

## Week 2

Saturday and Sunday, 12-13 July 2025		
Time	Activity	Description
Free time		

Monday, 14 July 2025		
Time	Activity	Description
10.00-13:00	<b>Business Case Retail Strategy and Culture</b>	<i>R. Verschuur &amp; B.P. Toering</i>
13:00-14:00	Lunch	
14:00-17:00	<b>Workshop Customer Value and innovation</b>	<i>Prof. R. Willemsen &amp; BP Toering</i>

Tuesday, 15 July 2025		
Time	Activity	Description
9:30-12:00	<b>Scenario basics</b>	<i>B. Delmeé &amp; BP. Toering</i>
12:00-13:00	Lunch	
13:00-17:00	<b>Scenario planning Workshop</b>	<i>B. Delmeé &amp; BP. Toering</i>

Wednesday, 16 July 2025		
Time	Activity	Description
9:30-12:00	<b>From Idea to Business Strategy Pre Pitch Hortus Botanicas</b>	<i>BP Toering &amp; R. Verschuur</i>
12:00	Lunch on the way	
12:00-18:00	<b>Visit Food Valley Zaanstreek Food Cluster</b>	<i>BP Toering &amp; R. Verschuur</i>

Thursday, 17 July 2025		
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Time	Activity	Description
9:30-12:00	<b>Entry models Europe Preparation Business Proposal and Coaching</b>  Study Chapter 5,6,8 en 10 Doing Business Europe	Bp Toering & R. Verschuur
12:00-13:00	Lunch	
13:00-17:00	<b>Assessment Proposal Creativity and Business Preparation and Coaching</b>	BP Toering & R. Verschuur

Friday, 18 July 2025		
Time	Activity	Description
9:00-13:30	<b>Preparation innovation businessmodel</b>	R. Verschuur BP Toering
1300	Lunch during preparation	
13:30-17:30	<b>Pitching Proposal and closing ceremony with jury</b>  Drinks	jury

## Business Innovation with Blockchain - Introduction

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	14 July 2025 – 19 July 2025
<b>Level:</b>	Bachelor
<b>Teaching methods:</b>	Full-time, 55) hours (including self-study, assignments, project work).
<b>Course leader:</b>	Bernhard van der Biesen MSc
<b>Lecturer(s):</b>	Bernhard van der Biesen MSc

### Description

This course is an introduction to the Business Innovation with Blockchain topic.

Can your personal data be considered safe with companies, banks, notaries or even government? Numerous examples of scams, fraud, money laundering and data theft make it clear that this is not always the case. Blockchain offers a revolutionary solution to this problem.

Being the proud winner of the 2022 Dutch Blockchain Awards 2022 “Meaningful Education Award”, we offer the best blockchain education of the Netherlands. During this summer school you will get a crash course into the blockchain basics.

This summer course will focus on Blockchain and how it supports business innovation. Overall, it will be a pleasant mix of understanding the technologies and exploring and discussing its new possibilities.

Blockchain stimulates people to create ecosystems without a trusted third party and thus revolutionises the way organizations work. This summer course provides you with both the theoretical foundations as well as hands-on experience. Overall, it will be a pleasant mix of

understanding the technologies and discuss the new possibilities that it has to offer to the financial sector.

Students will learn what Blockchain exactly is, how it works and what it could mean to daily life, (managers in) companies and particularly business innovation. We will cover ALL aspects of a working blockchain, including governance, legal, change management and costs.

Besides plenary sessions, with a group of three to five students you will have a deep dive into a subject of your own choosing for which you will build your own ecosystem.

### **Target audience**

This course is intended for students of ICT, Law, Creative Business, Engineering Management, Finance or of any other background, who are interested in new technologies, but most of all in staying 'up-to-date'.

You need a flexible and inquisitive attitude. Previous knowledge is not required. However, we do aim to use the knowledge you have gained during your own degree programme.

### **Aim of the course**

The course covers:

- Societal implications of changing technology;
- Tokens & Web 3.0;
- Self-sovereign identity (SSI);
- Governance and DAO's.

**Please note** that cryptocurrency trading is not a topic during this course. What we will discuss are use cases based on public permissionless blockchains that use cryptocurrency.

Learning aims:

During the course we will introduce you to the basis elements of Blockchain and you will learn how to design your own ecosystem. This includes:

- What entails Blockchain?;
- What are opportunities and challenges of Blockchain in the financial field?;
- How does Blockchain technically work?;
- What does Blockchain mean for business innovation?

## Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers.

Saturday and Sunday, 12 and 13 July 2025		
Time	Activity	Description
12:00-18:00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

Monday, 14 July 2025		
Time	Activity	Description
9:30-10:00	Welcome and Campus tour	
10:00-12:00	Plenary session - Introduction to Blockchain	Societal implications of changing technology; stakeholders involved in a blockchain solution
12:00-13:00	Lunch*	
13:00-15:00	Group work with coaching	With a group of 3-5 students you will have a deep dive into a subject of your own choosing. The teacher will be there to give you a head start

Tuesday, 15 July 2025		
Time	Activity	Description
10:00-12:00	Plenary session - Tokens & Web 3.0	Tokens are the digital representations of a particular asset or utility in a blockchain. Web 2.0 stands for the platform economy (Uber, Booking.com). During session on Web 3.0, you will look at its successor, in which users remain in charge of their own data
12:00-13:00	Lunch*	
13:00-15:00	Group work with coaching	With a group of 3-5 students you will have a deep dive into a subject of your own choosing. The teacher will be there to give you a head start

Wednesday, 16 July 2025		
Time	Activity	Description
10:00-12:00	Group assignment - Self-sovereign identity SSI	Self-sovereign identity (SSI) is an approach to digital identity that gives individuals control of their digital identities
12:00-13:00	Lunch*	
13:00-15:00	Start preparing the presentation	With a group of 3-5 students you will prepare the presentation for Friday

**Thursday, 17 July 2025**

<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	Group assignment - Governance 2& DAO's	<i>Insight into organizational forms involving a blockchain; how is decision-making organized? Who do you grant access to your network? A DAO is a system in which storage and transaction and where data and actions are recorded and autonomously executed in a decentralized way. PS cryptocurrency trading is not a topic! During this course we use this definition. Cryptocurrency is nothing else than an incentive for miners to verify transactions in the blockchain and align the interest of all miners to keep the chain honest. It also represents writing rights on the blockchain as without it you can't transact since transacting requires fees.</i>
12:00-13:00	Lunch*	
13:00-15:00	Start preparing the presentation	<i>With a group of 3-5 students you will prepare the presentation for Friday</i>

**Friday, 18 July 2025**

<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	Presentations	<i>With a group of 3-5 students you will present your project. Topics during Centralized education</i>
12:00-13:00	Lunch*	
13:00-14:00	Feedback	<i>Feedback (teacher) on presentations-Reflection</i>
14:00-14:45	Reflection	<i>Reflection (students) on delivery (result and process)</i>
14:45-16:00	Saying goodbye	<i>Drinks at Grand Café Living</i>

## Business Innovation with Blockchain: Building an Ecosystem

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	21 July 2025 – 25 July 2025
<b>Level:</b>	Bachelor
<b>Teaching methods:</b>	Full-time, 55) hours (including self-study, assignments, project work).
<b>Course leader:</b>	Bernhard van der Biesen MSc
<b>Lecturer(s):</b>	Bernhard van der Biesen MSc

### Description

This course gives a more advanced look at the Business Innovation with Blockchain topic.

Can your personal data be considered safe with companies, banks, notaries or even government? Numerous examples of scams, fraud, money laundering and data theft make it clear that this is not always the case. Blockchain offers a revolutionary solution to this problem.

Being the proud winner of the 2022 Dutch Blockchain Awards 2022 “Meaningful Education Award”, we offer the best blockchain education of the Netherlands. During this summer school you will get a crash course into the blockchain basics.

This summer course will focus on Blockchain and how it supports business innovation. Overall, it will be a pleasant mix of understanding the technologies and exploring and discussing its new possibilities.

Blockchain stimulates people to create ecosystems without a trusted third party and thus revolutionises the way organizations work. This summer course provides you with both the theoretical foundations as well as hands-on experience. Overall, it will be a pleasant mix of



understanding the technologies and discuss the new possibilities that it has to offer to the financial sector.

Students will learn what Blockchain exactly is, how it works and what it could mean to daily life, (managers in) companies and particularly business innovation. We will cover ALL aspects of a working blockchain, including governance, legal, change management and costs.

Besides plenary sessions, with a group of three to five students you will have a deep dive into a subject of your own choosing for which you will build your own ecosystem.

### **Target audience**

This course is intended for students of ICT, Law, Creative Business, Engineering Management, Finance or of any other background, who are interested in new technologies, but most of all in staying 'up-to-date'.

You need a flexible and inquisitive attitude. Previous knowledge is not required. However, we do aim to use the knowledge you have gained during your own degree programme.

### **Aim of the course**

The course covers:

- Societal implications of changing technology;
- Tokens & Web 3.0;
- Self-sovereign identity (SSI);
- Governance and DAO's.

**Please note** that cryptocurrency trading is not a topic during this course. What we will discuss are use cases based on public permissionless blockchains that use cryptocurrency.

Learning aims:

During the course we will introduce you to the basis elements of Blockchain and you will learn how to design your own ecosystem. This includes:

- What entails Blockchain?;
- What are opportunities and challenges of Blockchain in the financial field?;
- How does Blockchain technically work?;
- What does Blockchain mean for business innovation?

## Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers.

