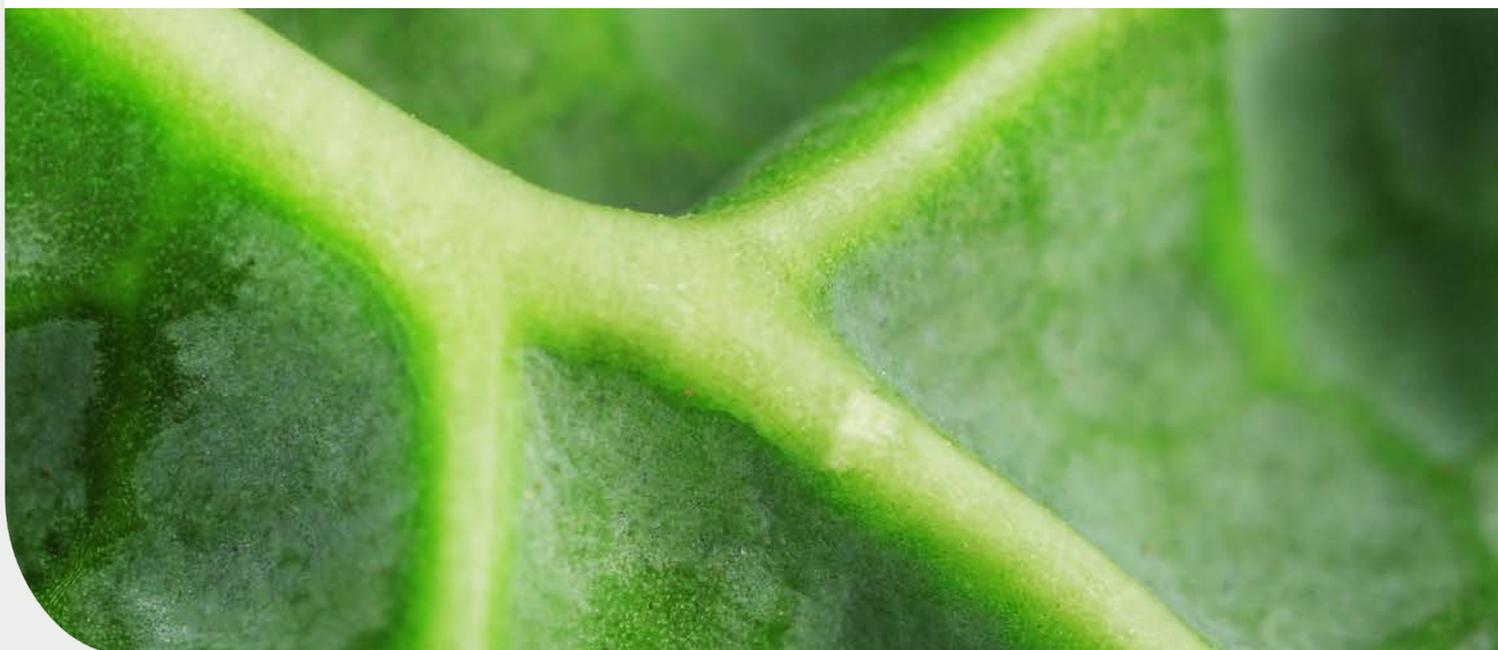


INTERNATIONAL FOOD & AGRIBUSINESS

COURSE CATALOGUE 2021-2022



Preface

The IFA course catalogue lists all courses offered for the 2021-2022 academic year in the International Food & Agribusiness (IFA) programme at the HAS University of Applied Sciences.

The catalogue gives specific information about the courses provided during the 2021-2022 academic year including course content, credits, learning outcomes, activities and methods, assessment, course coordinator and study materials.

The information presented in the catalogue was composed in July 2021 and is subject to minor changes. The final and leading information is published in the course study manual for each module within the IFA study program.

For more information about the IFA study programme and enrolment, please visit our website www.hasinternational.nl.

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IFA Programme

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Introduction

The IFA program consists of a 4-year programme that is divided into a propaedeutic year and a main phase of 3 years. The main phase is divided into the core phase and the qualified to start phase. Students can obtain a total of 60 credits for each academic year. Table 1 outlines the IFA curriculum as offered in academic year 2021-2022.

Table 1: IFA curriculum academic year 2021-2022

	Term 1	Term 2	Term 3	Term 4
Year 1	Global Food Systems IF1421 (6)	Agri Food Business IF1423 (6)	Business Economics IF1425 (8)	Work Experience Placement IF1427 (14)
	Intro Food IF1422 (7)	Primary Production IF1424 (8)	Biobased Economy IF1426 (6)	
	Personal Leadership IF1420 (5)			
Year 2	Business & Marketing IF2441 (8)	Sustainable Value Chains IF2443 (8)	Business Development 1 IF2445 (6)	Business Development 2 IF2447 (6)
	Circular Agri-food Production I IF2442 (6)	Circular Agri-food Production II IF2444 (6)	Food Systems Governance IF2446 (8)	Extension on Sustainability IF2448 (8)
	Personal Leadership IF2450 (4)			
Year 3	Internship (30)		Electives (30), e.g. Internship Minor	
Year 4	Specialisation (30), e.g. Future Food Systems		Professional Assignment IF4450 (28)	
			Professional Assessment IF4403 (2)	

A description of the various courses in year 1, 2 and 4 is provided in the following chapters. More information on test and examinations can be found in the TER, about the program in the Study manual and specific details about the courses in the course manuals.

