

# International Programmes

Study Year 2010 - 2011



Stenden  
university

Hello World!

# Our goal is to prepare effective international managers for leadership responsibilities in a complex multicultural world and a fast changing marketplace.

The world we are living in is in a constant state of change. As a student, you would naturally wish to secure your future and to be able to function optimally in this rapidly changing world; both professionally and personally. Obviously it is very important for you to find a good job, while also being able to do what you like to do!

Stenden university is positioned right in the centre of the world and is open to the whole wide world. The school, our own campus sites abroad, our educational products, the opportunities for our students, and the students themselves are all completely international. Almost 10,000 students with 60 different nationalities are currently studying at Stenden. We are proud of this and consider it of fundamental importance. An international environment broadens your view and makes it easier to get to know other cultures. This is indispensable for your future role as a manager. At Stenden you will be able to optimally develop yourself as the professional of the future. In addition, you will also be able to cope better in a rapidly changing world.

We hope that we will soon be able to meet you and say:  
'Hello! Welcome to Stenden university!'

Robert Veenstra,  
Stenden university's Chairman of the Executive Board



This brochure is published by Stenden university.

edited by: marketing department Stenden university  
designed by: G2K designers Groningen  
text by: Salverda Communicatie  
printed by: Schuttersmagazijn Hasselt

The information in this brochure is subject to change during the academic year. No rights can be derived from this information. Please consult the Stenden website at [www.stenden.com](http://www.stenden.com) for the latest update of information.

When Stenden university is mentioned we refer to Stenden university of Applied Sciences.

# Stenden university Hello World!

Quality comes first! All our bachelor and master programmes are accredited by the Dutch Flemish Accreditation Organisation (NVAO). The master programmes are also accredited by the London Metropolitan University.

## More than 100 years of experience

Stenden university has more than 100 years of experience in education. The institution that was established in 1904 as a teacher's training college for Christian primary school education developed into a global university with 10,000 students attending the university's own worldwide campus sites where it offers a wide range of English-taught Bachelor and Master programmes.

## Good balance between theory and practice

Our students are ready to start the real work immediately after graduation. This is because our programmes are a good balance between theory and practice. Stenden's learning companies, including the four star hotel, the media studio and the ISM research institute, play an important role in that balance.

By working in the programme's learning company and being able to work on real assignments from external companies, the student is able to accumulate valuable and relevant work experience while studying. The internship in the final year of study ultimately prepares the student for his or her professional career in the Netherlands or abroad.

## Meet the world

Students at Stenden university are given the opportunity of taking semesters and modules in their curricula at our campus sites in Qatar, South Africa, Bali and Thailand. By doing so, we offer our students a truly international educational experience by this unique Grand Tour concept. Also you can expand on your international education and work experience by taking an exchange semester abroad or through an industrial placement at one of the traineeship companies worldwide.

## A high probability of finding a job

Our goal is to prepare effective international managers for leadership responsibilities in a complex multicultural world and a rapidly changing marketplace. There is an urgent need for future professionals who can think at international management level. Stenden university prepares its students for that challenge. Please visit our website to find out more about where our alumni are working.

## Affordable and high quality education

An excellent education at a good price! Isn't that what everyone wants? And it is possible in the Netherlands! The higher education system in the Netherlands is renowned worldwide for its high quality. This is partially attributable to a national system of regulation and quality assurance that is controlled by the Ministry of Education. At the same time, the tuition fees in Holland are relatively low compared to many other countries.

## Holland, home to major multinationals

Holland is much bigger than the size on the map would suggest. Since the 17th century, international trade has been the primary generator of wealth. Today international trade is still the main engine of economic growth in Holland. In fact, Holland is one of the world's ten leading export nations. Holland is also home to major multinationals such as Philips, KLM Royal Dutch Airlines, ING Group, Unilever, Akzo Nobel, TomTom and DSM, which offer great internship places for students as well.

# Why choose Stenden university?

### ENGLISH-SPEAKING

As in the case of the Dutch nation in general, with its tradition as an international trading country, the students and employees at Stenden university are also accustomed to dealing and working with people from around the world.

Consequently, English is spoken by most of the Dutch, as well as by everybody at Stenden. Holland's intellectual life and the international study environment at Stenden form an excellent combination for international students.

### PROBLEM BASED LEARNING (PBL)

PBL prepares students to work independently and the method will help them acquire knowledge while developing their professional and personal competencies. Working together, students will be required to solve a case by analysing the problem, doing brainstorming sessions, setting individual learning goals, individual case study and fulfilling the learning goals presented by the particular case. Stenden university offers excellent facilities to support this learning method, such as an extended library, computer rooms and specially designed places to meet and discuss.

# International Business and Management Studies

## LOCATION

Leeuwarden

## DURATION

4-Year programme

## COURSE STARTS

September and February

## BBA International Business and Management Studies (IBMS)

The Bachelor of Business Administration (BBA) IBMS prepares you for an international career in marketing, finance and management, including export management and research. This unique programme is the result of a partnership between the three universities in Leeuwarden: Stenden university, Noordelijke Hogeschool Leeuwarden and Van Hall Larenstein. The programme was compiled based on the knowledge and advantages offered by all three universities.

In the first 2.5 years you will learn aspects of marketing and sales management, export and logistics management, communication, and quality and project management. In addition, a great deal of attention is given to intercultural aspects and to your personal development programme. Working together in groups, we focus on the development of your career: Where are you now? What are your goals? And how will you realize them? It is all about your personal development. A personal coach supports you in that process.

In the third year, you will be able to opt for one of three different specialisations:

- › Food and Agri-business at Van Hall Larenstein
- › Retail Business at Stenden university
- › Business-to-Business at the Noordelijke Hogeschool Leeuwarden

## Programme: subjects and activities

### YEAR 1 - FOUNDATION PHASE

- › Marketing and Sales Management
- › Management Accounting
- › International Management and Organisation
- › International Business Environment

### YEAR 2 - MAIN PHASE

- › International People Management
- › Corporate Marketing Communication
- › Research and Quality Management
- › Export Management and Logistics

### STRUCTURE YEAR 3 AND 4

IBMS starts the first semester of year three with the modules strategic management and international business plan. The students will work in the context of their specialisation. After the first semester you choose the minors that are offered within the specialisation. The structure of the third and fourth year depends on the chosen specialisation. The curriculum includes various elective specializations that can be chosen from the range of modules offered by the different universities. The course is concluded with a final thesis/ research project and an internship in the fourth year.



**JAN MENNENGA, MANAGER IN-STORE MERCHANDISING AT PHILIPS IN AMSTERDAM:**  
 “We wanted to expand our team with a proactive, critical intern that would help us to advise retailers about how and where they could best present Philips products in their shops. We were highly impressed with the two Stenden students that came to the interview; which is why we decided to appoint both of them. IBMS students specializing in Retail Business have a great deal of knowledge of the shop floor on the retail side. That knowledge is very valuable to us.”