Saturday and Sunday, 19 and 20 July 2025		
Time	Activity	Description
12:00-18:00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

Monday, 21 July 2025		
Time	Activity	Description
9:30-10:00	Welcome and Campus tour	
10:00-12:00	Plenary session - Introduction to Blockchain	Societal implications of changing technology; stakeholders involved in a blockchain solution
12:00-13:00	Lunch*	
13:00-15:00	Group work with coaching	With a group of 3-5 students you will have a deep dive into a subject of your own choosing. The teacher will be there to give you a head start

Tuesday, 22 July 2025		
Time	Activity	Description
10:00-12:00	Plenary session - Tokens & Web 3.0	Tokens are the digital representations of a particular asset or utility in a blockchain. Web 2.0 stands for the platform economy (Uber, Booking.com). During session on Web 3.0, you will look at its successor, in which users remain in charge of their own data
12:00-13:00	Lunch*	
13:00-15:00	Group work with coaching	With a group of 3-5 students you will have a deep dive into a subject of your own choosing. The teacher will be there to give you a head start

Wednesday, 23 July 2025		
Time	Activity	Description
10:00-12:00	Group assignment - Self-sovereign identity SSI	Self-sovereign identity (SSI) is an approach to digital identity that gives individuals control of their digital identities
12:00-13:00	Lunch*	
13:00-15:00	Start preparing the presentation	With a group of 3-5 students you will prepare the presentation for Friday

**Thursday, 24 July 2025**

<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	Group assignment - Governance 2& DAO's	<i>Insight into organizational forms involving a blockchain; how is decision-making organized? Who do you grant access to your network? A DAO is a system in which storage and transaction and where data and actions are recorded and autonomously executed in a decentralized way. PS cryptocurrency trading is not a topic! During this course we use this definition. Cryptocurrency is nothing else than an incentive for miners to verify transactions in the blockchain and align the interest of all miners to keep the chain honest. It also represents writing rights on the blockchain as without it you can't transact since transacting requires fees.</i>
12:00-13:00	Lunch*	
13:00-15:00	Start preparing the presentation	<i>With a group of 3-5 students you will prepare the presentation for Friday</i>

**Friday, 25 July 2025**

<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	Presentations	<i>With a group of 3-5 students you will present your project. Topics during Centralized education</i>
12:00-13:00	Lunch*	
13:00-14:00	Feedback	<i>Feedback (teacher) on presentations-Reflection</i>
14:00-14:45	Reflection	<i>Reflection (students) on delivery (result and process)</i>
14:45-16:00	Saying goodbye	<i>Drinks at Grand Café Living</i>

## Financing Models for a Sustainable World (B24)

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	21 July 2025 – 25 July 2025
<b>Level:</b>	Bachelor
<b>Teaching methods:</b>	50 hours of lectures/field excursions including assignments (self-study).
<b>Course leader:</b>	Frans Boumans, MSc MBA
<b>Lecturer(s):</b>	Frans Boumans, MSc MBA

### Description

Our economic models were developed in the age of resource abundance when natural resources were plentiful and carbon emissions limited. No environmental concerns were factored into these models, only labour and capital. Likewise, financial theory does not account value to natural resources beyond their near-term cash flows[1].

The financial system is integral and crucial to achieving a smooth transition to a low-carbon economy!

This course will provide insights into sustainable finance aspects like governance and financial behaviour, changing financial strategies, integrated reporting, investing for long-term value creation, equity investing, impact investing, green bonds, new forms of lending, microfinance, sustainable project financing, social entrepreneurship and transition management.

Building on the basics of finance, the topics addressed will give students tools to invest and fund businesses in a more sustainable way. Application of the theory in a practical way is of

course part of the course, and supported by the book on Principles of Sustainable Finance several articles and cases. [2]

Topics that are covered by the course are:

- Stakeholder vs shareholder value
- Short-term profits vs long-term goals value creation
- Behavioural finance
- Role of institutional investors
- Sustainability indices and ratings
- Funding of circular business models
- CSRD and metrics
- Performance measures
- Risk management
- Values-based banking

The lecturers have extensive experience in the international financial world and in teaching finance and banking courses in an international setting.

Also, guest lectures will be part of the course, with presentations by e.g. Ecovadis and a bank. In one of the project assignments, students will develop a financial plan. Students will also work on a (financial) assignment provided by a real-life (social) company.

- Net positive by Andrew Winston and Paul Polman, former Unilever CEO;
- The Value of a Whale by Adrienne Buller;
- Regenerative Finance by John Fullerton <https://capitalinstitute.org/>

[1] Schoenmaker, D. and W.Schramade (2019), "Principles of Sustainable Finance", Oxford University Press

2] eg Verdoliva, V., & Vigne, S. A. (2022). An introduction to the

*special issue on Green Finance and sustainability. Journal of International Financial*

*Management & Accounting, 33, 379–382; A. Buller, (2022), The value of a whale;*

*Paine, L.S., Fetter, H., (2020), US Private Equity Firms: ESG and Impact, HBS*

This course is a logical follow-up on the course (B23) 'Introduction to Finance and Banking' (the week before this course).

Also, many students combine this course with 'Sustainable Investing' (the week after this course).

Another logical combination is B26 'Business Innovation with Blockchain'.

### **Target audience**

This course is open to students of advanced bachelor and master level. A background in Business Studies is not required. Instead, students are expected to have an interest and/or background in either finance or banking and have to be curious to explore new financial models and innovations.

If you have no or limited background in finance or banking, we advise you to first take part in the five-day course 'Introduction to Finance and Banking' and then take this course as a follow-on.

In all cases, a good command of English is necessary.

### **Aim of the course**

The learning objectives of the course are:

The student can explain the (changing) role of finance due to increasing focus on sustainability by companies:

- Explain how loans are issued, capital markets work in relation to innovations
- Explain financial failures and successes in the past and determine measures taken to avoid risks in the future
- Show they understand cycles and crises in the economy
- The student can appraise relations between sustainable risks and funding.
- Explain the input variables that influence the funding for the firm
- Understand the impact of sustainability on risks and returns for a company
- Determine the elements that effect the return for a project in new industries or markets with different risk profiles

The student can identify the steps necessary for financial practices for a better future for next generations

- Describe the steps (or flow of information) needed to implement sustainable financial practices in corporates
- Convert existing (centralized) processes into new decentralized organizations, include smallholders and other stakeholders
- Use practices of change management (including behaviouralism) in order to adapt to this new (financial) world

Students will prepare a project proposal that identifies a hypothetical project for a real company which meets the goals of the company (including ESG goals), facilitates the company's strategic mission, includes the impact on the financial results, the project evaluation and a discussion identifying project risks and ways to mitigate or manage these risks.

### Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers

Saturday and Sunday, 19 and 20 July 2025, Utrecht		
Time	Activity	Description
12.00-18.00	Key pick up	<i>You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.</i>

Monday, 21 July 2025		
Time	Activity	Description
10:00-12:00	Lecture	<i>Global credit crisis; BoomBustBoom; Canvas model in Banking</i>
12:00-13:00	Lunch**	
14:00-17:00	Group assignment	<i>Innovations in the Financial Industry towards sustainability</i>

Tuesday, 22 July 2025		
Time	Activity	Description
10:00-12:00	Lecture Frank Conjaerts	<i>(Alternative) Banking models, Blockchain</i>
12:00-13:00	Lunch**	

14:00-17:00	Lecture, Group assignment, self-study	Innovation ideas: guestlecture eg Ecovadis, ING Bank or PWC
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### Wednesday, 23 July 2025

Time	Activity	Description
10:00-12:00	Lecture	Crowdfunding in perspective
12:00-13:00	Lunch**	
14:00-17:00	Lecture, Group assignment, self-study	Green Financing and Impact Investing

### Thursday, 24 July 2025

Time	Activity	Description
10:00-12:00	Seminar	Financing (eg Crowdfunding) Campaign
12:00-13:00	Lunch**	
14:00-17:00	Vist RABO bank Utrecht	Inclusive Financing

### Friday, 25 July 2025

Time	Activity	Description
10:00-12:00	Lecture	SME Bonds, P2P lending
12:00-13:00	Lunch**	
14:00-15:00	Group assignment	Presentations
15:00-17:00	Saying good bye	Drinks at Grand Café Living



## Innovation Introduction to Finance and Banking (B23)

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	14 July 2024 - 18 July 2024
<b>Level:</b>	Bachelor
<b>Teaching methods:</b>	52 hours of lectures/field excursions + assignments (self-study).
<b>Course leader:</b>	Gerrit-Jan Lanting, MSc
<b>Lecturer(s):</b>	Gerrit-Jan Lanting, MSc, Bernard van der Biessen MSc

### Description

Financial news is dominating the headlines. The financial and banking system had and still has a great impact on the economic situation in the world. Sparked by the financial crisis, the role of banks is changing, and new financing models are slowly gaining traction.

Welcome to our simulated learning environment. During this intensive one-week course your group will form the management team of a retail bank, taking all management level decisions that come with running a bank while competing against the other teams in the course. In each round, you will receive direct financial results regarding the decisions made by your team providing you with valuable feedback for the next round. However, the simulation is not just about making profit, but also about sound risk management for your bank: you will have to follow the Basel III guide lines, take decisions about which products to launch and about hiring and firing staff.

This course will help you to learn all about the basics of finance, and cover topics such as financial statements, ratio analysis, asset and liability management and accounting. You will learn how to successfully run a crowdfunding campaign and gain useful insights in the field of sustainable financing and banking, such as how to finance sustainable energy projects.

This simulation is a great action-based way of learning, providing you with the ins and outs of running a retail bank.

Many students who have done this course, follow up with the B24 course 'Financing Models for a Sustainable World' and often also the course B21 'Sustainable Investing'. Another logical combination is B26 'Business Innovation with Blockchain' or B21 'Sustainable Investing'.

### Target audience

Students from all levels (Bachelor and Master) - a business study programme or financial background is **not** required. This course is for students who want to build or expand their knowledge of finance and banking.

A sufficient level of English language proficiency is required (at least B1).

### Aim of the course

- You will learn about and discuss basic finance and banking theory;
- You will gain knowledge of how a bank operates and functions;
- You will learn how to interpret bank balance sheets;
- You will gain a basic understanding of the accounting system and ratio analysis.

### Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers

Saturday and Sunday, 12 and 13 July		
Time	Activity	Description
12.00-18.00	Key pick up	<i>You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.</i>

Monday, 14 July		
Time	Activity	Description
10:00-12:30	Lecture	<i>Introduction lecture accounting and finance. Introduction to financial statements</i>
12:30-13:30	Lunch	
13:30-17:00	Lecture and introduction to	<i>Lecture accounting and finance</i>

	<i>the banking simulation</i>	<ul style="list-style-type: none"> <li>• <i>Bank Balance sheet</i></li> <li>• <i>Debt and Equity, forms of financing</i></li> <li>• <i>Financial leverage</i></li> <li>• <i>Preparation for the banking simulation.</i></li> </ul>
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<b>Tuesday, 15 July</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
<i>10:00-12:30</i>	<i>lecture</i>	<i>Guest lecture sustainable banking Kay van der Kooi, Triodos bank</i>
<i>12:30-13:30</i>	<i>Lunch</i>	
<i>13:00-17:00</i>	<i>Group assignment</i>	<i>Retail banking simulation and lecture alternative financing models and behavioural finance</i>

<b>Wednesday, 16 July</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
<i>10:00-12:30</i>	<i>Group assignment</i>	<i>Retail banking simulation</i>
<i>12:30-13:30</i>	<i>Lunch</i>	
<i>13:30-17:00</i>	<i>Lecture</i>	<i>Blockchain and cryptocurrency workshop by Bernhard van der Biessen</i>

<b>Thursday, 17 July</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
<i>10:00-12:30</i>	<i>Group assignment</i>	<i>Retail banking simulation</i>
<i>12:30-13:30</i>	<i>Lunch</i>	
<i>13:30-17:00</i>	<i>Lecture</i>	<i>Excursion or guest lecture</i>

<b>Friday, 18 July</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
<i>10:00-12:30</i>	<i>Lecture and group assignment</i>	<i>Retail banking simulation</i>
<i>12:30-13:30</i>	<i>Lunch</i>	
<i>13:30-15:00</i>	<i>Group assignment, self-study etc</i>	<i>Round off Retail banking simulation</i>
<i>15:00-16:30</i>	<i>Saying good bye</i>	<i>Drinks at The Basket</i>

## Sustainable Investing: Introduction to Strategies and Tactics

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	21 July 2025 – 25 July 2025
<b>Level:</b>	Bachelor
<b>Teaching methods:</b>	This course represents 53 hours of workload (including lectures, workshops, assignments, project work and company visit).
<b>Course leader:</b>	Frans Boumans, CPE
<b>Lecturer(s):</b>	Frans Boumans, CPE

### Description

This course is part of a two week track: Sustainable Investing. This programme explores this rising industry and gives you the skills to navigate the terminology, activity, drivers and participants of the ESG ecosystem. This programme prepares you to harness ESG data to drive financial performance and investment strategies.

This Investments course provides a foundational exploration of investment vehicles, market structures, risk management and investment strategies. Students will learn about various asset classes, including stocks, bonds, mutual funds, real estate, and alternative investments such as commodities, hedge funds, private equity, direct lending, and cryptocurrencies. Through a combination of concepts and practical applications, the course will include key topics such as portfolio management, asset allocation, market efficiency, and behavioral finance.

What makes the course special is the hands on approach, use of recent cases, and includes new developments in AI, Fintech and behavioral finance. A good follow on course is the five-day course 'Sustainable Investing'.

This course will focus on the following topics:

- Definition of investing and its significance in financial markets.
- History of investing. role of investors.
- Future of investing: role of AI
- Investment strategies and tactics: Fundamental versus Technical analysis.
  
- Sources of data and analysis methods. The development of risk, indices and ratings.
- Asset classes: fixed income, common stocks, real estate, direct lending, commodities, FX, derivatives (futures, options), alternatives
- Stock valuation techniques
- Basics of portfolio management: risk versus return, pension funds management, mutual funds, performance measurement,
- Basics of behavioralism: overconfidence, overoptimism, FOMO, loss aversion, prospect theory, herding behaviour and other biases.
- Specialities: impact investing, mutual funds and ETFs, Green bonds, Sustainability linked bonds, social impact bonds and direct investments in companies or projects.
- Investments and assetmanagement in transition

### **Target audience**

The program is intended for students in banking, asset management, accounting and finance of advanced bachelor or at master level, and for those interested in becoming investment professionals, finance advisors, consultants, and business and non-profit leaders. This course is open to students.

If you have no or a limited background in finance or banking, we advise you to first take part in the five-day course 'Introduction to Finance and Banking' and then take this course as a follow-on.

In all cases, a good command of English is necessary.

### **Aim of the course**

- This course aims to equip students with a comprehensive understanding of the fundamental principles of investing, enabling them to make informed financial decisions in personal pension plans and professional contexts, like as assetmanager of a pensionfund.
- By the end of the course, students will be able to:
- Understand the role of investments in personal finance and the economy.

- Analyze different types of investment products, including traditional and alternative investments, and their characteristics.
- Develop a basic investment strategy that incorporates a diverse range of asset classes aligned with financial goals.
- Evaluate the performance of investments using various metrics and benchmarks.
- Recognize the impact of market trends and economic indicators on investment decisions, particularly regarding alternative assets.
- This course is ideal for anyone looking to build a strong foundation in investment principles, whether for personal enrichment or as a stepping stone to advanced financial studies.

### Study load

This course represents 53 hours of workload (including lectures, workshops, assignments, project work and company visits).

### Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers.

Saturday and Sunday 19 and 20 July 2025		
Time	Activity	Description
12:00-18:00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

DAY 1: Monday 21 July 2025		
Time	Activity	Description **
9:00-09:30	Welcome and Campus tour	
09:30-13:00	Meet & greet  The Investment environment and securities markets	Definition of investing and its significance in financial markets. History of investing. role of investors. Future of investing: role of AI Investment strategies and tactics: Fundamental versus Technical analysis. Sources of data and analysis methods. The development of risk, indices and ratings. Asset classes: fixed income, common stocks, real estate, direct lending, commodities, FX, derivatives (futures, options), alternatives Stock valuation techniques
13:00-14:00	Lunch*	
14:00-15:30	Start of the group assignment	Workshop on brainstorm and valuation techniques. Brokers reports.
15.30	wrap up/summary	Summary of the day, feedback from and to the groups, outlook for tomorrow

DAY 2: Tuesday 22 July 2025		
Time	Activity	Description
9:00-12:30	Introduction to risks and returns, portfolio management and specialties	<p>Basics of portfolio management: risk versus return, pension funds management, mutual funds, performance measurement,</p> <p>Basics of behavioralism: overconfidence, overoptimism, FOMO, loss aversion, prospect theory, herding behaviour and other biases.</p> <p>Specialities: impact investing, mutual funds and ETFs, Green bonds, Sustainability linked bonds, social impact bonds and direct investments in companies or projects.</p>
12:30-13:30	Lunch*	
13:30-15:30	Cases	Examples in excel
15:30	Wrap up/summary	Summary of the day, feedback from and to the groups, outlook for tomorrow

DAY 3: Wednesday 23 July 2025		
Time	Activity	Description
8:30-12:30	Visit <b>RABO Bank HQ</b> in Utrecht	<p>RABO Innovations see: <a href="https://www.rabobank.com/about-us/innovation">https://www.rabobank.com/about-us/innovation</a></p> <p>Making impact with innovations: generating positive social change in the agri-food and energy sectors</p> <p>RABO Foundation see: <a href="https://www.rabobank.nl/en/about-us/rabofoundation">https://www.rabobank.nl/en/about-us/rabofoundation</a></p> <p>Inclusive finance like microfinance in emerging markets; impact investing</p>
12:30-13:30	Lunch*	
13:30-15:30	Continuation of the group assignment	
15:30	Wrap up/summary	Summary of the, feedback from and to the groups, outlook for tomorrow

DAY 4: Thursday 24 July 2025		
Time	Activity	Description
9.00-12:30	Guest lecture <b>Triodos Bank</b>	Investments and assetmanagement in transition see: <a href="https://www.triodos.com/en/about-us">https://www.triodos.com/en/about-us</a>
12:30-13:30	Lunch*	
13:30-15:30	Finalization of the group assignment	
15.30	Wrap up/summary	Summary of the day, feedback from and to the groups, outlook for tomorrow

Friday 25 July 2025		
Time	Activity	Description
10:00-12:30	Start of the final presentations	Jury: investor relations manager of a Dutch listed company Avantium (see <a href="http://www.avantium.com">www.avantium.com</a> ) or Ebusco (see <a href="http://www.ebusco.com">www.ebusco.com</a> )
12:30-13:30	Lunch*	
13:30-15:30	Continuation of the final presentations	Presentations
15:30-17:30	Saying goodbye	Drinks at The Grand Living

\*Please note: Students must bring/cover their own lunch  
The lunch times in the programme can vary, these times are just an indication.

\*\* program: evt. subject to change



## Project Management (B16)

**Credit weighting:** 4.0 ECTS credits

**Teaching period(s):** 4 August 2024 – 15 August 2024 ( 2 weeks )

**Level:** Advanced Bachelor

**Teaching methods:** 105 hours of lectures/group assignments + exam preparation (including self-study).

**Course leader:** Gilbert Silvius, PhD MBA

**Lecturer(s):** Gilbert Silvius, PhD MBA, Bert Hedeman, MSc, Dagmar Zuchi, PhD MBA

### Description

This is one of our most-wanted courses - the applied approach and the PRINCE2® certification has attracted hundreds of students over the years. Today's environment requires organisations to continuously change policies, processes or practices - changes often organised as projects: unique, temporary efforts, performed by multi-disciplinary teams. Projects need project managers that structure complex tasks, keep an overview and have great social skills. This course prepares you for all this by combining theoretical background with a practical approach to project management. You will learn about state of the art project management methods, work on project simulations in teams. Part of the assessment is the PRINCE2® Foundation Exam. You can earn the official certificate.