Year 1

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF1420	
Course unit title	Personal Leadership YEAR 1	
Location	Den Bosch	
Coordinator	Milouska Lensing-Molenaars (MMi)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	5	
Moment of delivery	Year 1 Term 1-4	
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>The main goal of the Personal Leadership modules is to teach the student how to instigate his or her personal development based on self-knowledge, personal motivation, learning goals, self-reflection, and feedback. The modules offers opportunities to reflect on personality, behavior, and attitude. It supplies students with tools for change and improvement and offers them guidelines for reaching personal objectives and explore their talents, values and ambitions. Moreover, the Personal Leadership module teaches students how to critically self-reflect in relation to others, leading to personal leadership within relevant social, international and ethical dimensions.</p> <p>In term 1 the first-year students are welcomed at HAS, and are given the opportunity to get better acquainted with fellow-students & IFA staff members in the international classroom. In this scope students participate in an intensive (online) introduction week, including various inspiration sessions and workshops related to Future Food Systems, System Thinking and International Business Development. Moreover they meet with their coach to start drawing up their own personal development plan (PDP).</p> <p>In term 2 the focus lies on getting to know their Talents and learning how to turn these into Strengths. They take the Gallup StrengthsFinder test and learn how to draw up personal and professional learning aims, as well as how to reflect on those. Students also receive their preliminary study advice this term.</p> <p>In term 3 the Personal Leadership activities help the students to prepare for their Work Experience Placement (WEP) in term 4 and Domain focus for year 2, being either Primary Production or Food.</p> <p>In term 4 the students use all inputs from the previous terms to reflect on their personal and professional development over the past year, and describe their plans and learning aims for next year.</p> <p>Lastly, within Personal Leadership the students are also introduced to the basics of ethics.</p>	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <p>5. Value Based Leadership</p> <p>After successful completion, the student is able to:</p> <p><i>Term 1:</i></p> <ul style="list-style-type: none"> – Connect with co-students & staff effectively (teambuilding) – Understand the purpose of personal development (plan) & self-reflection 	

	<p><i>Term 2:</i></p> <ul style="list-style-type: none"> – Identify personal talents – Formulate learning aims, based on personal talents, as part of personal development plan <p><i>Term 3:</i></p> <ul style="list-style-type: none"> – Understand the use of turning personal talents into strengths <p><i>Term 4:</i></p> <ul style="list-style-type: none"> – Write a personal reflection report, based on the personal development plan – Describe an ethical dilemma personally encountered (e.g. in WEP context) 						
Learning activities and teaching methods	Method					Study load (hours)	
	Introduction week (online)					30	
	Coach consultations (min. 1 per term)					10	
	Personal Leadership (homework) assignments					40	
	Self-management hours					20	
	Lectures & workshops					25	
	Ethics (linked to 3 PBL cases)					15	
Total					140		
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination	Resit
Coaching year 1: self-reflection report (incl. ethical dilemma and 20 self-management hours)	ASSI	0	PASS	pass/ fail	IND	Wk 1-10	tbd
** The retake options depend on the reason(s) for failing the assignment(s). The lecturer or coach therefore decides upon the exact substitute assignment or re-sit possibility, and does this in consultation with the module coordinator or other coaches							
Study materials							
Title	Author	Status	Type	Code/comments			
Study Manual Personal Leadership YEAR 1	Lensing-Molenaars, M.F.	Required	Digitally available	Updated each year			
StrengthsFinder 2.0, Discover Your CliftonStrengths	Rath, T.	Required	Book	ISBN 978-1-59562-015-6			
Estimated cost							
Cost item	Approximate cost			Comments			
Online introduction (activities & workshops)	p.m.			Depending on program & circumstances (corona situation)			
StrengthsFinder 2.0, Discover Your CliftonStrengths	Approx. €25			Including unique access code for online SF test. Please buy a NEW (= NOT second-hand!) version, as you otherwise do not purchase the required access code.			
Remarks	-						

Course information		Year of study: 2021-2022 Version: def
Study Programme	International Food and Agribusiness	
Course unit code	IF1421	
Course unit title	Global Food Systems	
Location	Den Bosch	
Coordinator	Neeltje Bekkers (BeN)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	6	
Moment of delivery	Year 1	Term 1
Prerequisites	None	
Application deadline	1-5-2021	
Content	In this module Global Food Systems (GFS) diverse elements of the global food system are discussed. Important topics are system thinking principles, the architecture of a food system. Different stakeholders in the system as well as the outcomes of a food system (food security, waste, etc).	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <ol style="list-style-type: none"> 1. Improving Sustainability of the Global Agri-Food System 4. Creating Change 5. Value Based Leadership 6. Project Management 7. Conducting Applied Research <p>After successful completion, the student is able to:</p> <p>Q1 Student understands the global food system and its outcomes</p> <ul style="list-style-type: none"> - Understand the architecture, functioning, dynamics and outcomes of the global food system. - Understand the concept of sustainability - Understand the principles of systems thinking <p>Q4 Student identifies different stakeholders and recognizes different opinions and values</p> <ul style="list-style-type: none"> - Identify relevant stakeholders and their role in the global food system <p>Q5 Student shows awareness of personal talents and competences</p> <ul style="list-style-type: none"> - Understands the basics of giving & receiving feedback - Understand what an ethical dilemma is and recognize it <p>Q6 Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Cooperate with fellow students in a group assignment; provide and ask for information (PBL skills) <p>Q7 Student executes consecutive steps in applied research</p> <ul style="list-style-type: none"> - Able to search for literature in the (HAS) library, GreenI and online sources; able to select information from explicitly given sources at HBO level; and differentiate between principle and sub-issues - Able to determine main issue for an identified problem in a guided setting 	
Learning activities and teaching methods	Method	Study load (hours)
	Lectures, related activities, private study	88
	PBL (Problem Based Learning, 5 cases)	80
	Total	168

Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination	Resit
Written Test	WRT	1	5.5	1-10	IND	Wk 9	Term 2
PBL	ASSI	0	pass	Pass/fail	IND	Wk 1-8	Term 2
Study materials							
Title	Author	Status	Type	Code/comments			
Reader Global Food Systems	Bekkers, N	Required	Digitally available	Updated each year			
Study Manual Global Food Systems	Bekkers, N	Required	Digitally available	Updated each year			
PBL Study Manual	Bekkers, N	Required	Digitally available	Updated each year			
Estimated cost							
Cost item	Approximate cost	Comments					
Vimeo film PBL	€5						
Excursion	€25						
Remarks	-						

