

## Breda University of Applied Sciences

Academy: ABEL

### Program: Logistics Management / Logistics Engineering

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## 1. Important dates

26 August, 2024	Introduction week
2 September, 2024	Start of Semester 1 courses
24 January, 2025	End of Semester 1 courses
26 October – 3 November, 2024	Autumn break
21 December – 5 January, 2025	Winter break
31 January, 2025	End of Minor
3 February, 2025	Start of Semester 2 courses
22 February – 2 March, 2025	Spring break
26 April – 4 May, 2025	May holiday
4 July, 2025	Last day of Semester 2 courses and re-sits

## 2. Programme

Code	Title	ECTS	Semester
<b>Year 1 Semester 1</b>			
BLGE1.BOSCM-01	Basics of Supply chain management	5	1
BLGE1.ESCM-01	Experience Supply chain management	10	1
BLGE1.MODPL-01	Modelling and planning	5	1
<b>Year 1 Semester 2</b>			
BLGE1.MLB-01	Material Logistics – Basics	5	2
BLGE1.MLII-01	Material Logistics – Improvement &	10	2
BLGE1.SLBI-02	Service Logistics – Basics & Innovation	5	2
<b>Year 2 Semester 1</b>			
BLGE2.INTOM-01	Introduction to Operations Management	5	1
BLGE2.OMPE-01P	Project: Operations Management in a Production Environment	10	1
BLGE2.CBSC-01	Cross Border Supply Chains	5	1
<b>Year 2 Semester 2</b>			
BLGE2.RSTB-01	Running sustainable Businesses	5	2
BLGE2.ENT-01	Entrepreneurship	5	2
BLGE2.SCRD-01	Project: Supply Chain Redesign	10	2
<b>Year 4 Semester 1</b>			

BCW.24MINOR	Minor: The art of change in an era of transformation	30	1
BCS.24MINOR	Minor: Crowd Safety in Hubs and Events	30	1
BUR.24MINOR	Minor: International urban redevelopment	30	1
	Minor: A Supply Chain Cycle challenge in the Bicycle Industry	30	1

### 3 Course Descriptions

For complete course descriptions, please refer to the Study Component Catalogue Logistics Engineering / Logistics Management. The 2024-2025 catalogue will be available in June. The 2023-2024 catalogue can be used to reference prior to that time.

Descriptions of the Minors (30 ECTS modules) offered in the first (fall) semester of the 2024-2025 academic year can be found in the following pages.

#### 4 ABEL Minors 2024-2025 academic year

<b>Crowd Safety in Hubs &amp; Events</b>	
<b>Study period of the minor (start and end dates)</b>	Monday 2 September 2024 – Friday 7 February 2025
<b>Language of instruction</b>	English
<b>Intake / selection for BUAs students</b>	<ul style="list-style-type: none"> <li>- Minimum of C1 level in English</li> <li>- Having spatial awareness</li> <li>- Affinity with numbers</li> <li>- Propaedeutic certificate obtained</li> </ul>
<b>Admission requirements for external students</b>	<ul style="list-style-type: none"> <li>- Minimum of C1 level in English</li> <li>- Having spatial awareness</li> <li>- Affinity with numbers</li> <li>- Propaedeutic certificate obtained</li> </ul>
<b>Short description of the minor</b>	
<p>Everyone wants to feel safe at a festival, a football match or just in a busy shopping street. Due to the corona pandemic, crowd management is becoming even more important. Learn more in this minor, which is offered in cooperation with Manchester Metropolitan University.</p> <p><b>What is it all about?</b>            This Crowd Safety minor is all about the prevention of accidents and incidents in crowded places. Just think of city centers and parks, railway stations, festivals, but also events like Pride Amsterdam, Carnival or the Tilburg Fun Fair. The main purpose is to prevent unsafe situations through researching, analysing and improving the 'place to be'.</p> <p><b>Working together with key players in the field</b>            This minor gives you the opportunity to get into contact with key players in the field of safety, such as the Event Safety Institute and GK Still International, which are unparalleled in their knowledge of crowd safety. Dedicated coaches and experts will guide you through this minor. All relevant safety aspects of highly crowded areas will be discussed, and it is up to you to apply all gathered knowledge in real-life cases. The minor provides a combination of theory and practical experience by means of lectures and challenging international case studies and field trips.</p> <p><b>What's in it for me?</b>            Perhaps a lot of attention has already been paid in your studies to creating experiences. In this minor you will learn how to manage them! And that's a definite value add! Not only if you study Built Environment or Logistics, but also if you want to work in the event sector, the tourism industry, the hotel world or the facility services industry, this minor is a good choice!            If you successfully complete this minor and after having obtained your bachelor's degree, you will have direct access to the Crowd Science and Risk Analysis master's program.</p>	
<b>Learning goals</b>	
<p>At the end of this minor, you will have:</p> <ul style="list-style-type: none"> <li>- A clear understanding of important concepts within event logistics and application of logistics analysis, process management and capacity calculation.</li> <li>- A clear understanding of important concepts within mobility and urban design by applying and analysing integral alignment, design and planning processes and urban and spatial design.</li> <li>- The ability to discuss the application of crowd simulations by analysing crowd simulations, applying measuring and monitoring tools, queuing theories and crowd simulations.</li> <li>- The ability to discuss application of stakeholder analysis, procedures and permits and law and regulations.</li> <li>- A clear understanding of important concepts of Crowd Management and application of crowd modelling</li> <li>- The ability to discuss application of crowd safety management (with concepts such as planning, licensing and operations) and its relevance to the wider legal, organisational, regulatory and risk management framework</li> </ul>	