Everything changes, and nothing remains the same. More than ever, this is true for the competitive environment of organisations. Many changes are managed as projects: unique efforts that require the organisation of resources of different disciplines, capabilities and organisational units. Project management is becoming increasingly important to execute projects in a controlled way. Designing the right approach to a project, planning deadlines, working with multi-disciplinary teams, personal strengths and weaknesses; these are all challenges a project manager needs to deal with.

This course prepares you for participating in or managing projects. You will learn about leading project management methods, work on project simulations in teams, and experience the different factors that determine the successful completion of a project. As part of the course assessment, you will have the opportunity to do the PRINCE2® Foundation Exam and earn the official certificate. PRINCE2® is one of the leading approaches to project management which describes procedures to coordinate people and activities in a project, how to design and supervise the project, and what to do if the project has to be adjusted if it does not develop as planned.

Next to the theoretical background, in the form of the PRINCE2® methodology, the course also offers a practical approach. You will develop your skills in project management in a one week hands-on project simulation in which you will perform various team assignments and will act as a project manager in various settings. An excursion to an important project in the Netherlands is part of the course.

The second week of the course offers a 'learning by applying' project simulation. Participants will experience the dynamics and teamwork that make working in projects so special. During this simulation, the trainers build upon the theoretical knowledge developed in the first week and will provide additional input from the other project management standards, change management and team development.

The content has been developed from the perspective of projects as temporary organisations that realise change in, or between, organisations. The central question is: How can a project manager, together with their project team, successfully and sustainably realise outputs and outcomes of the project? The course follows the logical phasing of a project:

- Project initiating;
- Project planning and start-up;
- Project executing, monitoring and controlling.

In addition to these project management activities, the participants will engage in peer observation, reflection and feedback in order to enhance the learning experience.

PRINCE2® is a registered trademark of AXELOS Limited. For more information, [click here](#).

Please note: The fee also includes participation in the official PRINCE2® Foundation examination.

### **Aim of the course**

After successful completion of this programme, you will have a clear focus on project management from both a theoretical as well as a practical (personal) perspective. If you have successfully completed the PRINCE2® Foundation examination, you will obtain a certificate for this. The specific learning outcomes of the programme are:

- An understanding of the role of projects in organizational change and innovation;
- A thorough understanding of the phases and activities of the project life cycle;
- A thorough understanding of the concepts of stakeholders, project outputs vs. project outcomes, business case, work breakdown structure, planning & organising, project governance, risks, scope creep and changes;
- An understanding of the dynamics of organisational change;
- An understanding of team dynamics;
- An understanding of the different approaches (agile versus predictive) to project management.

### **Course calendar**

The day to day programme is subject to changes depending on the availability of the guest lecturers

#### ***Week 1***

<b>Saturday and Sunday, 2 and 3 August 2025</b>		
Time	Activity	Description
12.00-18.00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

<b>Monday, 4 August 2025</b>		
Time	Activity	Description
10.00 – 10.30	Course introduction	
10.30 – 12.30	Introduction to project management	Positioning of projects in organizations What makes a project a project? Success in projects

12.30 – 13.30	Lunch	
13.30 – 16.30	Introduction to project management (cont.)	Project management approaches and standards

Tuesday, 5 August 2025		
Time	Activity	Description
09.30 – 12.30	Introduction to PRINCE2®	Introduction to the PRINCE2® methodology of project management Projects and Project success
12.30 – 13.30	Lunch	
13.30 – 16.30	PRINCE2® Foundation	PRINCE2® Principles PRINCE2® Themes PRINCE2® Processes Levels of management

Wednesday, 6 August 2025		
Time	Activity	Description
09.30 – 12.30	PRINCE2® Foundation	Starting up the project Project Brief Project Quality Initiating a project Project Initiation Documentation
12.30 – 13.30	Lunch	
13.30 – 16.30	PRINCE2® Foundation	Controls and Progress Reporting Exceptions

Thursday, 7 August 2025		
Time	Activity	Description
09.30 – 12.30	PRINCE2® Foundation	Risks Products / PBS PRINCE2® Processes
12.30 – 13.30	Lunch	
13.30 – 16.30	PRINCE2® Foundation	Directing a project Controlling a project Managing a stage boundary Closing a project Q&A

Friday, 8 August 2025		
Time	Activity	Description
09.30 – 12.30	Project management	The project oriented organization Managing the project landscape Organizational project management maturity

12.30 – 13.30	Lunch	
13.30 – 14.00		Predictive vs adaptive project approaches
14.00 – 16.30	PRINCE2® Foundation	Self study time for Exam preparation

### **Week 2**

<b>Monday, 11 August 2025</b>		
Time	Activity	Description
10.00 – 12.00	PRINCE2® Foundation	Examination
12.30 – 13.30	Lunch	
13.30 – 16.30	Sacred Heart Hospital simulation	Introduction of The 'Sacred Heart Hospital' case - Creating a project vision - Project objectives and goals

<b>Tuesday, 12 August 2025</b>		
Time	Activity	Description
09.30 – 12.30	Sacred Heart Hospital simulation	- Main learnings - Stakeholder analysis - Observation and feedback
12.30 – 13.30	Lunch	
13.30 – 16.30	Sacred Heart Hospital simulation	- Product Breakdown Structure - Work Breakdown Structure

<b>Wednesday, 13 August 2025</b>		
Time	Activity	Description
09.30 – 12.30	Field visit CU 2030 (to be confirmed)	For the past decade, the city of Utrecht has developed many large projects and programs for the renovating its main Station and downtown areas. The field visit will highlight the backgrounds and future of this CU2030 program.
12.30 – 13.30	Lunch	
13.30 – 16.30	Sacred Heart Hospital simulation	- Planning and Scheduling - Resource planning - Project organization

<b>Thursday, 14 August 2025</b>		
Time	Activity	Description
09.30 – 12.30	Sacred Heart Hospital simulation	- Main learnings - Project organization continued - Teams and Team development
12.30 – 13.30	Lunch	

13.30 – 16.30	Sacred Heart Hospital simulation	<ul style="list-style-type: none"> <li>- Project controlling and reporting</li> <li>- The project board meeting</li> <li>- Budgeting and business case</li> </ul>
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Friday, 15 August 2025		
Time	Activity	Description
09.30 – 12.30	Sacred Heart Hospital simulation	<ul style="list-style-type: none"> <li>- Change and communication</li> <li>- The stakeholder meeting</li> </ul>
12.30 – 13.30	Lunch	
13.30 – 15.00	Course closure	<ul style="list-style-type: none"> <li>- Main learnings</li> <li>- Evaluation</li> <li>- Drinks</li> </ul>

## Introduction to AI, Machine Learning and Neural Networks (T15)

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	14 July 2025 – 18 July 2025
<b>Level:</b>	Bachelor level
<b>Teaching methods:</b>	50 hr(s) lectures/field excursions + assignments (including self-study)
<b>Course leader:</b>	Sieuwert van Otterloo, PhD
<b>Lecturer(s):</b>	Dr. Stefan Leijnen, Professor AI Sieuwert van Otterloo, PhD

### Description

Artificial Intelligence (AI) has grown from a promising research field into a widely applied technology in the last few years. Many processes and decisions in our lives are governed by algorithms: from autonomous driving, e-commerce recommendations, traffic predictions to fraud detection. It is important that AI is used correctly, to prevent privacy issues, discriminations and other harm.

In this course you get a hands-on introduction into all aspects of modern AI. You will learn the following:

- Definition of AI and common usage. Distinction between AI, machine learning, deep learning and classic AI
- Explanation of rule based systems and limitations
- Representing data as vectors and manipulating data with linear algebra in python
- Neural networks
- Genetic Algorithms
- The process of training, testing and evaluating algorithms
- Understanding algorithmic bias and how to ensure the ethical and responsible use of AI.

The course consists of a combination of lectures, practical sessions using the Python programming language, and group discussions. The course is an extension of a previous Webinar and will also cover the following articles on algorithmic bias and responsible use of AI:

<https://ictinstitute.nl/ai-machine-learning-and-neural-networks-explain...>

<https://ictinstitute.nl/algorithmic-bias-project-management/>  
<https://ictinstitute.nl/ai-risk-management-checklist/>

**Target audience**

Bachelor and Master students from all backgrounds are welcome. It is necessary to have basic mathematics experience (linear algebra) and computer literacy skills . The course includes practical sessions where students will use Python and Jupyter Notebook to complete assignments.

Please note that students should bring their own laptop computer.

A good command of English is absolutely necessary.

**Aim of the course**

The aim of the course is to give students with a Business or Science background an understanding of Artificial Intelligence and help them develop basic AI systems.

**Study Load**

Fifty hours.