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF1422	
Course unit title	Introduction Food	
Location	Den Bosch	
Coordinator	Sandra van den Berg (BeSa)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	6	
Moment of delivery	Year 1 Term 1	
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>This module consists of different elements; Informative lectures and the group project are on the topics 'Food Processing' and 'Nutrition'. Supporting seminars/lectures on 'Chemistry' and 'Reporting' and 'Referencing' are also part of this module</p> <p>'Food processing' gives the student an introduction in general production and processing aspects of food. Students will learn about the main components of ingredients and their application for food.</p> <p>The topic 'Nutrition' gives students insight into dietary patterns, food products and their consequences on health. They will learn about macronutrients, micronutrients, and water, the recommendations on daily food intake, the purpose of dietary guidelines and how to interpret the nutritional needs of a human being.</p> <p>Some supporting seminars on 'Chemistry' will provide basic knowledge on substances and reactions in food.</p> <p>Throughout the course students work on a group project analyzing ingredients and processes for a food production chain. They will become familiar with the necessary processing techniques in the production chain as well as the nutritional value of the product and how it fits in a healthy diet.</p> <p>Lectures on reporting and referencing are scheduled to help students plan and write the report during this module but also other modules yet to come.</p>	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <p>2. Contributing to Sustainable Innovation in Agri-Food Production and Consumption;</p> <p>6. Project management;</p> <p>7. Doing Research</p> <p>After successful completion, the student:</p> <p>Q2 Student understands agro-food production and consumption, their interrelations and sustainability impact</p> <ul style="list-style-type: none"> - Understands food processing systems, storage and its involved actors 	

	<ul style="list-style-type: none"> - Understands nutrition levels and requirements - Understands properties and conversion of substances in food - Analyses food processing and safety, and nutritional value and health and sustainability impact of food product <p>Q6 Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Completes steps in a project in a timely manner - Applies a clear structure (format) in a project report - Applies correct referencing in reporting <p>Q7 Student executes consecutive steps in applied research</p> <ul style="list-style-type: none"> - Evaluates properties of food, using a hypothesis 						
Learning activities and teaching methods	Method						Study load (hours)
	Lectures, related activities, private study						118
	Group project						50
	Total						168
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination	Resit
Written test on Processing and Nutrition	WRT	7	4.0	1-10	IND	Wk 9	Next term
Project 'Commodity to consumer product'	PROJ	3	4.0	1-10	GRP	Wk 10	Next year
Study materials							
Title	Author	Status	Type	Code/comments			
Study Manual, 2021	Berg, S. van den	Required	Digitally available	Updated each year			
Project Management, A practical Approach	R. Grit	Required	Book	ISBN 978-90-01-57562-5			
Doing research - the hows and whys of applied research	Nel Verhoeven	Required	Book	ISBN 9789462364820 (4th edition)			
Estimated cost							
Cost item	Approximate cost			Comments			
Project Management, A practical Approach	€30			This book is used in all years of the IFA programme			
Doing research - the hows and whys of applied research	€50			This book is used in all years of the IFA programme			
Group Excursion (by bus)	n.a.						
Remarks	-						

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF1423	
Course unit title	Agri-Food Business (AFBus)	
Location	Den Bosch	
Coordinator	Hielke van der Meulen (MeHi)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	6	
Moment of delivery	Year 1 Term 2	
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>This course teaches students about:</p> <ul style="list-style-type: none"> - The functioning of international agri-food supply chains, illustrated by those of tomato paste, chicken, and beer - Principals of marketing and sales 	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <p>3. Contributing to New Business Models 4. Creating change 6. Project Management</p> <p>After successful completion, the student is able to:</p> <p>Q3 Student understands how international food- & agribusinesses operate</p> <ul style="list-style-type: none"> - Recognise and understand consecutive steps in the manufacturing of agri-food products - Understand the basic elements of logistics - Recognize and understand some fundamentals of marketing <p>In the project the student will:</p> <p>Q3 Student understands how international food- & agribusinesses operate</p> <ul style="list-style-type: none"> - Identify consecutive processes throughout the supply chain of a food product - Apply some fundamentals of marketing <p>Q4 Student identifies different stakeholders and recognizes different opinions and values</p> <ul style="list-style-type: none"> - Remember and understand the basics of communication & giving advice (building trust) - Indicate differences between cultures and describe how this affects communication in and between cultures in an international agri-food business - Give a professional presentation in English <p>Q6 Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Plan project activities in a project team action plan; Write a well-structured project report 	
Learning activities and teaching methods	Method	Study load (hours)
	Theory is provided in weekly instruction lectures	28
	Excursion	4
	For the group projects, tutor meetings	12
	Unsupervised group work on assignments	58
	Self-study	66
	Total	168

Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test on Agri-food business	WRT	1	4.0	1-10	IND	Wk 9 (2 hrs)	Next term
Project	PROJ	1	4.0	1-10	GRP	Wk 10	Next year
Study materials							
Title	Author	Status	Type	Code/comments			
Global Value Chains –Linking Local Producers from Developing Countries to International Markets (selected chapters), 2012	M.P. van Dijk and J. Trienekens	Required	Book (digital)	Available online			
Marketing Fundamentals - An International Perspective, Second edition 2013	B.J. Verhage	Required	Book	ISBN 978-90-01-81866-1 Noordhoff Uitgevers			
Study Manual (Agri-Food Business)		Required	Digitally available	Make a print			
Lecture hand-outs, additional literature and articles	Various	Required	Digitally available				
Estimated cost							
Cost item	Approximate cost	Comments					
Marketing Fundamentals - An International Perspective, Second edition 2013	€80	This book will be used throughout the IFA programme					
Group Excursion (by bus)	€20						
Other travel	n.a.	Group work, by own transportation					
Remarks	-						