# Stenden university's bachelor and master programmes



Stenden university offers students a wide and diverse variety of international certificate, bachelor and master programmes and specialisations. Through our flexible fast track and short-track routes, students have the opportunity to accelerate or shorten the study duration. Once you have achieved a bachelor degree, you can enrol at one of the two professional master degree programmes.

## Major-minor

The Stenden university programme structure includes both major and minor components: The major is your main subject, for example International Hospitality Management. The minor is the subject that you choose to specialise in during the course of your studies. The major deals with those subjects and disciplines that are particular to the industry that you are being trained for. This consists of the foundation phase, the main phase (the first 2.5 years of the course) and the internship. You will need 210 credits to complete your major. The minor enables you to specialise in a subject of your own choice during the course. Your minor can also serve as preparation for a possible future master's programme. The minors are offered in the third year and represent each 15 credits. It is possible to combine several minors, and to choose minors from other programmes. In addition, you may also opt to take part in the Grand Tour or an exchange programme in your second or third year minor semester.

| PROGRAMME  | DURATION    | INTAKE               | LOCATION          |
|--|-------------|----------------------|-------------------|
| <b>BACHELORS</b>                                       |             |                      |                   |
| International Business and Management Studies          | Four years  | September & February | Leeuwarden        |
| Media and Entertainment Management                     | Four years  | September & February | Leeuwarden        |
| International Hospitality Management                   | Four years* | September & February | Leeuwarden        |
| International Information and Communication Management | Four years  | September & February | Emmen             |
| International Logistics Management                     | Four years  | September & February | Emmen             |
| International Tourism Management                       | Four years* | September & February | Leeuwarden        |
| Small Business and Retail management                   | Two years*  | September & February | Leeuwarden        |
| Office Management                                      | Four years  | September & February | Leeuwarden        |
| <b>MASTERS</b>   |             |                      |                   |
| International Leisure and Tourism Studies              | One year    | September            | Leeuwarden        |
| International Service Management                       | One year    | September            | Leeuwarden        |
| <b>CERTIFICATES</b>                                    |             |                      |                   |
| English Language Course                                | 18 weeks    | September & February | Leeuwarden, Emmen |
| English Language Course                                | 36 weeks    | September & February | Leeuwarden, Emmen |

\*) A short-track route is possible for this programme.

# International Hospitality Management

## Specialisations International Business and Management Studies

### SPECIALISATION FOOD AND AGRI-BUSINESS MANAGEMENT

All over the world people know and appreciate Dutch agricultural and food products, such as flower bulbs, tulips, meat and cheese. Many international food companies, including Unilever and Sara Lee/Douwe Egberts, have their origins in the Netherlands. The Netherlands is, after the United States, the second biggest export country of agricultural products in the world. So, what better country could you possibly find to study Food and Agri-Business Management? You will learn everything about export, product development, food processing and (international) marketing. In addition, you will learn about modern issues, such as food and health, convenience products, sustainable production and food safety HACCP.

### SPECIALISATION RETAIL (AND SMALL) BUSINESS MANAGEMENT

In this specialisation, students will receive a thorough theoretical grounding in the field of retailing. Topics dealt with are supply chain management, store branding, e-business and shopping centre management. In the final year, students follow optional modules and do an internship with a major retailing organisation. Alternatively students can choose for a more entrepreneurial route and prepare themselves for becoming an (international) entrepreneur.

### SPECIALISATION BUSINESS-TO-BUSINESS MANAGEMENT

This specialist subject deals with the strategic choices a company faces when entering new international markets. You write a business plan that covers all the aspects of management, human resource management and financial management. Special attention must be given to cultural differences. You also learn to make choices that are strategic in a company's internationalisation process; choices that will be essential for the implementation of a good export plan.

If you choose to study IBMS you can expect to become part of a young, dynamic international student community. You will have your own personal study coach and the facilities to make your study more comfortable.

The diploma Bachelor of Business Administration in International Business and Management Studies gives you direct access to all kinds of management jobs worldwide, and also directly to enter one of our master programmes.

DEIKE HACHMEISTER FROM GERMANY,  
IBMS STUDENT

"I chose the International Business and Management Studies programme because the course is given in English. I thought that would be a good starting point for an international career. The programme is set up in a very practical way: You immediately start working on real cases. In my final year, I will do a ten-month internship in the marketing department of a major international company in Atlanta. I am really looking forward to that, because I will then finally be able to apply the knowledge I acquired with IBMS."

### CAREER OPTIONS IN INTERNATIONAL BUSINESS:

- › Export Manager
- › Area Manager
- › Account Manager
- › Marketing Manager
- › Product Manager
- › Trade Consultants
- › International Entrepreneurs



### LOCATION

Leeuwarden

### DURATION

4-Year programme

### COURSE STARTS

September and February

## BBA International Hospitality Management

Preparing students for management positions in international and multicultural environments, that is the mission of the International Hospitality Management (IHM) Programme.

This Bachelor of Business Administration (BBA) is offered in English and represents a flexible and broad professional training that is not only highly appreciated in the international hospitality industry, but is also recognised in other sectors of the economy. Graduates of the IHM programme are welcome, worldwide, in all the industry sectors that are primarily concerned with services and service management. The content of our curriculum and educational organization is geared towards the accomplishment of that mission. Regardless of your choice in favour of a national or international career, the professional opportunities available to you, after the completion of the International Hospitality Management programme, are plentiful.

When you choose to study International Hospitality Management, you choose a future full of career opportunities. Fifty percent of our graduated students opt for a career in the hotel industry. The other 50% decide to work in industries, such as consultancy, tourism and the financial sector.

## Programme: subjects and activities

### YEAR 1 - FOUNDATION PHASE

In the first year, you will be introduced to the various aspects of international hospitality at operational level, both in theory and in practice. You will learn how to approach guests and deal with cultural differences, how to evaluate guest experiences, computer skills, complaint settlement and much, much more. You will also focus on the skills and knowledge you need to become a hospitality manager. The course comprises the following subjects: The organisation of a hospitality company, how to find qualified personnel, the operational activities, and how services are produced and distributed.

### YEAR 2 AND 3 - MAIN PHASE

In year 2, the student will explore the subject matter at middle management level. Your knowledge will be translated into management duties, problems and theories. The goal is to develop an understanding of the ins and outs of a service organisation. You will supervise the first-year International Hospitality Management students within the programme's practical department. In the third year, you will explore your subject matter at management and strategic level. Your study material will include subjects such as financial analysis, human resource management, market analysis and writing a business plan. You will also write a business improvement plan based on research as bachelor dissertation. The graduation phase starts in the second half of the third year. The latter part of your studies will provide you with many options for specialization (minors). Possible options include general and specific IHM minors, international exchange, the Grand Tour, and practical experience.