**Course Guide (Dates are from previous Summer)**

Agenda

Monday Jul15: Data science	Tue Jul16: machine learning	Wed Jul17: Standard neural networks	Thu Jul18: complicated neural networks	Fri Jul19: other AI algorithms
Data exploration and visualisation	Decision trees and regression	Prediction with neural networks	Image recognition	Evolutionary algorithms
History of AI	Current AI research (guest speaker)	AI, ethics and Human Centered AI	Neural network and explainability	Current AI research (guest speaker)



# Structure of each day

Time	Content	Remarks
8.45-9.05*	Walk-in and coffee	
9.05 – 9.30*	Recap and questions	Discuss previous day. On day 1: check if people have practical questions
9.30 – 10.30	Theory	Presentation by lecturer of key concepts
10.30 - 10.45	Coffee break	
10.30 – 11.45	Practical session	Working on assignments, individual or in groups
11.45 – 12.15	Discuss practice results, conclusion	
12.15 – 13.15	Lunch	
13.15 – 14.30	Theory	Presentation by lecturer of key concepts
14.30 – 14.45	Coffee break	
14.45 – 15.45	Practical session	Working on assignments, individual or in groups
15.45 – 16.00	Discuss practice results, conclusion	
16.00 – 16.15	Time for individual questions	Lecturer is available for individual questions

\* Day one will start later at 9.30

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## Monday Jul15: data science

### Programme:

Morning theory

- Your expectations for this week
- Data science basics
- Exploring data sets

Morning practical

- Exploring data sets with python


Afternoon theory

- History of AI
- AI problems
- AI methods

Afternoon practical

- Classifying AI problems

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## Tuesday Tue Jul16: machine learning

### Programme:

Morning theory

- Classification and clustering
- Decision trees
- Linear regression

Morning practical

- Predicting prices

Afternoon theory

- Current AI research (probably large language models like ChatGPT)

Afternoon practical

- AI and natural language

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## Wednesday Jul17: Standard neural networks

### Programme:

Morning theory

- Perceptrons
- Neural network structure
- Neural network training

Morning practical

- Neural networks in python

Afternoon theory

- Ethics and AI
- AI values
- AI risk examples

Afternoon practical

- Measuring and correcting bias
- AI values quiz

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## Thursday Jul18: complicated neural networks

Morning theory

Morning practical

Afternoon theory

Afternoon practical

### Programme:

- Collecting and classifying images
- Images as vectors
- Training images
- Image recognition practical
- Neural network zoo : different types of neural networks
- LIME, SHAP and explainability
- Practical assignment explainability

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## Friday Jul19: other AI algorithms

Morning theory

Morning practical

Afternoon theory

Afternoon practical

### Programme:

- Evolutionary algorithms
- Search algorithms
- Exploring data sets with python
- AI guest speaker (to be determined) on AI research
- Discussion of the future of AI

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## Sustainable Investing: Sustainability

**Credit weighting:** 2.0 ECTS credits

**Teaching period(s):** 28 July 2025 – 1 August 2025

**Level:** Bachelor

**Teaching methods:** This course represents 53 hours of workload (including lectures, workshops, assignments, project work and company visit).

**Course leader:** Frank Conjaerts, CPE

**Lecturer(s):** Frank Conjaerts, CPE

### Description

This course is part of a two week track: Sustainable Investing. This programme explores this rising industry and gives you the skills to navigate the terminology, activity, drivers and participants of the ESG ecosystem. This programme prepares you to harness ESG data to drive financial performance and investment strategies.

The Sustainability course focusses heavily on the definition, history and tactics of investing. With increasing pressure from regulators, investors and consumers, Sustainable Finance and Investing has moved from a niche concept to a globally recognized strategic priority. This form of financial services, which addresses **E**nvironmental, **S**ocial, and **G**overnance (ESG) factors in investment decisions, is key to addressing some of our global challenges and helping professionals and organizations achieve long-term profitability and success.

You will explore the challenges of ESG factors within the context of investment decision-making, as well as their effect on asset pricing and portfolio management models. Using data, you will learn to assess the impact of an investment and examine the role of ESG in debt, novel fixed-income products, and private equity investments.

This course on Sustainable Investing will equip you with the insights, frameworks, and skills to evaluate environmental, social, and governance (ESG) factors and measure and manage impact resulting from investments.

You will explore the evolving sustainable investing landscape, understand how to incorporate ESG factors into investment decisions, gain insights into climate risk and how to incorporate those implications into financial models, and develop your own perspective on the interaction of investing and impact.

The Sustainable Investing programme focuses primarily on equipping you to make (more) informed analyses and decisions when investing in sustainable assets and products.

This course is a logical follow-up of (B24) "Financing Models for a Sustainable World".

This course will cover the following topics:

- Definition of sustainable investing and its significance in the financial industry.
- Historical background and evolution of sustainable investing.
- The role of environmental, social, and governance (ESG) criteria.
- Principles and Approaches:
  - Different approaches to sustainable investing, such as ESG integration, impact investing, and ethical investing.
  - Principles and frameworks, including the UN Principles for Responsible Investment (PRI).
- ESG Analysis and Data:
  - Understanding ESG factors and how they affect investments.
  - Sources of ESG data and analysis methods.
  - The development of ESG risk, scores and ratings.

### **Target audience**

The programme is intended for students in banking, accounting and finance of advanced bachelor or at master level, and for those interested in becoming investment professionals, finance advisors, consultants, and business and non-profit leaders. This course is open to students.

If you have no or a limited background in finance or banking, we advise you to first take part in the five-day course 'Introduction to Finance and Banking' and then take this course as a follow-on.

In all cases, a good command of English is necessary.

### Aim of the course

In short, you will learn how to:

- Explore the evolving sustainable investing landscape
- Understand how to incorporate ESG factors into investment decisions
- Gain frameworks and analytical tools which support future financial decisions that serve clients' or organizations' goals and objectives
- Apply frameworks to measure and monitor sustainable investment opportunities
- Learn how to evaluate, measure, and manage sustainable investment opportunities with cutting-edge frameworks, strategies, and techniques
- Analyze cutting-edge implementation strategies
- Gain insight into climate risk inherent in investment opportunities
- Discover how to integrate risks into financial models
- Think critically about how and where to add value while avoiding 'impact washing'.

### Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers.

Saturday 26 and Sunday 27 July 2025		
Time	Activity	Description
12:00-18:00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

DAY 1: Monday 28 July 2025		
Time	Activity	Description
9:00-09:30	Welcome and Campus tour	
09:30-12:30	Meet & greet Introduction to Sustainable Investing	Definition of sustainable investing and its significance in the financial industry. Historical background and evolution of sustainable investing. The role of environmental, social, and governance (ESG) criteria. Principles and Approaches: Different approaches to sustainable investing, such as ESG integration, impact investing, and ethical investing.

		<p><i>Principles and frameworks, including the UN Principles for Responsible Investment (PRI).</i></p> <p><i>ESG Analysis and Data:</i></p> <p><i>Understanding ESG factors and how they affect investments.</i></p> <p><i>Sources of ESG data and analysis methods.</i></p> <p><i>The development of ESG risk, scores and ratings.</i></p>
12:30-13:30	Lunch*	
13:30-15:30	Start of the group assignment	
15:30-16:30	wrap up/summary	Summary of the day, feedback from and to the groups, outlook for tomorrow

DAY 2: Tuesday 29 July 2025		
Time	Activity	Description
9:00-12:30	<p><i>Sustainable Investment Strategies</i></p> <p><i>Guest lectures (from a sustainable asset management company)</i></p>	<ul style="list-style-type: none"> <li>• <i>An introduction to the Legal Framework</i></li> <li>• <i>Regional and International regulations:</i> <ul style="list-style-type: none"> <li>○ <i>Sustainable Finance Disclosures Regulation (2.0)</i></li> <li>○ <i>EU Taxonomy</i></li> <li>○ <i>CSRD</i></li> <li>○ <i>MiFID II</i></li> </ul> </li> <li>• <i>Compliance and fiduciary duties.</i></li> <li>• <i>Reporting requirements and disclosure.</i></li> </ul> <p><i>Responsible Investment Approaches in practice:</i></p> <ul style="list-style-type: none"> <li>• <i>Negative screening and exclusion criteria</i> <ul style="list-style-type: none"> <li>○ <i>Ethical and other considerations</i></li> <li>○ <i>Addressing ethical dilemmas and conflicts of interest.</i></li> <li>○ <i>Aligning investments with personal values and beliefs.</i></li> </ul> </li> <li>• <i>Positive selection / Best-in-class strategies</i></li> <li>• <i>Integration of ESG into traditional financial analysis</i></li> <li>• <i>Active Ownership: Engagement and Voting</i></li> <li>• <i>Thematic / SDG Investing</i></li> <li>• <i>Impact Investing.</i></li> </ul> <p><i>Investment Products and Instruments:</i></p> <ul style="list-style-type: none"> <li>• <i>Sustainable mutual funds and ETFs</i></li> <li>• <i>Green bonds and social impact bonds.</i></li> <li>• <i>Direct investments in sustainable companies or projects.</i></li> </ul>
12:30-13:30	Lunch*	
13:30-15:30	Continuation of the group assignment	
15:30-16:30	Wrap up/summary	Summary of the day, feedback from and to the groups, outlook for tomorrow

DAY 3: Wednesday 30 July 2025		
Time	Activity	Description

8:30-12.30	Visiting and opening the Amsterdam stock exchange	See this link: <a href="https://www.euronext.com">Amsterdam Exchange Experience   euronext.com</a>
12:30-13:30	Lunch*	Back in Utrecht
13:30-15:30	Risk, return, costs and performance	<p><i>Risk and Return Considerations:</i>  Analyzing the potential impact of ESG factors on risk and returns.  Evidence of the financial performance of sustainable investments.  Market trends and correlations between ESG and financial performance.</p> <p><i>The role of ESG investing in Portfolio Management:</i>  Building a sustainable investment portfolio.  Asset allocation and diversification.  Rebalancing and ongoing monitoring.</p> <p><i>Emerging ESG investment trends and Future Outlook:</i>  Current investment theories and trends in sustainable investing.  Innovations and potential developments in the field.</p> <p>Small wrap up of the first week (Investments)</p>
15:30-16:30	Wrap up/summary	Summary of the day, feedback from and to the groups, outlook for tomorrow

**DAY 4: Thursday 31 July 2025**

Time	Activity	Description
9.00-12:30	<p>Guest lecture</p> <p>Impact investments</p> <p>Diversity and inclusion</p>	<p><i>Impactor World</i></p> <p><i>The Mission of Impactor World is to Recognize, Aggregate and Increase contributions in Impact Finance.</i></p> <p><i>Impactor World Empowers and Connects to make valuable, efficient and accountable contributions to society. Creating impact requires access to funds, knowledge and resources. This helps shaping one's goals and ultimately provides status and recognition that allows replication and scale.</i></p> <p><i>Impactor World supports entrepreneurship through innovations and scale up to become investment ready and mobilize public/private capital. The instruments we help structure are de-risking solutions (e.g. first/second loss capital, guarantees) result-based solutions (impact incentives, carbon credits schemes) and financing (debt, equity and blended finance solutions).</i></p>
12:30-13:30	Lunch*	
13:30-15:30	Continuation of the group assignment	
15.30-16:30	Wrap up/summary	Summary of the day, feedback from and to the groups, outlook for tomorrow

**DAY 5: Friday, 1 August 2025**

Time	Activity	Description
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10:00-12:30	<i>Finalization of the group assignment and start of the final presentations</i>	
12:30-13:30	<i>Lunch*</i>	
13:30-15:30	<i>Continuation of the final presentations and certification ceremony</i>	<i>Presentations</i>
15:30-17:30	<i>Saying goodbye</i>	<i>Drinks at Grand Café The Living</i>

\*Please note: Students must bring/cover their own lunch  
The lunch times in the programme can vary, these times are just an indication.