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF1424	
Course unit title	Primary Production Systems	
Location	Den Bosch	
Coordinator	Jeannette van de Steeg	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	8	
Moment of delivery	Year 1 Term 1	
Prerequisites	None	
Application deadline	1-6-2020	
Content	<p>Primary production is broad and diverse. The module focussing on crop and animal production using four 'inputs';</p> <ul style="list-style-type: none"> ✓ Fertilization and Feed ✓ Management (e.g. labour, machinery and housing) ✓ Breeding and Genetics ✓ Health and Diseases <p>We look at the impact of crop- and animal production on global climate change, food waste and loss of biodiversity. Not so much as a result of, but by studying the production systems from different perspectives.</p> <ul style="list-style-type: none"> - We will compare sustainable intensification with organic farming as production systems, to obtain diverse views on how to cope the challenges in production. 	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q4 Creating Change</p> <ul style="list-style-type: none"> - Identify relevant stakeholders and their role in the global food system <p>Q5 Value based Leadership</p> <ul style="list-style-type: none"> - Understands the basics of giving & receiving feedback - Understand what an ethical dilemma is and recognize it <p>Q6 Project Management</p> <ul style="list-style-type: none"> - Cooperate with fellow students in a group assignment; provide and ask for information <p>Q7 Conducting Applied Research</p> <ul style="list-style-type: none"> - Able to search for literature in the (HAS) library, GreenI and online sources; able to select information from explicitly given sources at HBO level - Able to determine main issue for an identified problem in a guided setting 	
Learning outcomes	<p>This module contributes to the following IFA qualifications:</p> <p>2. Contributing to sustainable innovation in Agri-food production</p> <p>4. Creating Change</p> <p>5. Value Based Leadership</p> <p>6. Project Management</p> <p>7. Conducting Applied Research</p> <p>After successful completion, the student is able to:</p> <p>Q2 Student understands agro-food production and consumption, their interrelations and sustainability impact</p> <ul style="list-style-type: none"> - Understanding of differences in primary production systems (crop and animal) and its impacts on production levels - Understanding of differences in required inputs and outputs, and its impacts - Understanding of relation primary production and sustainability issues 	

	<ul style="list-style-type: none"> - During Problem Based Learning sessions learning objectives related to the skills that are practised (Qualification 4, 5, 6 and 7). <p>Q 4 Student identifies different stakeholders and recognizes different opinions and values</p> <ul style="list-style-type: none"> - Indicate differences between cultures and describe how this affects communication in and between cultures <p>Q5 Student shows awareness of personal talents and competences</p> <ul style="list-style-type: none"> - Give and receive feedback, by applying the basic feedback rules - Identify an ethical dilemma and make a simple analysis <p>Q6 Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Cooperate with fellow students in a group assignment; provide and ask for information (PBL skills) - Present results in a convincing (structure, form) manner <p>Q7 Student executes consecutive steps in applied research</p> <ul style="list-style-type: none"> - Able to find the original sources via Greenl, online and in the (HAS) library; able to select information from implicitly given sources at HBO level, relevant to the problem; and differentiate between principle and sub-issues - Perform some basic calculations on a given data set in Excel 						
Learning activities and teaching methods	Method						Study load (hours)
	Total contact hours						60
	Self-Study PBL (24 hours/case)						96
	Self-study dialogues (8h/case)						24
	Self-study						68
Total						224	
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test	WRT	1	5,5	1-10	IND	Wk 9 (2 hrs)	Next term
PBL	ASSI	0	pass	Pass/ fail	IND	Wk 8	Next year
Study materials							
Title	Author	Status	Type	Code/comments			
Study manual Primary Production Systems	Van de Steeg, J	Required	Digitally available	Updated each year			
Cultures and Organisations – software of the mind	Hofstede, Hofstede & Minkov	Required	Book	ISBN 9780071664189			
Lecture hand-outs, additional literature and articles	Various	Required	Digitally available				
Estimated cost							
Cost item	Approximate cost			Comments			
Group Excursion (by bus)	€20						
Literature	€25			Available as book or e-book.			
Remarks	-						

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF1425	
Course unit title	Business Economics	
Location	Den Bosch	
Coordinator	Mieke Rovers-Lenssen (RoMi)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	8	
Moment of delivery	Year 1 Term 3	
Prerequisites	None	
Application deadline	01-05-2021	
Content	<p>This module covers:</p> <ul style="list-style-type: none"> - Introduction to business economics, which looks at how to interpret and develop basic financial analysis, calculations, and documents. - Practical knowledge of how a business can determine its overall financial position and look at the impact of business decisions on the financial sustainability of a business. - Proper usage of KPIs through developing intermediate level of Excel and Mathematics. 	
Learning outcomes	<p>The module contributes to the following IFA programme qualifications:</p> <p>3. Contributing to international business development 6. Project management 7. Conducting applied research</p> <p>After successful completion, the student is able to:</p> <p>Q3: Student understands how international food- & agribusinesses operate</p> <ul style="list-style-type: none"> - Explain financial management principles in given examples. - Carry out financial structure assessment of international agri-food businesses. - Use the cost structure and apply costing principles. - Explain used financials in annual reports and draw conclusions. - Recognize and understand different organization structures, management, and leadership styles of companies (SMEs) - Recognize and understand the internal/external factors that determine internal organization/management - Recognize and understand logistical steps and principles in international agri-food supply chains <p>Q6: Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Plan and monitor project activities in a project team action plan; Prepare and monitor a project budget <p>Q7: Student executes consecutive steps in applied research</p> <ul style="list-style-type: none"> - Perform some basic calculations (mean, standard deviation) on a given data set in Excel - Select, analyse, and combine information to formulate main/sub-questions - Analyse texts by means of structures and signposting language in texts; visualize the main points 	