	<ul style="list-style-type: none"> <li>- The ability to discuss appropriate risk assessment methodologies for crowd safety, how this impact on legislation and guidance, and/or which areas of crowd safety need improvement</li> <li>- The ability to recognise group behaviour and understanding causality</li> <li>- A clear understanding of important concepts of Crowd Management and application of crowd modelling to the chosen event/venue</li> <li>- The ability to discuss application of crowd safety management (with concepts such as planning, licensing and operations) and its relevance to the wider legal, regulatory and risk management framework</li> <li>- The ability to analyse an event or venue, including four core modelling elements.</li> <li>- The ability to demonstrate an understanding of core principles and applications of the tools. Providing some detail of use of models, information they provide and how this assist in the risk analysis of crowd dynamic.</li> <li>- The ability to use of clear graphics.</li> <li>- The ability to communicate the information about the tools to users and/or team, with the goal to communicate with the audience</li> </ul>
<b>Competencies</b>	<p>This minor provides you with a range of competencies. You will:</p> <ul style="list-style-type: none"> <li>- Develop more affinity with the topic</li> <li>- Develop your calculating skills</li> <li>- Develop your adaptability to change (in this dynamic world)</li> <li>- Develop an open mind</li> <li>- Be ready for a practical challenge</li> </ul>
<b>49TTopics</b>	<p>The overall goal of this minor is to learn all about the prevention of accidents and incidents in crowded places. This encompasses the following topics:</p> <ul style="list-style-type: none"> <li>- Crowd management</li> <li>- Crowd control</li> <li>- Risk analysis</li> <li>- (Human) behaviour</li> <li>- Stakeholder (management)</li> <li>- Monitoring</li> <li>- Modelling</li> <li>- Media and communication</li> <li>- Logistics and mobility</li> <li>- Regulations</li> <li>- Simulations</li> </ul>
<b>49TStructure of the minor</b>	<p>The minor consists of two parts.</p> <ul style="list-style-type: none"> <li>- During the first part we will focus on the fundamentals and the theory. We will have more than 20 expert sessions with a related topic. In this period a lot of fieldtrips are involved. We will discuss the theory and a lot of practical situations with state-of-the-art experts from the industry. Group work and self-study is necessary and possible due to the use of digital portals with valuable and extensive information. The focus in this first part is on group cases. In those cases, you will apply the theory onto a real case situation. The groups will exist of students with a various background.</li> <li>- The second part will focus on preparing and writing a theoretical and practical essay.</li> </ul>
<b>Teaching method(s)</b>	<p>The minor is developed as a learning community. You will work with real-life cases, from inside and outside the Netherlands. The learning community will be achieved via the use and involvement of:</p> <ul style="list-style-type: none"> <li>- Theoretical sessions</li> <li>- Working sessions</li> <li>- Real life cases</li> <li>- Fieldtrips</li> </ul>