## The Transition to a Circular Economy; a business model perspective (B53)

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	7 July 2024 - 118 July 2024
<b>Level:</b>	Bachelor
<b>Teaching methods:</b>	52 hours of lectures/field excursions + assignments (self-study).
<b>Course leader:</b>	Pascal Ravesteijn
<b>Lecturer(s):</b>	Pascal Ravesteijn

### Description

In this course you will learn how to interpret the new EU Corporate Sustainability Reporting Directive (CSRD). Governmental agencies have a social responsibility to reduce environmental impact to a minimum. In order to reach the European goal of 57% reduction in CO<sub>2</sub>- equivalents in 2030 and move towards a more circular economy, the European Union is implementing new laws and regulations to hold large organizations accountable for their emissions and broader impact.

Business models that rely on mass consumption and end with mass disposal (waste) will come to an end. Organizations will need to produce less, while providing more people with their products due to the rise of world population. Organizations will need to keep control of their products, so valuable materials will return when products are at an end of life phase, and organizations will need to make well built, maintenance low, easy to repair products. This all whilst operating within the social foundation and ecological ceiling of society, so organizations create a safe and just space for humanity. In order to fully understand the impact of an organization, organizations need to include impact through the whole value chain. From mining raw materials through end-of-life phase, everything has ESG aspects for which an organization must be in control.

As a consequence, new laws and regulations are developed and implemented that will shape the economy for the time to come. The EU are demanding complete transparency on Environmental, Social and Governance (ESG) aspects of business for different type of organizations, small and large. The EU Corporate Sustainability Reporting Directive related reports demand assurance from an auditor and include more than just reports on impact on the direct environment of the organization. These new laws and regulations do not only impact the finance professionals within an organization, as current business models are not suitable for a sustainable and circular economy. In order to get positive results in our reports, we need to change the way we do business to create a positive societal impact.

The course is provided to you by the Process Innovation & Information Systems research group of the HU University of Applied Sciences, the Centre Multiple Value Creation of HAN University of Applied Sciences, and the Green Economics & Process Optimization research group of NHL Stenden University of Applied Sciences.

Sign up now to get a glimpse of the way business is likely to be conducted in the future!

### **Target audience**

This course is intended for everybody who wants to know more about the transition of organizations (and society at large) towards a Circular Economy from different perspectives such as business, finance, legal, logistics, and information systems.

### **Aim of the course**

In this course you will learn:

- the basics of the Corporate Sustainability Reporting Directive with a focus on the way this new directive will change the way we view value creation, supply chains and business strategies
- the revised Supply Chain Operations Reference (SCOR) model that now includes aspects related to sustainability and circularity
- the role data and digital technologies play in the transition towards circular supply chains

## Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers

Saturday and Sunday, 6 and 7 July		
Time	Activity	Description
12.00-18.00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

Monday, 8 July		
Time	Activity	Description
Morning	Overview	Introduction – getting to know each other, course overview, handing out assignments
Afternoon	CSRD – An introduction	13.00 CSRD - an introduction 15.00 Double materiality Homework: make a stakeholder inventory and double materiality analysis

Tuesday, 15 July		
Time	Activity	Description
Morning	Impact – part 1	09.00 : Evaluation of the double materiality matrix 11.00 : Translation of material matters to KPI's based on the ESRS
Afternoon	Impact – part 2	13.00 : Group assignment: Create a connectivity matrix and discuss how organizations should include this in their ESG-report

Wednesday, 16 July		
Time	Activity	Description
Morning	Circular Supply Chain Strategy	09.00 : How to develop a circular supply chain strategy for competitive advantage - Dennis Vegter Read the document: Fisher, M. L. (1997). What is the right supply chain for your product?. Harvard business review, 75, 105-117. <a href="https://www.academia.edu/download/63444236/2011_WhatIsTheRightSupplyC_HarvardBusinessReview20200527-45370-13dt4w.pdf">https://www.academia.edu/download/63444236/2011_WhatIsTheRightSupplyC_HarvardBusinessReview20200527-45370-13dt4w.pdf</a> Read the document: Lee, H. L. (2002). Aligning supply chain strategies with product uncertainties. California management review, 44(3), 105-119. <a href="https://www.academia.edu/download/63530641/4116613520200604-46470-1kx5my7.pdf">https://www.academia.edu/download/63530641/4116613520200604-46470-1kx5my7.pdf</a>
Afternoon	A postgrowth	13.00 : How can the postgrowth paradigm complement the paradigm of circularity? What are the chances and challenges of a postgrowth economy

	economy perspective	and society? – Matthias Olthaar Literature: Wiedmann, T., Lenzen, M., Keyßer, L.T. et al. (2020), ‘Scientists’ warning on affluence’. In: Nature Communications. Vol. 11, No. For information about the Social Programme, please visit the Utrecht Summer School website! 2 3107. DOI: <a href="https://doi.org/10.1038/s41467-020-16941-y">https://doi.org/10.1038/s41467-020-16941-y</a> Hickel, J. et al. (2021), ‘Urgent need for post-growth climate mitigationscenarios’. In: Nature Energy Vol. 6, pp. 766- 768. DOI: <a href="https://doi.org/10.1038/s41560-021-00884-9">https://doi.org/10.1038/s41560-021-00884-9</a>
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Thursday, 17 July		
Time	Activity	Description
Morning	Circular Fashion Industry	09.00 : Introduction into the development towards a circular fashion industry and how to adapt the business model
Afternoon	Digital4Sustainability	13.00 : Insights into the twin transition of digitalisation and sustainability and the bi-directional influence

Friday, 18 July		
Time	Activity	Description
9:00 – 15:30	Circular Economy Maturity & Performance – Arjen Wierikx  Circular Economy – Pascal Sluiter  Wrap-up - Pascal Ravesteijn	09.00 : How to measure circular maturity & performance of organizations. 12.30 : Product & Information flows in a circular chain 15:30 : Hand-out of certificates.

## Boost your 21st Century Skills and Master Global Citizenship (B50)

**Credit weighting:** 2.0 ECTS credits

**Teaching period(s):** 28 July 2025 – 1 August 2025

**Level:** Bachelor

**Teaching methods:** 50 hours of training, workshops, coaching, assignments.

Participants will be graded based on their performance during the workshops and on the assignments, assessed by means of participation, handling feedback and a reflective report. Overall level of participation and cooperation within group settings will be taken into account.

**Course leader:** Jelly J. Offereins MA

**Lecturer(s):** Ewald Theunisse

### Description

This course is about the meaning and purpose of diversity and inclusiveness. It's about the *four-mode perspective* that broadens your scope and your communication and collaboration skills.

The course is highly interactive: experiencing is key. With every challenge, you enter a new stage, a new level of maturity, discovering new insights and secrets about life and living. AND: it is so much fun doing it, together with fellow students from around the globe.

You should think of this course as a five-day voyage towards mastering the 21<sup>st</sup> century skills for global citizenship.

Globalization, polarisation, and a range of issues that affect people and nature around the globe, make a strong sense of global citizenship more important than ever before. We are living in an age in which technology has profoundly influenced the ways we think, feel, act,

communicate and collaborate. This raises all kinds of questions, it reveals needs and requires skills for understanding ourselves and others in this constantly changing world.

The so-called 21st century skills are considered **the most important skills to succeed in today's workplace**, since they can be universally applied to enhance ways of thinking, learning, working and living in the world. These skills are: critical thinking/reasoning, creativity/creative thinking, problem-solving, metacognition, collaboration, communication and global citizenship.

In this highly interactive course, discovering, experiencing, and sharing are the key activities.

On day 1 and 2, you will be introduced to the Four-Mode Perspective. This universal principle entails that every challenge can be met, and that every message can be delivered in four different ways. Your skillfulness and effectivity in communicating with others will quadruple overnight!

On days 3, 4 and 5 you will submerge yourself into eight other 21<sup>st</sup> century skills: Collaboration, Socio-cultural awareness, Self-regulation, Critical thinking, Media literacy, Creativity, Problem-solving skills and Entrepreneurship. All in a global perspective, and broadening your scope as a global citizen.

Every exercise in the course is practical, fun to do, and highly educational. The course is a once-in-a-lifetime experience, bringing you insights and new capabilities that will be beneficial to you for the rest of your life.

Your discoveries and learning won't end on the last day of the course. We will invite you and your fellow students to form a Circle of Understanding, and each of you will be offered 25 real-life challenges over a period of 100 more days to further grow both personally and professionally. During that time, your phone will be your classroom and you will be able to share your experiences with your peers on a *private* online platform. This highly effective way of micro-learning is currently being adopted by universities around the world to support students (and staff) in developing global citizenship and 21<sup>st</sup>-century skills.

This course is offered in collaboration with Ewald Theunisse, co-founder of the Academy of Understanding.

## **Target audience**

We are looking for students in any discipline who believe that human understanding makes all the difference and want to train themselves in compassionate leadership, communicating and collaborating. The course is open to all students from different fields of study with an interest in becoming a better person and professional.