Learning activities and teaching methods	Method						Study load (hours)	
	Thematic lectures						21	
	Working lectures (interactive; compulsory)						8	
	Guest lectures by field experts (compulsory)						5	
	Group project: business assignment incl. tutorials (prep WEP; compulsory)						28	
	Excel/mathematics incl. self-study						26	
	Self-study / exam						136	
	Total						224	
Test matrix								
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit	
Written test	WRT	7	5.5	1-10	IND	Wk 9 (2 hrs)	Next term	
Project Business (review, plan + infographic)	PROJ	3	4.0	1-10	GRP	Wk 1-10	TBD	
Study materials								
Title	Author	Status	Type	Code/comments				
Study manual	M. Wolters, M. Rovers-Lenssen	Required	Digitally available	Updated each year				
The Basics of Financial Management; 5th edition	W. Koetzier, R. Brouwers	Required	Book	9789001738334				
Project Management, A practical Approach	R. Gritt	Required	Book	Already in possession				
The Basics of Financial Management Exercises; 4th edition	W. Koetzier, R. Brouwers, O. Leppink	Recommended	Book	97890018892340				
The Basics of Financial Management Answers and Solutions; 2nd edition	W. Koetzier, R. Brouwers, O. Leppink	Recommended	Book	9789001889258				
Estimated cost								
Cost item	Approximate cost in €			Comments				
Required literature/books	€85 + 80			Useful as reference material for the entire IFA programme				
Other	(€50 + 30)			Recommended to practice				
Remarks	-							

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF1426	
Course unit title	Biobased Economy	
Location	Den Bosch	
Coordinator	Frank de Bont (BoF)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	6	
Moment of delivery	Year 1 Term 3	
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>Nowadays, most of our fuels and materials are still produced from fossil resources. Fossil resources are, however, finite and their use results in emissions that affect the environment and human health. Therefore, there is a tendency to change towards a Biobased Economy (BBE). In a BBE, biomass and biomolecules are the building blocks for (non-)food products, such as colorants, fuels, and construction materials. However, biobased products are only sustainable when the biomass/biomolecules are produced sustainably. This course focusses on renewable production of biomass, considering the cycling of essential elements that are needed to grow biomass. Biomass is complex and can be used to produce multiple products. The student will learn to apply the value vs. volume theory including ethical dilemmas to indicate business opportunities in the BBE. Finally, the student will investigate the impact of production on climate change, even in the BBE, by calculating a carbon footprint.</p>	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q2 (Contributing to Sustainable Innovation in Agri-Food Production and Consumption):</p> <ul style="list-style-type: none"> - Understand food processing systems - Understand properties and conversion of substances in food - Understand the differences in primary production systems (crop and animal) and its impacts on production levels - Understand the differences in required inputs and outputs, and its impacts - Understand the relation between primary production and sustainability issues <p>Q5 (Value based Leadership):</p> <ul style="list-style-type: none"> - Formulate a learning aim based on feedback received, and ask for related feedback & feedforward <p>Q6 (Project Management):</p> <ul style="list-style-type: none"> - Cooperate with fellow students in a group assignment; provide and ask for information - Present results in a convincing (structure, form) manner <p>Q7 (Conducting Applied Research)</p> <ul style="list-style-type: none"> - Perform some basic calculations (mean, standard deviation) on a given data set in Excel with given data - Find the original sources via GreenI, online and in the (HAS) library - Select information from implicitly given sources at HBO level, relevant to the problem 	

	<ul style="list-style-type: none"> - Value external information, if helped, starts forming an opinion based on this come with a main question and sub-questions, in their own words, with help of fellow students or tutor 	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <p>2. Contributing to Sustainable Innovation in Agri-Food Production and Consumption</p> <p>5. Value Based Leadership</p> <p>6. Project management</p> <p>7. Conducting Applied Research</p> <p>After successful completion, the student is able to:</p> <p>Q2: Student understands agro-food production and consumption, their interrelations and sustainability impact</p> <ul style="list-style-type: none"> - Explain the relevance of a Biobased Economy - Explain the main (biobased) processes occurring on planet earth - Explain the Biobased Economy in present and near future and give an overview of biomass, conversion technologies and bio-energy/biomaterials - Quantify the food versus fuel dilemma and come up with possible solutions - Quantify the nutrient balance in the supply chain and come up with possible solutions - Quantify the flows (input and impact) of carbon based on the processes of a farm (footprinting). <p>During Problem Based Learning sessions learning objectives related to the skills that are practised (Qualification 5, 6 and 7).</p> <p>Q5 Student shows awareness of personal talents and competences</p> <ul style="list-style-type: none"> - Give and receive feedback, by applying the basic feedback rules, being aware of a multicultural setting - Exchange ideas about an ethical dilemma <p>Q6 Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Present results in a convincing (structure, form) manner <p>Q7 Student executes consecutive steps in applied research</p> <ul style="list-style-type: none"> - Formulate a main question and useful sub-questions in their own words, based on a given case - Select, analyze and combine information from implicitly given sources with extra information they have found themselves - Select sources (secondary data) that are relevant and reliable - Judge external information leading to the formation of an opinion 	
Learning activities and teaching methods	Method	Study load (hours)
	PBL (Problem Based Learning, 4 cases)	60
	Lectures and private study	98
	Practical (biodiesel), incl. preparation	8
	Exam	2
	Total	168

Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test	WRT	1	5.5	1-10	IND	Wk 9 (2 hrs)	Next term
PBL + attendance	ASSI	0	pass	pass/ fail	IND	Wk 1-8	Next year
Study materials							
Title	Author	Status	Type	Code/comments			
Study Manual	Bont, F. de	Required	Digitally available	Updated each year			
Various articles	-	Required	Digitally available	Updated each year			
Practical guide Biodiesel	Van der Hout & van Eerten	Required	Digitally available	Updated each year			
Estimated cost							
Cost item	Approximate cost in €			Comments			
Required literature/books	none						
Remarks	-						