### YEAR 4 - GRADUATION PHASE

In this phase, you will bring acquired knowledge into practice by following your internship at a traineeship hotel, training and service companies, and many other possible organizations and locations worldwide. You will also conduct research as part of a graduation assignment.

### MINORS IN INTERNATIONAL HOSPITALITY MANAGEMENT

- › Hospitality Real Estate Management and Interior Design
- › Humanitarian Hospitality Management
- › Wildlife & Lodge Management (South Africa)
- › Spa and Health Management (Thailand and Bali)
- › Professional Conference and Event Management
- › Cruise Management

Please visit our website for more information about these minors.

# International Communication and Information Management

## LOCATION

Leeuwarden

## DURATION

1-3.5-Year programme

## COURSE STARTS

September and February

## BBA International Hospitality Management (IHM) Short Track Programme

The accreditation of prior learning and working experience allows for students to be awarded credits for prior work experience and/or study. This may reduce the duration of their studies to anywhere between a half year and three years. Qualifying students are admitted to the second or third year, and may be required to do industrial placements varying between 21 to 42 weeks. Applicants must include documentation showing relevant prior education and work experience with their applications for the IHM programme.

## DURATION

3-Year programme

## COURSE STARTS

September

## BBA International Hospitality Management Fast Track Programme

The Fast Track Programme is designed for students with an International Baccalaureate or a GCSE with three A levels, or other equivalent European or international diplomas. Students applying for the Fast Track Programme are required to undergo an assessment and personal interview as part of the admission process.

## DURATION

5-Year programme

## COURSE STARTS

September and February

## BBA International Hospitality Management Double Degree Programme

You can obtain a double BA degree by combining Hotel Management, at Stenden university, with Facility Management at the Dutch Hanze University. The double degree option will further enrich your knowledge and skills, and increase your flexibility and opportunities in the international marketplace.



### TREVOR VAN GEMERT, INTERNATIONAL HOSPITALITY MANAGEMENT STUDENT

"I'm very proud to have been picked out from fifty new employees and trainees as l'apprenti de l'année (trainee of the year) of the Marriott Hotel Paris Champs-Élysées. Stenden university enjoys a very good reputation at one of the classiest hotels in Paris. I proved myself through hard work and an enthusiastic, flexible approach."

### CAREER OPTIONS IN HOSPITALITY MANAGEMENT

When you choose to study International Hospitality Management, you choose a future full of career opportunities. Fifty percent of our graduated students opt for a career in the hotel industry. The other fifty percent decide to work in industries, such as consultancy, tourism and the financial sector.



## LOCATION

Emmen

## DURATION

4-Year programme

## COURSE STARTS

September and February

## BICT International Information and Communication Management

The bachelor of ICT (BICT) International Information and Communication Management programme provides you with a combination of competencies and knowledge in IT, Information Management, Communication and Management Studies. This combination will enable you to pursue a successful career in the rapidly developing information rich environment of the 21st century.

The emphasis is on increasing practical skills and theoretical understanding. In addition to acquiring competencies in the design and implementation of standard PC-based applications, you will also develop practical skills, such as Web authoring, database design, multimedia and CD-ROM production. This course covers both the design element and customer needs.

## Programme: subjects and activities

### YEAR 1 - FOUNDATION PHASE

In the first year, you will learn to write programs in Java, you will learn everything about information management, databases and Web technologies, such as HTML, CSS and Flash. At the end of your study year, you will produce a working ecommerce site with the use of PHP/MySQL and learn all about the security aspects that are critical in setting up and running an online store.

### YEAR 2 - MAIN PHASE

In the main phase, we will go deeper into programming and also focus on subjects, such as change management, knowledge management and object oriented design. In addition, you will be required to produce a business plan and you will also be introduced to subjects such as ethics and law. Finally, you will be able to create part of your study year based on your own choice of subjects.

### YEAR 3 - MAIN PHASE

In the first semester of the third programme year, you will do a five-month internship at one of our internship companies in the Netherlands or abroad. Our internship companies include renowned names, such as Microsoft, IBM, Cap Gemini, Atos, Logica, etc. In your third year, you will also spend a substantial amount of time on system design, object-oriented design, a business plan and change management. Once again, you will be able to make up part of your study year based on your own interests.

### YEAR 4 - GRADUATION PHASE

In your graduate year, you will cover subjects such as CMM I, knowledge research, ethics, law and auxiliary systems. In addition, as in the case of your third year, you will once again have the opportunity to apply your theory in practice by doing a six-month graduate internship at a company. You will conclude your studies with a graduation thesis.

### CAREER OPTIONS IN INTERNATIONAL INFORMATION AND COMMUNICATION MANAGEMENT

- > Software Engineer
- > System Analyst
- > System Developer
- > System Designer

### REZON BOHDAN JOVIAN FROM INDONESIA, INTERNATIONAL INFORMATION

### COMMUNICATION AND MANAGEMENT STUDENT

"I got to know about Stenden through an agent in Indonesia. Stenden is one of only a few universities that offer IT studies in English; the course that I wanted to take. The students in the programme are working as a group, which is very different from what I am used to. It is a great learning experience. Most of the time we are given assignments that we have to do in a group. And there is a good balance between theory and practice. That's one of the things that I like most about this course."

# Media and Entertainment Management

## LOCATION

Leeuwarden

## DURATION

4-Year programme

## COURSE STARTS

September and February

## BBA Media and Entertainment Management

The Bachelor of Business Administration (BBA) Media and Entertainment Management is the ideal course for anyone wishing to become an international media manager. The attractive, four-year study programme is comprehensive and varied and is developed in close consultation with future employers in the field.

In this course you will accumulate specific knowledge of the industry, as well as knowledge of a combination of commercial, financial, legal and management aspects. You will follow courses in law, psychology, marketing, management, new media, magazine management, mass communication and trends in the media. You will, moreover, be introduced to a realistic learning environment by having to complete external assignments in the Media and Entertainment learning company, 'The Company'. This learning company is a direct representation of the actual practice of the media and entertainment industry.

## Programme: subjects and activities

### YEAR 1 - FOUNDATION PHASE

In the foundation phase, you will be introduced to the basic principles underlying the broad field of the media and entertainment market. You will study the leisure market, the role that the media play in that market and the different types of media prevalent in that market. You will also be introduced to subjects, such as new media, mass communication, programme production, media law and trends in the media. You will obtain practical knowledge by being required to produce four media productions in our learning company: an audiovisual production and a print media production, a music production and a new media production.