## **Aim of the course**

- This intensive programme aims to enrich your personal and professional life in a variety of ways. Not only will the nine skills expand your capabilities, they will also broaden your perspective on life and how to lead it with more resilience and compassion;
- Students will gain insight into possible ways of looking, thinking, doing, listening, and communicating and will become aware of their own ways, and those of others;
- Students will strengthen their so called 21<sup>st</sup> century skills: Socio-cultural competencies, Communication skills, Collaboration, Critical thinking, Self-regulation, Media literacy, Entrepreneurship, Problem-solving skills, and Creativity;
- Students will proceed in mastering Global Citizenship.

The didactical approach of this course may be quite different from what you would expect from a traditional module. Together with lecturers and professional coaches from the work field we will guide you through a meaningful and valuable experience.

The sessions are highly interactive, challenging and fun; you will be invited to experiment, experience, reflect and discuss. You will learn by doing and explore different perspectives, while in the meantime being offered important professional and personal insights. The course will help you integrate your existing knowledge and skills with new insights, step out of your comfort zone and develop the mind-set to improve communication and compassionate collaboration.. During this learning experience, you will receive intensive coaching.

As a follow-up on the course, you will receive 25 real-life challenges over a period of 100; these will enable you to continue your learning process in a practical and fun way.



## Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers

Saturday and Sunday, 26 and 27 July 2025		
Time	Activity	Description
12:00-18:00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

Monday, 28 July 2025		
Time	Activity	Description
9:00-9:30	Welcome and Campus tour	
9:30-10.00	Welcome session	Meet & Greet and course introduction
10.00-12.30	<p>Communication, socio-cultural understanding, collaboration</p> <p>Becoming aware of the four-mode perspective and the ways it works best for you in your personal life.</p>	<p>On day 1 and 2, Communication is the main topic. You will be introduced to the Four-Mode Perspective: this universal principle entails that every challenge can be met, and that every message can be brought in four different ways.</p> <p>Together we will explore each of the four modes: their benefits and qualities you can develop when you are in the specific modes, how to motivate people in four ways, how to provide feedback and how to build bridges and avoid annoyances.</p> <p>The Four Mode Perspective becomes even more interesting if looked at from a global perspective: you will discover that the four modes are the same everywhere in the world, but their appearances differ from one culture to another. After submerging yourselves in the Four Mode Perspective for two days, you will be surprised and exited how it will give an enormous boost not only to your communication skills, but also to broader thinking and better understanding others.</p>
12:30-13:30	Lunch*	
13:30-17:00	Communication, socio-cultural understanding, collaboration	Follow up, see description Monday morning

Tuesday, 29 July 2025		
Time	Activity	Description
9.30-12:30	<i>Communication, socio-cultural understanding, collaboration</i>	<i>Follow up, see description Monday</i>
12:30-13:30	<i>Lunch*</i>	
13:30-17:00	<i>Communication, socio-cultural understanding, collaboration</i>	<i>Follow up, see description Monday</i>

Wednesday, 30 July 2025		
Time	Activity	Description
9.30-12:30	<i>Critical thinking</i>  <i>What is normal? What is the value of opinions? Ego-awareness. The art of letting go.</i>	<i>Today is about Collaboration in socio-cultural diversity. Two skills mixed into one day of discoveries about the fun and the challenges of collaboration effectively and pleasantly. Exercises, dialogues, challenges and quizzes will test your abilities and strengthen them on the go!</i>
12:30-13:30	<i>Lunch*</i>	
13:30-17:00	<i>Critical thinking</i>	<i>Follow up, see description Wednesday morning</i>

Thursday, 31 July 2025		
Time	Activity	Description
9.30-12:30	<i>Self-regulation</i>  <i>The joys of saying no. Off-line discoveries. Balancing acts.</i>	<i>Today is all about looking inward: self-regulation, critical thinking and media literacy are the three courses on the menu. You will investigate the power of your automatic pilot and use of overriding it more regularly. You will discover new and highly powerful ways of looking at your ego and your opinions and learn to be bothered less by the both of them. And you will enjoy sensations you can only experience when everything is offline.</i>
12:30-13:30	<i>Lunch*</i>	
13:30-17:00	<i>Self-regulation</i>	<i>Follow up, see description Thursday morning</i>

Friday, 1 August 2025		
Time	Activity	Description
9.30-12:30	<b><i>Problem-solving, creativity</i></b>  <i>Obstacles as opportunities. Discovering your purpose. Creating your narrative.</i>	<i>This is moving day: you will work on problem-solving skills, creativity and entrepreneurship, skills that will help you deal with challenges and obstacles in life. An important role in this day's program is played by the Diversity Matrix: an instrument offering you 120</i>

		<i>strategies (and an endless variety of combinations between them) to solve problems and develop out-of-the-box solutions.</i>
<i>12:30-13:30</i>	<i>Lunch*</i>	
<i>13:30-15:00</i>	<b><i>Problem-solving, creativity</i></b>	<i>At the end of this final day, you will receive the 21st-Century Skilled Global Citizen Certificate during a festive graduation ceremony</i>
<i>15:00-17:00</i>	<i>Saying goodbye</i>	<i>Drinks at Grand Café Living</i>

## Global Management Simulation (B47)

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	11 August 2025 – 15 August 2025 (1 week)
<b>Level:</b>	Bachelor level
<b>Teaching methods:</b>	50 hr(s) lectures/field excursions + assignments (including self study), flanking the management simulation game.
<b>Course leader:</b>	Bart Toering, MSc
<b>Lecturer(s):</b>	Bart Toering, MSc

### Description

This course is built around a Management Simulation (management game).

Plan, implement and evaluate an international brand marketing strategy within a realistic simulated environment. In this course, participants work as a marketer in a small decision-making unit of a manufacturer within a competitive industry as part of a Management Simulation game. Your goal is to improve your firm's long-term financial performance. The performance of your team will be evaluated via a multi-factor, balanced scorecard evaluation system that includes financial, operational, and customer-facing performance metrics. Will you be in the winning team at the end of the week?

More and more organisations, both for-profit and not-for-profit, realise that they must offer their customers a unique value if they want to be and remain successful. This requires an organisation to make choices. What value does the organisation want to provide and what value is the organisation able to provide? This also implies the exclusion of activities. Strategic management and marketing deal with the selection process involved.

You will work as a marketer in a small decision-making unit of a manufacturer within a competitive industry in a simulated environment (management game). Participants are faced with planning, implementation and evaluation processes, involving ongoing marketing, competitive and financial analysis, as well as coordination of marketing programmes and operations capabilities (capacity and inventory management, sales forecasting and so on). These efforts lead to the development of marketing strategies which are implemented within short-term and long-term marketing plans.

Your team manages a firm in the set-top industry and will compete with other teams in the group. Your goal is to improve your firm's long-term financial performance. Your team's performance will be evaluated via a multi-factor, balanced scorecard evaluation system that

includes financial, operational, and customer-facing performance metrics. Will you be in the winning team at the end of the week?

NB: This course is part of the six-weeks track is B45 ([Innovation in European Business XXL](#))

### Target audience

This course is an interesting challenge for students in bachelor programmes on Business Administration, Marketing, and Finance, and is also open to bachelor and master students in other fields, as long as you have some background or interest in business.

A good command of English is necessary.

### Aim of the course

This course aims to provide you with the opportunity to put your decision-making competences to the test, in an international, and sometimes hectic environment.

At the end of the course you have gained an insight into your own strengths and weaknesses in the field of vision making, analysis, planning, budgetting, coordinating and cooperating in an international team and in strategic (marketing) management in particular.

*NB: This course is part of:*

*The six-week track B45 ([Innovation in European Business XXL](#))*

### Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers.

Saturday and Sunday 9-10 August 2025		
Time	Activity	Description
12.00-18.00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

<b>Monday, 11 August 2025</b>	
Time	Activity & Description
10.00 – 10.30	Welcome and introduction
10.30 – 11.30	Plenary session introduction to LINKS” <ul style="list-style-type: none"> <li>- Contents</li> <li>- Purpose</li> <li>- Situation</li> </ul>
11.30 – 12.00	Publication of teams and hand out of the package for the first quarter
12.00 – 13.00	Lunch break
13.00-14.00	First quarter: Decision making for quarter 4 (use the decision forms provided)
14.00-15.00	Input of decisions and marketing research for quarter 4 (use the decision forms provided)  (Every team must order marketing research studies! Ordering of marketing research studies within the input menu!)
15.00-17.00	Deadline

<b>Tuesday, 12 August 2025</b>	
Time	Activity & Description
9.30 – 11.45	Start game ROUND ONE
12.15 – 14.15	Pitch per team company objectives 15 minutes and lunch break
14.15	Guest Lecturer director and owner RoldoRent Gerard Geijtenbeek
17.00	End program

<b>Wednesday, 13 August 2025</b>	
Time	Activity & Description
9.00 – 11.00	Round two and evaluating strategies
11.00-13.00	Round Three
	Lunch break
14.00 – 17.30	Tour Down Under

**Thursday, 14 August 2025**

Time	Activity & Description
9.30 – 11.30	Round Four
12.00 – 13.30	Round Five
13.30 – 14.30	Lunch break
14.30 – 17.00	Round Six and Challenge Business

**Friday, 15 August 2025**

Time	Activity & Description
9.15 – 10.30	Round Seven
11.00 – 13.00	Round Eight
13.00 – 14.30	Debriefing Evaluation
14:30 – 15:00	Closing ceremony and declaration of the winners of the global challenge
15.00	Drinks! Grand café Living

## Applying Circular Economy in Product Innovation (B32)

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	14 July 2025 – 18 July 2025
<b>Level:</b>	Bachelor level
<b>Teaching methods:</b>	52 hr(s) lectures/field excursions + assignments (including self-study)
<b>Course leader:</b>	Jens Gijbels, MSc
<b>Lecturer(s):</b>	Jens Gijbels MSc

### Description

his one-week hands-on summer course, offered jointly by Dutch and Finnish circular design experts, will challenge your assumptions and will equip you with the tools to navigate the intersection of profitability and circularity! This course is driven by both Dutch and Finnish circular design experts, that challenges assumptions and equips you with the tools to navigate the intersection of profitability and circularity!