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF1427	
Course unit title	Work Experience Placement (WEP)	
Location	Den Bosch	
Coordinator	Neeltje Bekkers (BeN)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	14 ECTS	
Moment of delivery	Year 1 Term 4	
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>During this module, the student will gain practical work experience in an organisation in the agri-food sector. The WEP takes place with a duration of 9 weeks. Four days a week the student works in the daily operations of the host organisation. One day per week he can work on assignments either from home, or on the premises of the organisation. The WEP can take place either in the Netherlands or abroad.</p>	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q1 Improving Sustainability of the Global Agri-Food System</p> <ul style="list-style-type: none"> - Understand the architecture, functioning, dynamics and outcomes of the global food system - Understand the concept of sustainability - Understand the principles of systems thinking <p>Q2 Contributing to Sustainable Innovation in Agri-Food Production and Consumption</p> <ul style="list-style-type: none"> - Student understands agro-food production and consumption, their interrelations and sustainability impact <p>Q3 Contributing to New Business Models</p> <ul style="list-style-type: none"> - Recognize and understand consecutive steps in the manufacturing of agri-food products - Understand the basic elements of logistics - Recognize and understand some fundamentals of marketing - Explain financial management principles in given examples. - Carry out financial structure assessment of international agri-food businesses. - Use the cost structure and apply costing principles. - Explain used financials in annual reports and draw conclusions. - Recognize and understand different organization structures, management, and leadership styles of companies (SMEs) - Recognize and understand the internal/external factors that determine internal organization/management - Recognize and understand logistical steps and principles in international agri-food supply chains <p>Q4 Creating change</p> <ul style="list-style-type: none"> - Identify relevant stakeholders and their role in the system of the WEP organization - Remember and understand the basics of communication & giving advice (building trust) <p>Q5 Value Based Leadership</p> <ul style="list-style-type: none"> - Identify an ethical dilemma and make a simple analysis, and exchange ideas about it. 	

	<ul style="list-style-type: none"> - Formulate learning aims, based on personal talents, as part of personal development plan - Understand the use of turning personal talents into strengths <p>Q6 Project Management</p> <ul style="list-style-type: none"> - Present results in a convincing (structure, form) manner - Plan and monitor project activities in a project team action plan; Prepare and monitor a project budget 						
Learning outcomes	<p>The WEP contributes to the following program qualifications:</p> <ul style="list-style-type: none"> - Map the system of the organisation in a visual way (Q1) - Explain the architecture, functioning, dynamics and outcomes of the organisations' system (Q1) - Describe what is your role in the organisation and the applicable daily activities (Q2) - Describe the different departments and/or processes of the organisation in a clear and visual way (Q2) - Explain how the activities/processed are interrelated and what their impact on sustainability is (Q2) - Apply 3 of the learning outcomes of qualification 3 level 1 (contributing to new business models) to the host organisation. - Identify relevant stakeholders and their role in the system of the WEP organisation (Q4) - Apply basic communication skills in a professional setting (Q4) - Reflect on your personal and professional growth according the STARR method (Q5) - Reflect on the IFA qualifications that you applied during the WEP (Q5) - Write a well-structured project report (Q6) - Set up a simple research report for an simple problem in a guided setting (Q7) 						
Learning activities and teaching methods	Method				Study load (hours)		
	Preparation & info sessions				5		
	4 days per week: execution of WEP in organisation (9*32h/week)				288		
	1 day per week preparing assignments (at home or at the organisation) (9*8h/week)				72		
	Report / Vlog				27		
Total				392			
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
WEP vlog	ASSI	1	5.5	1-10	IND	Week 5	Next term
WEP report	ASSI	1	5.5	1-10	IND	Week 8	Next term
Assessment host organization	ASSI	0	-	1-10 formative	IND	Week 9	Next term
Study materials							
Title	Author	Status		Type	Code/comments		
Study Manual	Bekkers, N.	Required		Digitally available	Updated each year		

Estimated cost		
Cost item	Approximate cost in €	Comments
Travels	By own/public transportation	Costs depending on where WEP takes place
Remarks		

Year 2

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2441	
Course unit title	Business & Marketing	
Location	Den Bosch	
Coordinator	Du Preez Kritzinger (KrDu)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	8	
Moment of delivery	Year 2	Term 1
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>This module covers:</p> <ul style="list-style-type: none"> - Small & Medium Enterprises (SMEs) analysis - Strategic Marketing: consumer- & buying behaviour, research, strategic marketing planning - Financial driver assessment as part of developing marketing strategies 	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q3 Contributing to New Business Models</p> <ul style="list-style-type: none"> - Recognize and understand consecutive steps in the manufacturing of agri-food products - Understand the basic elements of logistics - Recognize and understand some fundamentals of marketing - Explain financial management principles in given examples. - Carry out financial structure assessment of international agri-food businesses. - Use the cost structure and apply costing principles. - Explain used financials in annual reports and draw conclusions. - Recognize and understand different organization structures, management, and leadership styles of companies (SMEs) - Recognize and understand the internal/external factors that determine internal organization/management - Recognize and understand logistical steps and principles in international agri-food supply chains <p>Q4 Creating change</p> <ul style="list-style-type: none"> - Remember and understand the basics of communication & giving advice (building trust) <p>Q5 Value Based Leadership</p> <ul style="list-style-type: none"> - Formulate learning aims, based on personal talents, as part of personal development plan - Understand the use of turning personal talents into strengths <p>Q6 Project Management</p> <ul style="list-style-type: none"> - Present results in a convincing (structure, form) manner - Plan and monitor project activities in a project team action plan; Prepare and monitor a project budget 	
Learning outcomes	<p>The module contributes to the following programme qualifications:</p> <ol style="list-style-type: none"> 3. Contributing to New Business Models 4. Creating Change 5. Value-based leadership 6. Project management 7. Conducting Applied Research 	