Over and above the practical work, we will also spend a substantial amount of time on the principles of management, consumer psychology, marketing, ethics, organizational studies and business economics.

### YEAR 2 - MAIN PHASE

In the second year, the programme will focus primarily on what will be expected of you as a practising manager in the media and entertainment industry. You will learn about the financial and operational sides of doing business in this industry and how to manage a media production. You will also delve deeper into the different art and media streams. You will study the effects of the media on different cultures and will even learn how to discover new trends. You will learn about the technique of Imagineering and how you can use that technique to create new experiences. Experience marketing, concept development, storytelling and brand management are also included in this part of the programme. Finally, you will obtain clear insight into the complete media management process from concept to execution.



### MINORS IN MEDIA AND ENTERTAINMENT MANAGEMENT

- › A Brand New Start
- › Entertainment Education
- › Music Management
- › Marketing and Communication
- › Starting your Own Company

Please visit our website for more information about these minors.

# International Logistics Management



YANG MINGMING FROM CHINA, INTERNATIONAL LOGISTICS MANAGEMENT STUDENT

"I enjoy studying ILM, because it is not only about professional logistics knowledge, but also related to all the different areas in business and personal career planning. It's extremely valuable for further development in the future. Studying and living in Emmen is great. I can enjoy a quiet and peaceful environment in Emmen and make friends with zealous and kind-hearted people; which is pretty nice for me. Stenden offers me professional knowledge and a great study environment."

## LOCATION

Emmen

## Duration

4-Year programme

## COURSE STARTS

September and February

## BBA International Logistics Management

The bachelor of Business Administration (BBA) International Logistics Management programme prepares you for your future role as a manager who will be able to optimally control the goods and services flow within a company, between companies and between company and customer: both nationally and internationally. In addition, you will learn everything you need to know about purchasing, production planning, warehouse management, distribution, marketing, project and information, and quality management and finance.

## Programme: subjects and activities

### YEAR 1 AND 2 - FOUNDATION AND MAIN PHASE

The first two years of the programme deal with business processes, management and organization, and will be covered from the perspective of Supply Chain Management. You and your fellow students will work in teams on theme-based projects. You will work on different cases, whereby you will approach each new case from a different professional perspective. In the first year, this is mostly done at operational level; for example, planning orders in a production environment as a production planner. In the second year, you will learn to operate at tactical and strategic level; for example, you will be required to draw up a purchasing policy plan as a senior buyer. By adopting this perspective, you will be able to gain a clear understanding of western management processes.

### YEAR 3 - MAIN PHASE

In the third year of the programme, you will acquire in-depth knowledge in the fields of marketing, accounting, international communication, European entrepreneurship and quality management. In addition, you will be able to follow two half-year minors to broaden and deepen your knowledge in related fields. Finally, you will also do a five-month internship at one of our internship companies inside the Netherlands or abroad. IKEA and Volkswagen Emden are only two examples of our renowned portfolio of internship companies.

### YEAR 4 - GRADUATION PHASE

As in the case of the third year, you will also spend your fourth year with a focus on marketing, accounting, international communication, European entrepreneurship and quality management. In addition, you will specialise in one of the aforementioned subjects by doing an elective minor. Finally, you will do a half-year internship at an external company where you will be required to investigate a logistical problem. You will analyze the problem and try to present a solution, after which you will write a graduation thesis based on your investigation.

### MINORS INTERNATIONAL LOGISTICS MANAGEMENT

- › International Transport
- › International Quality Logistics Management

Please visit our website for more information about these minors.

### CAREER OPTIONS IN INTERNATIONAL LOGISTICS MANAGEMENT

- › Buyer
- › Logistics Manager
- › Warehouse Manager
- › Marketing Manager
- › Export and Import Manager
- › Transport Coordinator
- › Head Planning
- › Planning department Manager
- › Logistics Advisor

# Office Management

## YEAR 3 - MAIN PHASE

In this phase, you will focus on the strategic aspects of management. You will assume more responsibility and we will make greater demands on your sense of independence. In one of the modules, you will work on a media assignment provided by an external principal and you will fulfill one of the management positions in the learning company. In addition, you will be able to follow a minor in this year through which you will be able to specialise in the direction that you find most interesting. Alternatively, you will also be able to spend six months abroad in an exchange programme with an overseas university or at our own Stenden university campus sites in South Africa, Qatar, Thailand or Bali (Grand Tour).

## YEAR 4 - GRADUATION PHASE

In your graduation year, you will focus on your chosen specialisation or, if you prefer, you will be able to broaden your existing knowledge. You will follow a 42-week internship and work for a company operating in the industry for four days a week. You will dedicate one day a week to your graduate thesis. If possible, you will be able, in due consultation with the internship company, to link your thesis to your internship. The added advantage of a comprehensive internship at the end of your studies is that you will be well prepared to enter the real business world. Obviously, you would also, in principle, be able to extend the internship into permanent employment with your internship company, as you will not need to return to school after graduation.

## CAREER OPTIONS IN MEDIA AND ENTERTAINMENT

- › Product Manager
- › Executive Producer
- › Project Manager
- › Sponsor Coordinator
- › Multimedia Manager
- › Media Planner
- › Marketing Manager
- › Web Manager
- › Magazine Manager
- › Event Manager



BERT-JAN STRATING, PROJECT MANAGER LBI LOSTBOY IN THE NETHERLANDS:  
 “Our current Media and Entertainment Management intern from Stenden university clearly has a solid grasp of the business. He is consequently more than capable of supervising our expertise teams, such as design, interaction and engineering. He provides excellent support for the teams by taking care of the administration and internal coordination of the projects. He is doing extremely well in our dynamic company and was soon able to talk along with the teams at professional level.”



## LOCATION

Leeuwarden

## DURATION

4-Year programme

## COURSE STARTS

September and February

## BBA Office Management

The Office Management programme will fully prepare you for the versatile job of office manager. As an Office Manager, you are the appropriate person to oversee the internal organization. You have to make sure everything runs smoothly; whether it is ICT, purchasing, telecommunications, finances, technical support or the administration.

Your duties may include supervising the secretariat, the department or the branch office. By following the Stenden Office Management programme you will become the well-trained, versatile problem solver with superior organizational and managerial skills, a service-oriented approach, an international outlook, improvisational talents and flexibility!

## Programme: subjects and activities

### YEAR 1 - FOUNDATION PHASE

In the foundation phase, you will become acquainted with the ins and outs of running a company. You will obtain deeper insight into company processes, various management styles, the management of financial resources and materials, and you will gain a better understanding of the organisation's clients. During the first year, you will focus on the core activities of Office Management and you will be exposed to the following subjects: communication and communication skills, the company and its surroundings, information and communication technology (ICT), economics, research methods and law.