<b>Assessment</b>	<p>The assessment will consist of:</p> <ul style="list-style-type: none"> <li>- Groupcase paper/essay 60%</li> <li>- Individual paper/essay 40%</li> </ul> <p>Besides, either of these items must be sufficient:</p> <ul style="list-style-type: none"> <li>- state-of-the-art case studies, (S/I)</li> <li>- a peer evaluation (S/I)</li> <li>- a logbook (in which the students show their study hours) (S/I)</li> <li>- your presence at fieldtrips (S/I)</li> </ul>
<b>International context</b>	<p>Manchester Metropolitan University is involved in this minor. Their master Crowd Science and Risk Analysis is unparalleled in the world. Passing this minor gives you automatically access to the master in Manchester. Also, we will add international case studies in the minor. You can bring international case studies yourself as well.</p>
<b>Required study material</b>	<ul style="list-style-type: none"> <li>- Introduction to Crowd science, Prof Keith Still</li> <li>- Event logistics, Van Rijn</li> </ul>
<b>Costs</b>	<p>Additional costs for this minor will approximately be € 75,- for literature and expenses during field trips</p>
<b>Minimum number of participants</b>	15
<b>Maximum number of participants</b>	50
<b>Location</b>	BUas Campus
<b>Domain offering the minor</b>	ABEL
<b>Minor coordinator (name + e-mail address)</b>	Justin van de Pas ( <a href="mailto:Pas.j@buas.nl">Pas.j@buas.nl</a> ) & Joep Coolen ( <a href="mailto:Coolen.j@buas.nl">Coolen.j@buas.nl</a> )

Change Management; how to successfully drive change in organisations	
Study period of the minor (start and end dates)	Monday 2 September 2024 – Friday 31 January 2025
Language of instruction	English
Intake / selection for BUAs students	Propaedeutic certificate obtained
Admission requirements for external students	Propaedeutic certificate obtained
<b>Short description of the minor</b>	
<p>Nowadays change is the only constant factor in peoples' professional (and personal) lives. To become a successful professional, being able to deal with change is of the highest importance. Though, most change initiatives fail or do not produce the desired outcomes.</p> <p><b>What is it all about?</b>            This minor introduces you to the challenging and fun field of change from multiple perspectives. It offers you an opportunity to develop your change competences so that you are better equipped to deal with change in future work settings.</p> <p><b>What's in it for me?</b>            During this minor you will develop the competence to successfully plan, execute, and evaluate organizational change. You will develop this competence by participating in what we call a 'Change experience': an 18-week project where you work with four or five fellow students on a real-life case of an organization, city, or industry that is on the eve of a major change. In that project your goal is to make real impact by making stakeholders enthusiastic for your change plans, to the extent that they want to carry your plans forward.</p>	
<b>Learning goals</b>	
<p>After the minor, you will be able to:</p> <ul style="list-style-type: none"> <li>- Make an analysis of external developments which can be of influence on the organization.</li> <li>- Set up a business model.</li> <li>- Formulate strategic options based on the analyses.</li> <li>- Analyse your own organization in terms of strengths and weaknesses.</li> <li>- Formulate strategic objectives in such a way that operational objectives can be derived from them.</li> <li>- Diagnose a complex situation with appropriate diagnosis models.</li> <li>- Provide insight into how the current situation is maintained by various factors.</li> <li>- Identify the core of the change issue.</li> <li>- Properly substantiate the choice for a specific change strategy, considering the nature of the issue, the change history of the organization, the change agents and the energy and resistance of all those involved.</li> <li>- Translate the chosen change strategy in an intervention plan with a mix of interventions, aimed at the effective and efficient implementation of the change (including a training plan).</li> <li>- Develop a communication plan which fits the change strategy.</li> <li>- Determine the feasibility of the intended change (financial, legal and organizational).</li> <li>- Write a resistance handling plan.</li> </ul>	
<b>Competencies</b>	<p>This minor provides you with a range of competencies. You will:</p> <ul style="list-style-type: none"> <li>- Be able to successfully plan, execute, and evaluate organizational change.</li> <li>- Gain research skills.</li> <li>- Gain communication skills.</li> <li>- Gain entrepreneurial skills.</li> <li>- Gain development-oriented skills.</li> <li>- Gain innovative skills.</li> <li>- Gain organizing skills.</li> <li>-</li> </ul>
<b>Topics</b>	<p>The overall goal of this minor is to learn all about how to deal with change in future work settings. This encompasses the following topics:</p> <ul style="list-style-type: none"> <li>- Organisational behaviour</li> <li>- Change Management</li> <li>- Project Management</li> <li>- Business Development</li> <li>- Strategy &amp; Innovation</li> </ul>