	<p>After successful completion, the student is able to:</p> <p>Q3 Student identifies opportunities in agri-food markets and international supply chains and with that contributes to business development</p> <ul style="list-style-type: none"> - Analyse a company, its market, and develop a marketing strategy. - Understand and analyse the key aspects of family business and a Small Medium Enterprise (SME). - Identify the financial drivers of agri-food businesses as part of developing marketing strategies. <p>Q4. Student advises a single company on sustainable improvement in the global agri-food sector</p> <ul style="list-style-type: none"> - Formulate an advice for an SME on a marketing assignment <p>Q5 Student evaluates personal talents and competences, and reflects on ethical issues, leading to personal leadership</p> <ul style="list-style-type: none"> - Give and receive feedback in projects, in order to reflect on personal development <p>Q6 Student organizes and executes a project and collaborates in teams and with the client</p> <ul style="list-style-type: none"> - Write a structured and complete project proposal for an external client <p>Q7 Student executes applied research and contributes to its design</p> <ul style="list-style-type: none"> - Apply various research methodologies for collection of (primary) data of acceptable quality - Apply interview techniques, case studies - Analyse and judge collected data for discussion and formulating conclusions and advice) 						
Learning activities and teaching methods	Method					Study load (hours)	
	Thematic lectures					15	
	Working lectures (interactive)					10	
	Guest lectures					2	
	Company visit					8	
	Group project: analysis SME + marketing assignment					65	
	Private study / exam					40	
Total					224		
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test	WRT	1	4.0	0-10	IND	Wk 9 (2hrs)	Next term
Project	ASSI	2	4.0	pass/ fail	GRP	Wk 10	Next term
Study materials							
Title	Author	Status		Type	Code/comments		
Study Manual	Kritzinger, D.	Required		Digitally available	Updated each year		
Marketing Fundamentals - An International Perspective, Second edition 2013	Verhage, B.J.	Required		Book	Already in possession (ISBN 9789001853228)		

Lecture hand-outs, add. literature and articles	Various	Required	Digitally available	Indicated per year
The basics of financial management	M.P Brouwers, W. Koetzier, O.A. Leppink	Required	Book	Already in possession, if not: reco edition 5 ISBN: 9789001738334 (per Sept. 2021)
Organisation & Management; an International Approach	Marcus, J. & N. van Dam	Recommended		ISBN 9789001895648
Project Management, A practical Approach	Grit, R.	Required	Book	Already in possession
Doing research - the hows and whys of applied research	Nel Verhoeven (4th edition)	Required	Book	Already in possession
Estimated cost				
Cost item	Approximate cost		Comments	
Literature/books	€80 for recommended book, €160 for additional books (if not in possession yet)		Useful as reference material for the entire IFA programme	
Group excursion (by bus)	€15			
Other travel	About €25		Small excursion / group work, by own transportation. Based on estimated costs for public transport	
Remarks	-			

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2442 & IF2444	
Course unit title	Circular Agri-Food Production (1 & 2)	
Location	Den Bosch	
Coordinator	Frank de Bont (BoF)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	IF2442: 6 EC / IF2444: 6 EC	
Moment of delivery	Year 2 Term 1 & 2	
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>The current food system is unsustainable: resources are depleted, waste streams are not reused and diets are not healthy. Meanwhile, agricultural production is an increasing resource for materials and chemicals in a biobased economy.</p> <p>In this course students will learn current opportunities to optimize the production and consumption in the food system, based on their dimensions. Students will execute a research project based on their own experimental data.</p> <p>In the domain choice (Food or Primary Production) students will learn about current technological developments and possible solutions to promote a sustainable system.</p> <p>The courses Circular Agri-Food Production 1 & 2 will be offered as one course of 20 weeks.</p>	
Achieved Learning Outcomes prior to this module	<p>Q2 (Contributing to Sustainable Innovation in Agri-Food Production and Consumption):</p> <ul style="list-style-type: none"> - Explain the relevance of a Biobased Economy - Explain the main (biobased) processes occurring on planet earth - Explain the Biobased Economy in present and near future and give an overview of biomass, conversion technologies and bio-energy/biomaterials - Quantify the food versus fuel dilemma and come up with possible solutions - Quantify the nutrient balance in the supply chain and come up with possible solutions - Quantify the flows (input and impact) of carbon based on the processes of a farm (foot printing). <p>Q7 (Conducting Applied Research):</p> <ul style="list-style-type: none"> - Perform some basic calculations (mean, standard deviation) on a given data set in Excel with given data - Formulate a main question and useful sub-questions in their own words, based on a given case - Select, analyze and combine information from implicitly given sources with extra information they have found themselves - Select sources (secondary data) that are relevant and reliable - Judge external information leading to the formation of an opinion <p>And specific for the domain choice:</p> <p><u>Q2 Food:</u></p> <ul style="list-style-type: none"> - Understand food processing systems - Understanding nutrition levels and requirements - Understand properties and conversion of substances in food <p><u>Q2 Primary production systems:</u></p>	