### YEAR 2 AND 3 - MAIN PHASE

During the main phase, you will develop from department head to manager: You will start at middle management level. In this phase, you will translate the knowledge you acquired in the foundation phase into management duties, problems and theories. The objective is to obtain a better understanding of organisational management. You will supervise the first-year Office Management students in the programme's practical department. In the last year of the main phase, you will be required to deal with management tasks at strategic level. In the latter phase, the focus will be on your managerial competencies and your management vision.

### YEAR 4 - GRADUATION PHASE

The course is concluded with a final thesis/research project and an internship in the fourth year.

## CAREER OPTIONS IN OFFICE MANAGEMENT

- › Project Manager
- › Head Internal Organisation
- › Head Service Centre
- › Head Department



MARIJN VAN DEN DOEL, MARKETING COORDINATOR AT MODUSPEC IN SINGAPORE  
 “Our current Stenden trainee has been crucial in organising one of our training courses in Dubai. He was responsible for marketing the course to potential candidates, which led to the course being fully booked well in advance. In addition, he travelled to Dubai to attend the course and ensure the whole event ran smoothly. As such, he was directly responsible for a significant amount of turnover for the company.”

#### LOCATION

Leeuwarden

#### DURATION

2-Year programme

#### COURSE STARTS

September and February

## BCom Small Business and Retail Management - Short Track Programme

The two-year Bachelor of Commerce (BCom) Small Business and Retail Management programme will give you a thorough grounding in retailing and entrepreneurship. At the same time, you will develop competencies that are essential to successful entrepreneurs and retail managers. There is a major shortage, worldwide, of inspiring managers and entrepreneurs with an international focus, a solid command of international languages and commercial insights, as well as insight into different cultures.

Do you want to become part of this rapidly developing and challenging international industry? Then your first step is the Small Business and Retail Management Short Track programme.

### Programme: subjects and activities

#### YEAR 1 - FOUNDATION PHASE

Each semester has two modules. The compulsory semesters consist of the following modules of 10 weeks each:

##### Store Branding

For retailers, branding a store is nowadays seen as one of the most powerful means in their need to differentiate and to maintain a strong competitive position. Stores are becoming brands themselves. In the module Store Branding you will undertake a research project to evaluate the companies' success in creating a strong retail brand.

##### Supply Chain Management (SCM)

In this module you will learn to analyse the flow of goods from raw material supplier to consumer. Supply Chain Management (SCM) can help retailers to determine and maintain a competitive advantage. For an existing retailer, you have to analyse the product range (category management), develop a buying plan and a logistics plan. Furthermore you are trained in negotiating skills.

##### Investing in People

In this module you will develop your knowledge and skills in Human Resource Management, Management and Leadership in a retail context. You will work on a case study in groups. You will also take part in workshops on leadership styles and business communication.

##### Strategy

You will have insight in the strategic management process and know how to implement strategy into a retail company or a small business. During the module you will work on a project, which will provide you insight into the day-to-day running of a business, as well as the long term planning involved.

# Small Business and Retail Management

REINOLD WILLEMSMA, MARKETING MANAGER  
TIME OUT SPORT IN THE NETHERLANDS  
"We work specifically with students from the SBRM programme at Stenden university.

They are very enthusiastic and eager. Over the years, the Stenden interns have done jobs ranging from marketing surveys, consumer satisfaction surveys and research into the consequences of modification of the formula. The theses were all of a very high standard and we could really apply the knowledge in our company."

#### INTRODUCTION PROGRAMME AND SELFMANAGEMENT

All short track students will take part in a introduction programme aiming to help students to get to know the Stenden organisation and the educational methods. Furthermore all students will be assigned to a personal studycoach. The Selfmanagement programme handles subjects like: planning of the study, orientation on retailing, personal development plans and working with a portfolio.

#### YEAR 2 – MINOR AND GRADUATION PHASE

The minor is a part of your study where you can gain more in-depth knowledge, or where you can prepare for a master programme.

#### MINORS SMALL BUSINESS AND RETAIL MANAGEMENT

##### European Retailing

You learn to look at international retailing activities from a wider perspective. You gain insight into what makes a certain retail format internationally successful. You also develop knowledge and insight in the success factors of shopping centres and inner city developments as regional or even international magnets for consumers of retailing, hospitality and leisure activities. You learn to look at commercial developments from the wider perspective of regional social and economic development and the benefits and potential drawbacks for local civilians and businesses.

##### Entrepreneurship: International Market Orientation

You will draw up a complete business plan for a specific company, including market analysis, organisation, and service delivery, financial analysis, and the analysis and development of your personal competencies in entrepreneurship. An entrepreneurial test is part of your reflection on entrepreneurial skills and competencies.

##### E-Business

You are put to work for an existing company. You are asked to develop an e-business strategy and write a plan that puts the strategy to work. Next to the strategic focus of the module attention is given to the conditions a good website has to accommodate. There's that will be discussed are usability and search engine optimization.

##### Marketing Communications

You learn to design and execute a marketing communication plan for an existing (small, start-up) company or (not-for-profit) organisation.

Obviously you may choose an exchange programme during your minor as well, or choose to participate in Stenden's Grand Tour Programme.

### Graduation

Students will conclude the programme with an internship of 21 weeks in a retail or allied organization and write a final thesis. A final thesis entails a literature and practical component, a mixture of field and desk research.

#### CAREER OPTIONS IN SMALL BUSINESS AND RETAIL MANAGEMENT

- › Export Manager
- › Account Manager
- › Retail Manager
- › Trade Consultants
- › Entrepreneurs



#### LOCATION

Leeuwarden

#### DURATION

4-Year programme

#### COURSE STARTS

September and February

## BBA International Tourism Management

The Bachelor of Business Administration (BBA) International Tourism Management is a varied and extensive programme. We developed the programme in close consultation with your possible future employers in the field of International Tourism Management.

International Tourism Management is a programme taught completely in English. You can choose one of the other world languages - German, French or Spanish - as your second language. Because International Tourism Management is a management course, subjects such as marketing, economics, product development, quality control, sales and trends in the tourism industry form an important part of the programme. Fieldwork is a compulsory component of the Tourism Management course. In the last decade, international tourism has become one of the most important export industries. The World Tourism Organisation expects to see a hundred percent increase in arrivals and turnover within the next twenty years; which will give rise to a growing demand for professionals in the field.

## Minors International Tourism Management

#### ADVENTURE TOURISM

This minor focuses on outdoor activity management, planning, development of sustainable packaged adventure tourism products and innovative operational strategies, and training in instructional trip and tour planning, leadership and group development. A fieldtrip with an outdoor activity programme forms part of this minor.