<b>Structure of the minor</b>	
<p>You will participate in various workshops and meetings which are organized around five themes: Organisational behaviour, Change Management, Project Management, Business Development, Strategy &amp; Innovation. These topics are of great importance for a successful change implementation. The five topics combined offer the right combination of practical and theoretical knowledge, which will help you during the change projects.</p> <p>Change (often) starts with the process of strategy formation. Based on an analysis of the environment and of your own organization, you establish a desired vision of the future. You can use the familiar SWOT, but in a broader perspective, and you get acquainted with the Canvas business model. This business model describes the rationale of how an organization creates, delivers, and retains value.</p> <p>The change management profession is central to the minor. How do you professionally shape the change process? The reason for change often arises from the strategic plan of the organization. What is the desired change? Which change strategy gives you the best chance of realizing the change? Which interventions ensure that this happens? In addition, we look at forms of resistance and how you can distinguish them and what effective strategies are for dealing with them.</p> <p>During the minor you will also work on personal competences and work on an individual assignment. It is your job to apply the knowledge of the workshops and the individual assignments to your Change experience.</p>	
<b>Teaching method(s)</b>	<p>During this minor different teaching methods will be implemented:</p> <ul style="list-style-type: none"> <li>- Workshops</li> <li>- Lectures</li> <li>- Discussion groups</li> <li>- Learning communities</li> <li>- Project work</li> </ul>
<b>Assessment</b>	The assessment will consist of an individual assignment, a group report, a presentation and an individual process.
<b>International context</b>	If possible, we will look at the change processes within an international context. This will mainly depend on the input of students.
<b>Required study material</b>	Kotter, J. P. (2012). Leading change. Harvard Business School Publishing. ISBN: 9781422186435
<b>Costs</b>	Solely extra costs for mandatory reading materials.
<b>Minimum number of participants</b>	15
<b>Maximum number of participants</b>	50
<b>Location</b>	Breda University of Applied Science
<b>Domain offering the minor</b>	Academy for Built Environment and Logistics
<b>Minor coordinator (name + e-mail address)</b>	Karolien Kampstra ( <a href="mailto:Kampstra.k@buas.nl">Kampstra.k@buas.nl</a> )