With a growing demand on sustainable solutions as a result of international efforts to reduce climate change, we see that product innovation too is in transition. We have to challenge preconceived notions, where circular design was viewed as inherently more expensive than conventional approaches to product innovation. Not anymore.

E.g. Finnish researchers, being at the forefront of this shift, have pioneered extensive research showcasing how circular business models can be not just sustainable but surprisingly more profitable. Join us in this hands-on course, as we explore what this new approach can do when *applied* to practice. Discover how businesses can thrive by adopting innovative models that prioritize sustainability without compromising the bottom line.

### What can you expect?

A deep dive in theory about circular economy and apply it directly in a design process. In Finland, the government has made it their responsibility to enable circularity without loss of revenue in order to make it a more common practice. Their universities have collaborated for several years to generate knowledge to boost this. The theory we share in our course is the latest from Finland, brought to you by our Finnish partner Turku University of Applied



Sciences (TUAS). We offer short theoretical lectures, however we will spend most of our time actually redesigning products into a more circular and economical alternative.

### **What will we be doing?**

We believe in Learning by Doing, so learning on the job. We will apply the knowledge we share directly, and by doing so deepen our understanding as much as possible. The coaching will be done by both university lecturers specialised in Design Thinking and Circular Economy, and enriched with work field coaches from the field of product designer.

Join us for this one-week Learning by Doing summer course, driven by both Dutch and Finnish circular design experts, that challenges assumptions and equips you with the tools to navigate the intersection of profitability and circularity!

NB: This course is part of:

The two-week track Circular Economy (B56)

### **Target audience**

This course is intended for everybody who wants to know more about, and experience product innovation that serves both sustainable requirements as well as financial goals of organizations (and society at large).

You could be a student (any business or management studies, industrial design, product design, mechanical engineering, arts) or a young professional (either self-employed or working for a design agency). You are eager to learn about sustainable product innovation. Maybe you even have your own product (idea) and want to (re)design this product in a more sustainable way. Or you have been part of a student project team about product innovation (or expect to be in the course of your study/life) and want to know how it is done to apply in your professional context.

A sufficient English language proficiency level is required (at least B1).

### **Aim of the course**

#### **Learning Goals**

After successful completion of this course, you:

- Are able to explain the economic value of circular economy;
- Are able to explore potential changes for product innovation;
- Have applied effective circular economy models to an actual product;

- Have given recommendations to improve a specific product and make it more circular.

### Course calendar

Saturday and Sunday, 12 and 13 July 2025		
Time	Activity	Description
12.00-18.00	<b>Key pick up</b>	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

Monday, 14 July 2025		
Time	Activity	Description
09.00-09.30	<b>Campus tour</b>	
09:30-12:00	<b>Welcome session</b>	Meet & Greet and course introduction
12:00-13:00	<b>Lunch break*</b>	
13:00-17:00	<b>Setting culture</b>	

Tuesday, 15 July 2025		
Time	Activity	Description
09:00-12:00	<b>Theory</b>	
12:00-13:00	<b>Lunch break*</b>	
13:00-19:00	<b>Theory / Excursion</b>	

Wednesday, 16 July 2025		
Time	Activity	Description
09:00-12:00	<b>Project work</b>	
12:00-13:00	<b>Lunch break*</b>	

13:00-17:00	<b>Project work</b>	
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<b>Thursday, 17 July 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
09:00-12:00	<b>Project work</b>	
12:00-13:00	<b>Lunch break*</b>	
13:00-17:00	<b>Project work</b>	

<b>Friday, 18 July 2025</b>		
<b>Time</b>	<b>Activity</b>	<b>Description</b>
10:00-12:00	<b>Workshop</b>	Expo preparation
12:00-13:00	<b>Lunch break*</b>	
13:00-17:00	<b>Expo</b>	Expo for visitors

\*Please note: Students must bring/cover their own lunch

The lunch times in the programme can vary, these times are just an indication.

## Leadership for Innovation and Performance Happiness (B29)

<b>Credit weighting:</b>	2.0 ECTS credits
<b>Teaching period(s):</b>	4 August 2025 – 8 August 2025 (1 week)
<b>Level:</b>	Bachelor level
<b>Teaching methods:</b>	55 hr(s) lectures/field excursions + assignments (including self study)
<b>Course leader:</b>	Sandra Hendricks, MSc
<b>Lecturer(s):</b>	Sandra Hendricks, MSc, LeeWee Chew, MBA

### Description

Supported by a mix of lectures, working on a group assignment and a company visit, students will work together and analyse relevant factors for an innovation supportive working environment. During the course, students will apply these insights outside the classroom and will work together with real-life companies in the Utrecht area.

Students will be coached in small teams. The teams will be as varied as possible to provide a rich experience for the participants.

The business world is changing. Not only the impact of Covid-19 all over the world but also new regulations, competitive markets and globalisation are just a few of the examples of the always and fast-paced evolution within business. Experts agree that nowadays innovation is a key driver for growth. Recent research by McKinsey has found that no less than 94% of senior executives feel that people and corporate culture are the most important drivers of innovation.

The focus of the course will be on the vital and key role of leadership in that equation. Topics such as 'how do leaders enable others to innovate?', 'how do companies benefit from happy and motivated staff members?' and 'how do leaders incorporate and benefit from the disruptive qualities of technology?' will be discussed in order to give students new and valuable insights into the role of leadership in long-term organisational success.

This course will start with topics on personal leadership, helping you to get familiar with some of the individual characteristics of leadership supporting innovation and performance happiness.

The assignment will connect each team to a real-life company in the Utrecht area and will take students outside the classroom to translate what their insights could mean for this

specific organisation. During this assignment, teams will receive intensive coaching from our lecturers. At the end of the course each team will present its results.

This highly interactive approach requires academic English language skills at a minimum intermediate level.

NB: This course is part of:

The five-weeks track is B02: [Innovation in European Business](#). This five-week track can also be extended to six weeks by adding the Global Management Simulation programme (B47); the six-weeks track is B45 ([Innovation in European Business XXL](#))

### Target audience

This course is an interesting challenge for students enrolled in Business and Management programmes, and is also open to Bachelor and Master students from other fields, as long as you have some background or a strong interest in leadership and/or (business) innovation. A good command of English is necessary.

### Aim of the course

This course aims to provide you with the opportunity to learn about leadership characteristics and their relation to innovation, performance happiness and long-term organisational success.

NB: This course is part of:

The five-weeks track: [Innovation in European Business](#). This five-week track can also be extended to six weeks by adding the Global Management Simulation programme (B47); the six-weeks track is B45 ([Innovation in European Business XXL](#))

### Course calendar

The day to day programme is subject to changes depending on the availability of the guest lecturers

Saturday and Sunday, 2 and 3 August 2025		
Time	Activity	Description
12:00-18:00	Key pick up	You will find the exact key pick up location in the pre-departure information, which becomes available after you have paid the course fee.

Monday, 4 August 2025		
Time	Activity	Description
9:00-9:30	Welcome and Campus tour	

9:30-12:30	Welcome session	Meet & Greet and course introduction (Leewee & Sandra)
11:45-12:30	Cultural differences (interactive*)	Definition what's Culture? Differences based on Hofstede & Trompenaars and Cultural Dilemma's. (Sandra)
12:30-13:30	Lunch**	
13:30-14:30	Innovation developments (interactive)	What innovative development are there nowadays, interesting for organizations? A variety of innovations will be discussed (Sandra)
14:30-17:00	Personal Leadership (interactive, Maxwell/Covey)	Hand out assignment (1) (Leewee)

Tuesday, 5 August 2025		
Time	Activity	Description
9:30-11:00	Personal Leadership (interactive*, Maxwell/Covey))	Value creation leadership and what about you? Who are you and what can be an asset for your personal leadership and the organisation in general? (Leewee)
11:15-12:30	Leadership styles (interactive) And briefing company visit	Several leadership styles are to be discussed. (Sandra)
12:30-13:30	Lunch**	
13:30-17:00	Company visit in Utrecht (interactive*)	Visiting a company in the surrounding of Utrecht. The company is sharing a theme or dilemma and is interested in the suggestions/advice per team is given to them after working for 3 day as a team. Presenting end of the module at location or at the University of Applied Sciences Utrecht via Teams. Fact is that the organisation is keen to hear your perspectives!(Leewee & Sandra)

Wednesday, 6 August 2025		
Time	Activity	Description
9:00-10:30	Strategic HRM (Interactive via Teams)	Definition Strategic HRM (Guestspeaker Singapore) (Leewee online & Sandra in class)
10:45-12:30	AI and organisational behavior and culture (interactive*)	How to manage people and organisations as its whole to work as a team! What do employees and organisations need today? And what influence has AI? (Sandra)
12:30-13:30	Lunch**	
13:30-16:30	Working on the assignment	Group work and coaching (Leewee online & Sandra in class)

Thursday, 7 August 2025		
Time	Activity	Description
9.00-10:30	Change Management (interactive*)	Why is change necessary? What models and steps can you use to make a change possible within an organisation? (Sandra)
10:45-12:30	The hidden influence of culture: Leadership	Leadership the organisational motor? (Sandra)
12:30-13:30	Lunch**	
13:30-16:30	Working on the assignment	Group work and coaching (Leewee online & Sandra in class)

Friday, 8 August 2025		
Time	Activity	Description
9.00-10:30	Personal Leadership	What can you offer to organisations? Personal presentations (Leewee)
10:45-12:30	Presentations to Company	Advisory reports (Leewee & Sandra)
12:30-13:30	Lunch**	
13:30-14:30	Feedback per team	Collaboration and learning curve (Leewee & Sandra)
14:30-17:00	Saying goodbye	Drinks at Grand Living (Leewee & Sandra)

\* Interactive means: discussing and sharing knowledge and experience, several team-, and personal assignments.

\*\*Please note: Students must bring/cover their own lunch

The lunch times in the programme can vary, these times are just an indication.