#### HERITAGE TOURISM

Heritage Tourism entails the management of natural and cultural heritage at a wide range of tourist destinations. In the course, you will investigate the tourist opportunities at a destination, with the focus on the preservation and protection of this heritage. You will also look at and compare the tourist opportunities of a destination in relation to similar destinations. A fieldtrip abroad forms part of this minor.

#### COMMUNITY TOURISM

This minor aims at the development of small-scale tourism in developing countries in co-operation with organisations engaged in development and the tourist industry. You will develop tourism products as a means of existence for the local community. The minor is offered in Thailand as part of the Grand Tour.

## Programme: subjects and activities

#### YEAR 1 - FOUNDATION PHASE

In the first year, you will learn about the leisure market, including the tourism sector. You will become acquainted with the prevalent trends, the market and the features of tourism. You will also study tourism companies by investigating the quality of their services. You will be taught the specific aspects of rural and urban tourism. To field-test the theory you will visit a European city and a rural tourist area. Moreover, we pay extensive attention to the basic principles of management, consumer behaviour, marketing, ethics and business economics.

#### YEAR 2 - MAIN PHASE

In the second year you will study the tourism sector from a policy-making point of view and develop tactical skills and knowledge. Culture is accepted worldwide as a setting for tourism, as culture generates a wide range of products and services. All of the above are

# International Tourism Management

#### SUSTAINABILITY

Sustainability is the starting point for commercial services in settings where tourism destinations are being developed. In 2009 the Accreditation Organisation of the Netherlands and Flanders (NVAO) has awarded the special accreditation 'sustainable development' with two stars to the International Tourism Management programme of Stenden university. The criteria operated for the assessment of the sustainability aspect are based on five subjects: Vision and policy, Expertise, Educational objectives/method, Education content and Result measurement. The special accreditation differentiates the International Tourism Management study programme and - accordingly - Stenden university from other national and international universities for professional education.

essential components of tourism management studies. Which landscapes are interesting for tourism? What is the climate like at different destinations? You will learn how to combine unique surroundings with good infrastructure. Responsible behaviour with regard to environment and culture plays an important role in your strategy. You will learn more about the importance of economical, political and social considerations in the development of international tourist destinations. How to market such a destination is the next step in your learning process. Other subjects this year include financial and operational management, marketing, product development and Human Resource Management. Another component of the programme is fieldwork at a Mediterranean destination.

#### YEAR 3 - MAIN PHASE

The third year is focused on strategic management. You will acquire in-depth knowledge of management and your executive skills will also improve. You will learn how to market tourist products and organisation, and you will find the best marketing tools to apply in different situations. You will field-test the theory you acquired during the course in a management game. Working in groups, you will compete with a number of different companies in a simulated market. In one of the modules, you will work on a research project for a real customer. To acquire more in-depth knowledge, you will be able to opt for one or two minors during a semester. Part of your minor could, for example, consist of fieldwork in a non-European country. You will also be able to follow minors at any one of our international campuses in Qatar, South Africa and Thailand. Another option is to do an international exchange semester at a university abroad.

#### YEAR 4 - GRADUATION PHASE

In the fourth year, you will do a 30-week industrial placement and write your final assignment. Your fourth year will provide you with important practical knowledge based on professionalism and could culminate in an international career.

#### LOCATION

Leeuwarden

#### DURATION

1-2-Year programme

#### COURSE STARTS

September and February

## BBA International Tourism Management - Short Track Programme

The Short Track International Tourism Management course enables international students to obtain a BBA degree in International Tourism Management through accreditation of their prior learning and work experience. The programme varies between 1.5, 2 or 3 years, depending on your prior experience and qualifications.

#### CAREER OPTIONS IN INTERNATIONAL TOURISM MANAGEMENT

- › Advertising and Public Relations Manager
- › Advisor
- › Culture, tourism and recreation Policy Employee
- › Marketing Manager
- › Product Manager
- › Purchasing Manager
- › Research Employee
- › Sales Manager
- › Tour Operator
- › Tourist office Information Head
- › Travel agency Branch Manager

Please visit our website for more information about these minors.



KATRIN LUDAT FROM AUSTRIA, TOURISM MANAGEMENT STUDENT

"I chose to study at Stenden university because it was quicker to finish my bachelor here than in Austria. I wanted to go abroad to have an international bachelor and I like the programme of Stenden because it is in English. I am very interested in heritage tourism and marketing communication, those programmes will help me in my future professional life. Tourism is a very broad field and there are a lot of opportunities to work in. I prefer the airline management and airport management. At Stenden university I gained a lot of theoretical background which I can try to implement at work."

#### GRAND TOUR

Stenden university has its own campus sites in South Africa, Qatar, Thailand and Bali, where e.g. you can do the regular programme (Qatar), or a minor like Wildlife Management (South Africa), Regional Tourism Management (South Africa) or Community Tourism (Thailand).

# Your International Opportunities

The bachelor and master studies offer plenty of opportunities to follow parts of the studies at various locations around the world. Create your own ultimate international education experience abroad!

## Exchange semester abroad

Expand international education by taking an exchange semester abroad at our partner universities in countries, such as Sweden, the United States, Australia, Germany, the United Kingdom, France, China and many other countries. Please visit our website for a complete overview of our partner schools and exchange partners.

## Industrial placement abroad

Enhance international education and work experience, through an industrial placement at one of the traineeship companies worldwide, such as ABN Amro, IKEA, KLM, Golden Tulip and Hilton Hotels.

## Grand Tour

The most interesting and unique aspect of the international opportunities available at Stenden university is the option of taking semesters and modules of your curriculum at our own Stenden university campus sites in different regions of the world, such as Qatar, South Africa, Bali and Thailand. Joining the Grand Tour is an adventure that will offer you fun, as well as educational stimulation, while, at the same time, enabling you to master the important international and intercultural skills needed to build a successful (international) career. Each programme in the Grand Tour offers unique added value to your professional and personal development. For a complete overview of the programme, visit our website or request our special Grand Tour brochure.



REINOUT KLAMER FROM THE NETHERLANDS, GRADUATE INTERNATIONAL SERVICE MANAGEMENT

"After I finished secondary education, choosing Stenden was a logical next step. Stenden is more international than other schools and I like the Problem Based Learning system. During the four years of the IHM bachelor programme I went to Taiwan and South Africa. Also I joined several international student associations like Hestia, FREC and the Culture Club. After graduation I wanted to know more about service management and I continued my education with the master programme Service Management."

# Master Programmes School of Graduate Studies

ACCREDITED MASTER DEGREE PROGRAMMES  
The MA programmes of the Stenden School of Graduate Studies are accredited and validated by the London Metropolitan University and by the Dutch Flemish Accreditation Organisation (NVAO). After successfully finishing the master programme you will receive a double degree: a British Master of Arts degree and a Dutch master degree.