A Supply Chain challenge in the Bicycle Industry	
Study period of the minor (start and end dates)	Monday 2 September 2024 – Friday 31 January 2025
Language of instruction	English
Intake / selection for BUAs students	<ul style="list-style-type: none"> <li>- 2 to 3 years of foreknowledge of logistics or supply chain management</li> <li>- Propaedeutic certificate obtained</li> </ul>
Admission requirements for external students	<ul style="list-style-type: none"> <li>- 2 to 3 years of foreknowledge of logistics or supply chain management</li> <li>- Propaedeutic certificate obtained</li> </ul>
<b>Short description of the minor</b>	
<p>Here in the Netherlands, we live in a real cycling country. There are almost 23 million bicycles in this country. This means that every Dutch person owns 1.3 bicycles, which is unique in the world. During the corona years, there has been a disruption in the supply chain of the bicycle industry. Resulting in late and faulty deliveries, increasing costs and a bullwhip effect on inventory.</p> <p>During this minor, we will look at this supply chain from different actors and perspectives. These include suppliers of (spare)parts, constructors of bicycle frames, manufacturers of assembly parts, wholesalers and e-commerce.</p> <p>We challenge you to make all these actors work together optimally and come up with a winning strategy. Can you use innovative solutions to make this supply chain run smoothly again?</p> <p>Will you be the one to cross the finish line first?</p> <p>The start of this race is on 2 September 2024. Make sure you're in the decisive breakaway!</p> <p><b>What is it all about?</b></p> <p>In this minor theory and practice come together. As a team of students, you will be matched with a company in the industry for which you come up with innovative ideas to strengthen the company's current supply chain and to be able to meet future challenges. You will work with your fellow students and the company in a learning community in which you are challenged to think outside the box and to be flexible and proactive. You will have to use all your creativity and imagination to find a suitable solution for your client.</p> <p><b>What's in it for me?</b></p> <p>During this minor you will complete an extraordinary educational and practical assignment for an interesting and innovative company. You will learn all about the optimization and sustainability of the end-to-end supply chain. This knowledge will make you future proof for a job after graduation.</p>	
<b>Learning goals</b>	
<p>At the end of this minor, you will be able to:</p> <ul style="list-style-type: none"> <li>- Apply knowledge and theories about project-, change and supply chain management.</li> <li>- Review a supply chain related problem or challenge of a company or organisation within the broader context of that company or organisation (strategic/tactical/operational).</li> <li>- Outline the importance/value of finding a solution for a.m. problem/challenge.</li> <li>- Establish the detailed objectives and a step-by-step approach for achieving a possible solution.</li> <li>- Create the business case that justifies working on this solution (iterative process).</li> <li>- Develop a design for the solution by combining different elements of supply chain management into a new pattern/structure.</li> <li>- Demonstrate the value of created solution in a suitable context.</li> <li>- Validate the value of created solution in the broader context of supply chain thinking within the company/organisation</li> <li>- Present/sell the solution to create buy-in, persuading all stakeholders within the organisation.</li> </ul>	
<b>Competencies</b>	<p>Researching, examining and experiencing new technologies and tools to define, design, test and implement solutions to real life problems or challenges that companies in the industry have in optimizing their respective supply chains.</p> <p>Interviewing- and presentation/pitching skills will be (further) developed. Real life project management will be trained and applied to deliver good and expected outcomes for all stakeholders involved. Core treats from change management will be practiced ensuring that teams leave sustainable improvements behind.</p>



<b>Topics</b>	<p>The overall goal of this minor is learning how to innovate within existing supply chains. This encompasses the following topics:</p> <ul style="list-style-type: none"> <li>- Strategy &amp; Innovation</li> <li>- Integrated Technology</li> <li>- Business Implementation</li> <li>- Presentation- and Pitching skills</li> <li>- Online/offline information gathering, sharing and analysis</li> <li>- Business Intelligence</li> <li>- Stakeholder-/Risk-/Project-/Program-/Change-/Time Management</li> <li>- Business Model Canvas</li> <li>- Consultancy</li> <li>- Personal- and Professional Development</li> </ul>
<b>Structure of the minor</b>	<p>The structure of this minor varies each year. Therefore, we would like to refer to the student manual for a more detailed overview of the structure of this minor.</p> <p>The following applies to the minor each year: As a team of students, you will be matched with a company in the industry for which you come up with innovative ideas to strengthen the company's current supply chain and to be able to meet future challenges. What you ultimately deliver as a team is:</p> <ul style="list-style-type: none"> <li>- A background report with all research details and a presentation of it.</li> <li>- Design and demonstration of a possible solution.</li> <li>- Each student writes - on an individual basis - a paper to be published in a supply chain magazine.</li> </ul>
<b>Teaching method(s):</b>	<p>In joint workshops and meetings, themes are discussed that are relevant for all teams, such as Project Management, Stakeholder Management, Risk Management, Strategy &amp; Innovation, Design Science, Integrated Business Technology, Business Implementation and Presentation and Pitching Skills. Furthermore, you are offered guest lectures, Q&amp;A's and feedback sessions. In addition, you work as a team in your client's organisation to develop a possible solution to the problem or challenge the company is experiencing. In this design-, improvement- or change process, you use the knowledge you have gained in the workshops and meetings, as well as the knowledge from previous academic years</p>
<b>Assessment</b>	<p>The team coach assesses the team's performance based on the three deliverables. Grades can be: 10 (excellent), 9 or 8 (good), 7 or 6 (sufficient) or 5 or lower (insufficient). To pass the minor, the average must be 5.5 or higher. Each deliverable can be resubmitted within two weeks after feedback in consultation with the team coach. All products to be delivered must be submitted digitally.</p>
<b>International context</b>	<p>Supply chains operate mostly worldwide, which is why this minor has an international scope. For practical reasons, the projects that students work on are carried out in the Netherlands, but for internationally operating companies.</p>
<b>Required study material</b>	<p>'Supply Chain Management: Processes, Partnerships, Performance' Douglas M. Lambert ISBN: 978-0-9759949-9-3</p>
<b>Costs</b>	<p>The only extra costs for this minor encompass the travel expenses between BUAs or home and the company of your assignment.</p>
<b>Minimum number of participants</b>	15
<b>Maximum number of participants</b>	50
<b>Location</b>	Breda University of Applied Sciences
<b>Domain offering the minor</b>	Academy for Built environment and Logistics (ABEL) – Logistics Engineering/Logistics Management
<b>Minor coordinator (name + e-mail address)</b>	Luuk Koopman ( <a href="mailto:Koopman.l@buas.nl">Koopman.l@buas.nl</a> ) and Rutger Thielen ( <a href="mailto:Thielen.r@buas.nl">Thielen.r@buas.nl</a> )

International Urban Redevelopment: Towards Sustainable Cities and Mobility	
Study period of the minor (start and end dates)	Monday 2 September 2024 – Friday 31 January 2025
Language of instruction	English
Intake / selection for BUAs students	Propaedeutic certificate obtained
Admission requirements for external students	Propaedeutic certificate obtained
<b>Short description of the minor</b>	
<p>Cities around the world are aiming to reduce their car dependency and unrestricted growth (urban sprawl). The purpose of the minor is to pave the way for a shift towards a sustainable mobility and urban culture. This involves tackling issues related to air quality, obesity, the quality of public spaces, social cohesion etc. However, changing urban structures and citizen behaviour is no easy endeavour: it needs careful and specific interventions to change the way urban areas are laid out and used. It not only involves a shift in spatial and transportation policies, but also a new way of thinking about cities, people and mobility. That is Retrofitting in a nutshell. This minor program aims to spur this paradigm shift by using your expertise and perspectives. Ready to inspire?</p> <p><b>What is it all about?</b></p> <p>In this minor you will work in a studio with a team of 4-6 students on a challenging international case study in which you combat car dependence and urban sprawl. We have contacts with potential project sponsors from Calgary (Canada), Seattle and Los Angeles (USA) and the Bilbao region (Spain).</p> <p>You will conduct an in-depth analysis of the challenges relating to urban sprawl and car dependency in a specific case study area. Based on this analysis, you formulate a vision, develop a concept and create detailed designs, in which everything is interrelated and reinforces each other:</p> <ul style="list-style-type: none"> <li>- hardware (infrastructure, buildings, urban green, facilities etc.)</li> <li>- software (neighbourhood identity, behavioural campaigns, attitudes etc.)</li> <li>- orgware (participation, values, inspiration, and potential of local communities)</li> </ul> <p>What you ultimately deliver as a multidisciplinary team is:</p> <ul style="list-style-type: none"> <li>- a 10-pager with the unique elements of vision and concept</li> <li>- a poster and (optionally) additional means of visual communication for example, an interactive web page or a VR application</li> <li>- a background report with all the details</li> </ul> <p>The best teams will have the opportunity to visit the project sponsor and present their work to local experts and the community.</p> <p><b>What's in it for me?</b></p> <p>After you followed this minor, you can pursue a career in urban planning and design or a career in mobility. You also will be able to conduct research within the domain of social sciences. Jobs like this can be found at the government or at design studios.</p>	
<b>Learning goals</b>	
<p>At the end of this minor, you will have learned how to:</p> <ul style="list-style-type: none"> <li>- Assess the situations in your international case study area with the STEEP and SWOT analysis tools.</li> <li>- Create integrated concepts with hardware, software and orgware interventions for the redevelopment and revitalization of your case study area which are grounded in theory and are aligned with the results of your SWOT analysis.</li> <li>- Create a detailed integrated plan to tackle societal issues related to urban sprawl and car dependency in your case study area.</li> <li>- Provide a coherent storyline from the SWOT analysis to concepting and the specific measures.</li> <li>- Conduct targeted Urban Guerrilla tactics in practice.</li> </ul>	
<b>Competencies</b>	<p>This minor provides you with a range of competencies. You will train these competencies throughout the minor, especially in the group work. You will:</p> <ul style="list-style-type: none"> <li>- Analyse and conduct research</li> <li>- Initiate</li> <li>- Specify</li> <li>- Design</li> <li>- Communicate</li> </ul>