In cooperation with London Metropolitan University, Stenden university offers the Master International Event Management. Please visit [www.stenden.com](http://www.stenden.com) for more information.

## LOCATION

Leeuwarden

## DURATION

1-Year programme, full-time

## COURSE STARTS

September and February

## Master programmes

### OBJECTIVE

Once you have obtained a bachelor degree at Stenden university or elsewhere, you can continue to study for a Master of Arts (MA) degree at Stenden university. Stenden-SGS offers you a unique opportunity to obtain a BA degree as well as a MA degree in five years (four years BA, one year MA). You will be a specialist in your chosen field, equipped to meet the challenges of the service industries. Stenden university offers two English Master programmes.

### SUBJECTS AND ACTIVITIES

Main features include:

- › The entire programme is geared towards the concrete practice of services, policy and planning.
- › Relevant theories and practical experience relating to the various fields of service provision are studied and critically analysed.
- › Attention is given to the social and cultural aspects of services and related sustainability issues.
- › The student will learn to be trained as a leader and a manager in a personalised community.
- › All master programmes are internationally oriented and have a common core segment, which is compulsory for all students, and specific segments devoted to the various fields of specialisation. Research projects play an important part of the programme.

## Master of Arts in International Leisure and Tourism Studies

For those who want to acquire basic competencies to play a significant role in the coordination of sustainable development of Leisure and Tourism at the regional or district level, be it as policy maker, developer, planner or consultant.

## Master of Arts in International Service Management

For those who are interested in increasing their academic and professional knowledge of Service Management.

The Master of Service Management programme offers the opportunity to specialise in a specific service sector. Specialisations include:

- › **Hospitality service management**, teaches students how to develop innovative and profitable new hospitality concepts.
- › **Retail service management**, focuses on the totality of the retail experience - of the creation and use of 'symbolic value' in the retail setting.
- › **Higher education service management**, enables students to make their educational programmes more customer oriented, without making concessions to the quality of the content.

## DURATION

2-Year programme

## Part-Time International Master of Arts degree programmes

For information about the part-time programme of International Service Management, please contact the secretariat of the Stenden School of Graduate Studies. A brochure of the School of Graduate Studies, with information about our master programme will be sent upon request by emailing to [masters@stenden.com](mailto:masters@stenden.com).



# Admission requirements

## Non-EU Students

### Language and Academic Requirements

#### ENGLISH LANGUAGE COURSE

- › Language: Academic IELTS 5.5 (18 weeks course) and 5.0 (36 weeks course), and;
- › High school graduation diploma from an accredited institution

#### BACHELOR DEGREE PROGRAMMES

- › Language: Academic IELTS 6.0, TOEFL 550 (paper-based) or 79 (Internet based), and;
- › International or European Bacculaureate, or;
- › Five GCSE subjects or O-level, plus two A-level passes; or
- › Associate, Bachelor or Master degrees

#### MASTER DEGREE PROGRAMMES

- › Language: Academic IELTS 6.0, TOEFL 550 (paper-based) or 79 (Internet based), and;
- › Bachelor or Master degree

### Application Procedure

To apply, please complete the application form, which you can find online, and send it with the required documentation as soon as possible to our international support office by express mail. Further information on the application procedure can be found on our website.

### Deadlines

Please check our website [www.stenden.com](http://www.stenden.com) for up to date information on our deadlines for application.

### Visa Procedure

All foreign students (except for residents of the EER , Australia, Canada, Japan, Monaco, New Zealand, South Korea, Switzerland and the USA) who wish to stay in the Netherlands for more than three months need an MVV visa (Authorisation for Temporary Residence) to enter the Netherlands. Our International Office (IO) applies for your visa. Please visit [www.stenden.com](http://www.stenden.com) for more detailed information on the visa procedure and an overview of the required visa documents.

#### MEET STENDEN UNIVERSITY WORLDWIDE

The representatives of Stenden university visit fairs and organise seminars in many countries worldwide. To find out if we will visit your country, please check our calendar on [www.stenden.com](http://www.stenden.com).

For more information about The Netherlands, please visit:  
[www.studyin.nl](http://www.studyin.nl)  
[www.minbuza.nl/en/home](http://www.minbuza.nl/en/home)  
[www.vi5ions.nl](http://www.vi5ions.nl)



# Services and facilities

Stenden university is housed in modern buildings and has state-of-the-art teaching facilities. Our open study space with ICT and conference facilities is shaped in the form of an amphitheatre. We also have a special 'Knowledge Boulevard' in the university, a library, a hairdresser, a Grand Café, a bank shop and a job agency.

### Excellent student services, study counselling and personal coaching

Stenden university offers excellent international student support. Also students will be assigned to a personal coach on the first day of their studies. This personal coach guides the student throughout the duration of their study programme. In addition, our information centre and International Office employees assist, help and support our students upon arrival and during their studies.

### A home away from home

Stenden university is a hospitable house for everyone. We want to offer all our students a 'home away from home'. One example of such a 'home away from home' is our student house, Hestia. The house is situated next to the university in Leeuwarden and is a place for social and cultural activities for international students and their Dutch friends. Hestia is owned by Stenden university and is managed by Stenden students. Please visit [www.hestialounge.nl](http://www.hestialounge.nl) for more information.

### Furnished housing

We are able to offer our international students fully furnished accommodation at a number of different locations inside and close to the city centre. The number of rooms is limited for EU-students. We therefore advice students from the EU to also look for accommodation themselves. For Non-European students Stenden university guarantees accommodation for the first year of their study.

#### STENDEN UNIVERSITY IN LEEUWARDEN OFFERS MANY SERVICES TO ITS STUDENTS:

- › School restaurants
- › Grand Café
- › Hairdresser
- › Job agency Randstad
- › ABN AMRO Bank
- › Student Lounge
- › Computing, library and media services
- › The Meeting Centre and Chapel
- › International student support

#### STENDEN UNIVERSITY IN EMMEN OFFERS THE FOLLOWING SERVICES TO ITS STUDENTS:

- › School restaurant
- › Library
- › Conference centre
- › Computing, library and media services
- › International student support

#### HONOURS PROGRAMME

Are you excelling during your studies? Are you very motivated? During your second and third year we offer you the chance to do a plus programme next to your study in the evenings. Please check our website [www.stenden.com](http://www.stenden.com) for more information on our Honours Programme.



## EU-Students

### Academic Requirements

#### BACHELOR DEGREE PROGRAMMES

- › International or European Bacculaureate, or;
- › Five GCSE subjects or O-level, plus two A-level passes; or
- › Bachelor or Master degrees

#### MASTER DEGREE PROGRAMMES

- › Bachelor or Master degree

### Language Requirements

EU students should have a sufficient grade in English.

### Application Procedure

To apply, please visit [www.stenden.com](http://www.stenden.com).

### Deadlines

Please check our website [www.stenden.com](http://www.stenden.com) for up to date information on our deadlines for application.

### Tuition fees

#### TUITION FEES PAYABLE IN INSTALMENTS

What happens if you would like to study, but you cannot afford it? At Stenden this is not a problem. We make it possible for EU students to pay their tuition fees in instalments. Check with our international office which conditions apply for payment in instalments.

#### FULL FUNDED TUITION FEES

As a European citizen, following a study in the Netherlands, you may come into consideration for the (full) funding of your studies or a loan tuition fees. Please visit [www.ib-groep.nl](http://www.ib-groep.nl) (choose 'international visitors') for more information.

# Admission requirements

#### STUDY INFORMATION

More detailed information on our programmes, pictures and forms can be found on our website [www.stenden.com](http://www.stenden.com)

#### OPEN DAYS

If you wish to receive a first-hand experience of Stenden university you are invited to visit any of our open days organised throughout the year at our Stenden university campuses. Please visit [www.stenden.com](http://www.stenden.com) for the calendar.

## General information for all international students

### Tuition fees

Please check [www.stenden.com](http://www.stenden.com) for up to date information on our tuition fees.

### Additional Expenses

Please visit [www.stenden.com](http://www.stenden.com) for an overview of the approximate costs for a full academic year.

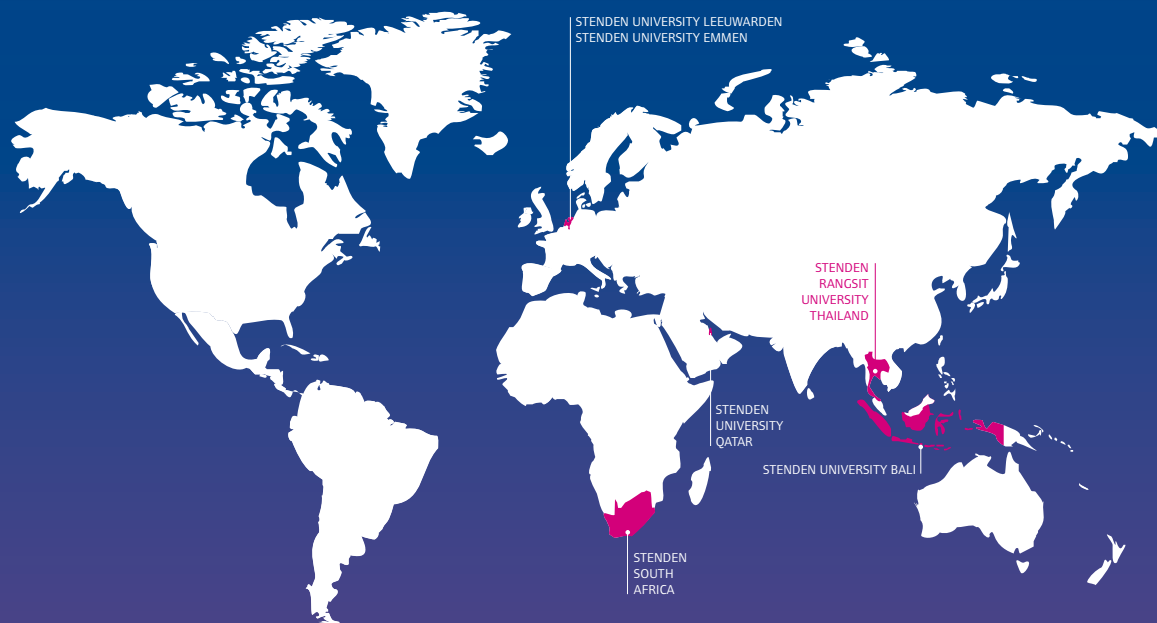
### Scholarships

Stenden university offers scholarships for excellent students. These scholarships are performance related. Please visit our website for more information. For an overview of the available scholarships from the Dutch government, please visit [www.grantfinder.nl](http://www.grantfinder.nl) or [www.nuffic.nl/international-students](http://www.nuffic.nl/international-students).

### Authorised representatives worldwide

In order to facilitate the application and admissions process of our international students, Stenden university has appointed authorised representatives in various countries worldwide. They can advise students and their parents on content and study choices and will assist potential students with the entire application process and administrative procedures. After application the Stenden admissions committee will ultimately decide on your admission to your chosen programme. Please visit [www.stenden.com](http://www.stenden.com) for the overview of authorised representatives in your country.





## Stenden university international campus sites

STENDEN UNIVERSITY  
NETHERLANDS LEEUWARDEN  
Visiting address:  
Rengerslaan 8, Leeuwarden  
Postal address:  
P.O. Box 1298  
8900 CG Leeuwarden  
The Netherlands  
T +31 58 244 11 00

STENDEN UNIVERSITY  
NETHERLANDS EMMEN  
Visiting address:  
Van Schaikweg 94  
Postal address:  
P.O. Box 2080  
7801 CB Emmen  
The Netherlands  
T +31 591 853100

STENDEN SOUTH AFRICA  
1 Grand Street  
Port Alfred 6170  
South Africa  
T +27 46 604 2200

STENDEN UNIVERSITY QATAR  
P.O. Box 36037  
Al-Jeleait Street  
Bin Omran  
Doha, State of Qatar  
T +974 48 88 116/126

STENDEN RANGSIT UNIVERSITY THAILAND  
52/347 Muang-Ake  
Phaholyotin Road, Lak-Hok  
Pathumtani, Thailand 12000  
T +662 997-2222

STENDEN UNIVERSITY BALI  
Jalan Kubu Gunung, Benjar Fegal Jaya  
Dalung, Kuta Utara, Badung  
Bali 80361, Indonesia  
T +62 361 412 970

Stenden offers educational programmes in the fields of Service Management, Education, Care, Economics and Engineering. Twelve associate professorships provide the essential link between the programme and the professional field through applied research.

## Stenden university offers the following international programmes

### CERTIFICATE COURSE

English Language Course  
Honours Programme (English/Dutch)

### BACHELOR DEGREES

International Business and Management Studies (English)  
International Hospitality Management (English)  
International Information and Communication Management (English)  
International Logistics Management (English)  
Media and Entertainment Management (English/Dutch)  
Office Management (English)  
Small Business and Retail Management (English/Dutch)  
International Tourism Management (English)

### MASTER DEGREES

International Service Management (English)  
International Leisure and Tourism Studies (English)

info@stenden.com