	<p>Additionally, you will be:</p> <ul style="list-style-type: none"> <li>- Realizing &amp; operating: in the Tactical Urbanism training you will work hands-on to perform real interventions on the street.</li> <li>- Managing &amp; gaining an entrepreneurial attitude: you will work as a professional and take the initiative in parts of the project. You will reflect on your own performance.</li> </ul>
<b>Topics</b>	<p>The overall goal of this minor is to learn all about the shift towards a sustainable mobility and urban culture. This encompasses the following topics:</p> <ul style="list-style-type: none"> <li>- Shifting car dependency / active transportation (Paul)</li> <li>- Social cohesion and urban greening (Zhan)</li> <li>- Tactical Urbanism and placemaking (Ineke)</li> <li>- Design thinking and concepting (Ed)</li> </ul>
<b>Structure of the minor</b>	
<p>The minor program consists of three phases.</p> <ul style="list-style-type: none"> <li>- In the first phase (Initiation Phase), you and your team explore the case study area using the STEEP and SWOT analysis. Each team member immerses himself in one of the previously mentioned topics.</li> <li>- In the second phase (Integration Phase), you will work with the results of the teamwork and the individual studies and merge them into one vision for the case study area. Key challenge is to create a vision where the various elements and measures reinforce each other.</li> <li>- In the third phase (Communication Phase), you will focus on communication skills. How are you going to bring the story to the project sponsor and the wider audience? During the minor, the project sponsor will come to Breda to engage in interaction and to challenge your concepts.</li> </ul> <p>In each phase of the minor, different knowledge modules are provided. In the first phase, the emphasis is on the nature and impact of Hardware, Software and Orgware interventions (HSO). In the second phase, there will be more emphasis on Tactical Urbanism (TU) and your group will execute a real-life on-street Urban Guerrilla action. In the communication phase, focus will be on visual communication (VIC) to enable you to convey your message to the project sponsor in the best possible way.</p>	
<b>Teaching method(s)</b>	<p>Two days will be allocated for coaching in a studio. During these days we combine interactive feedback to your team with plenary feedback sessions. In addition, your group will plan an official meeting to discuss progress in the team at least once every two weeks. Masterclasses and mini lectures on the topics described above will be provided on the two studio days. The other days are spent on individual work and group work. The language of instruction for the master classes, lectures and coaching sessions is English.</p>
<b>Assessment</b>	<p>During the minor you will be coached by experts from Breda University of Applied Sciences. You will receive qualitative feedback based on the learning objectives. You also monitor your personal development in assessments. Self-evaluation is important. This is a continuous process in which you reflect on personal performance and on situations and developments within your team. To help you with this, all team members also provide feedback on each other's work and actions. The final assessment of your individual contribution and the group product is given in the form of a grade (on a scale of 1-10). Both assessments count for 50% in the final assessment.</p>
<b>International context</b>	<p>This minor is very internationally oriented. The students have different international backgrounds and we work together with partners from Calgary and Seattle. As a student you will work on a case study from one of those world cities.</p>
<b>Required study material</b>	<p>This minor requires you to read papers. The teachers will make a selection of relevant literature which will be provided. Additionally, you will perform your own literature research.</p>

Costs	None. However, after the minor, the best teams and students get the opportunity to visit the project sponsor and present their work to local experts and community groups. The elected students have to take travel costs into account. The BUas team and the project sponsor will make arrangements for hosting.
Minimum number of participants	15
Maximum number of participants	50
Location	BUas campus
Domain offering the minor	ABEL (Academy for Built environment and logistics)
Minor coordinator (name + e-mail address)	Paul van de Coevering ( <a href="mailto:Coevering.p@buas.nl">Coevering.p@buas.nl</a> ) & Zhan Goossen ( <a href="mailto:Goosen.z@buas.nl">Goosen.z@buas.nl</a> )