	<ul style="list-style-type: none"> - Understand the differences in primary production systems (crop and animal) and its impacts on production levels - Understand the differences in required inputs and outputs, and its impacts - Understand the relation between primary production and sustainability issues 															
Learning outcomes	<p>The module contributes to the following program qualifications: 2. Contributing to Sustainable Innovation in Agri-Food Production and Consumption 7. Conducting Applied Research</p> <p>After successful completion, the student is able to:</p> <p>Q2: Student analyses (international) developments and opportunities towards sustainable agrofood production and consumption</p> <ul style="list-style-type: none"> - Term 1 – IF2442 <ul style="list-style-type: none"> - Student can evaluate options to valorize waste streams of food production systems - Student can compute the amount of streams and resources in food the production system - Term 2 – IF2444 <ul style="list-style-type: none"> - Student can illustrate the impact of valorizing options on resources, environment and health <p>Q7: Student executes applied research and contributes to its design</p> <ul style="list-style-type: none"> - Term 1 – IF2442 <ul style="list-style-type: none"> - Describe relevant research methodologies (experiments) - Write a theoretical background using up to date and trustworthy information sources - Formulate and test a hypothesis - Choose proper methods to answer the research question and justify the use of the methods, - Term 2 – IF2444 <ul style="list-style-type: none"> - Formulate and test a hypothesis - Collect data in a correct and organised manner - Discuss results and methods - Formulate conclusions and recommendations <p>And specific for the domain choice:</p> <p>Q2 Food (Term 2 – IF2444)</p> <ul style="list-style-type: none"> - A student can assess interventions to promote sustainable diets and food security - A student can examine Innovations in technological developments in food processing and health and sketch possible impact for the future <p>Q2 Primary production systems (Term 2 – IF2444)</p> <ul style="list-style-type: none"> - A student can suggest innovations to promote agro-ecological or sustainable intensification practices - A student can examine current and future innovations in primary production systems and sketch possible impact on the future 															
Learning activities and teaching methods	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0070C0; color: white;"> <th style="text-align: left;">Method</th> <th style="text-align: right;">Study load (hours)</th> </tr> </thead> <tbody> <tr> <td>Lectures and inspiration sessions</td> <td style="text-align: right;">48</td> </tr> <tr> <td>Company visits</td> <td style="text-align: right;">24</td> </tr> <tr> <td>Practicals (in lab, in field or at home)</td> <td style="text-align: right;">40</td> </tr> <tr> <td>Tutor meetings</td> <td style="text-align: right;">20</td> </tr> <tr> <td>Project work</td> <td style="text-align: right;">64</td> </tr> <tr> <td>Self study</td> <td style="text-align: right;">136</td> </tr> </tbody> </table>	Method	Study load (hours)	Lectures and inspiration sessions	48	Company visits	24	Practicals (in lab, in field or at home)	40	Tutor meetings	20	Project work	64	Self study	136	
Method	Study load (hours)															
Lectures and inspiration sessions	48															
Company visits	24															
Practicals (in lab, in field or at home)	40															
Tutor meetings	20															
Project work	64															
Self study	136															

	Exams							4
	Total							336
Test matrix IF2442 – Circular Agri-Food Production 1								
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (Duration)	Resit	
Written test Circular Agri-Food Production	WRT	1	4.0	1-10	IND	Wk 9	Next term	
Project Circular Agri-Food Production 1	ASSI	0	-	Formative	GRP	Wk 1-10	Next term**	
** The retake options depend on the reason(s) for failing the assignment(s). The lecturer or coach therefore decides upon the exact substitute assignment or re-sit possibility, and does this in consultation with the module coordinator or other coaches								
Test matrix IF2444 – Circular Agri-Food Production 2								
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (Duration)	Resit	
Oral test Circular Agri-Food Production	ORAL	3	4.0	1-10	IND	Wk 9	Next term	
Project Circular Agri-Food Production 2	ASSI	1	4.0	1-10	GRP	Wk 1-10	Next term**	
** The retake options depend on the reason(s) for failing the assignment(s). The lecturer or coach therefore decides upon the exact substitute assignment or re-sit possibility, and does this in consultation with the module coordinator or other coaches								
Study materials								
Title	Author	Status	Type	Code/comments				
Study manual Circular Agri-Food Production	Bont, F. de	Required	Digitally available	Updated each year				
Doing Research - the Hows and Whys of Applied Research	Nel Verhoeven (4th edition)	Required	Book	Already in possession				
Estimated cost								
Cost item	Approximate cost	Comments						
Travel costs excursions	€75	If covid permits: approx. 3 company visits						
Literature	(€50)	If not in possession yet						
Remarks	New course; will be offered for the first time in term 1 & 2 of study year 2021-2022.							

Course information		Year of study: 2021-2022 Version: 04-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2443	
Course unit title	Sustainable Value Chains	
Location	Den Bosch	
Coordinator	Bram van Helvoirt (HeBr)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	8	
Moment of delivery	Year 2	Term 2
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>Within the Sustainable Value Chains module, the following topics are covered:</p> <ul style="list-style-type: none"> - Market transformation & sustainability initiatives; - Voluntary sustainability standards (certification); - Supply chain management, logistics and distribution; - Quality management in global supply chains; - Global food trade via global food chains and commodity markets; - Price volatility and business mitigation strategies; - Responsible & inclusive business. 	
Achieved Learning Outcomes prior to this module	<p>Q1 Student understands the global food system and its outcomes</p> <ul style="list-style-type: none"> - Understand the architecture, functioning, dynamics and outcomes of the global food system. - Understand the concept of sustainability - Understand the principles of systems thinking <p>Q3 Student understands agro-food production and consumption, their interrelations and sustainability impact</p> <ul style="list-style-type: none"> - Recognize and understand consecutive steps in the manufacturing of agri-food products - Identify consecutive processes throughout the supply chain of a food product - Recognize and understand logistical steps and principles in international agri-food supply chains <p>Q5 Student shows awareness of personal talents and competences</p> <ul style="list-style-type: none"> - Understands the basics of giving & receiving feedback - Understand what an ethical dilemma is and recognize it <p>Q6 Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Plan project activities in a project team - Complete steps in a project in a timely manner - Apply a clear structure (format) in a project report - Present project results in a convincing (structure, form) manner - Apply correct referencing in reporting - Write a well-structured project report 	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <ol style="list-style-type: none"> 1. Improving Sustainability of the Global Agri-Food System 3. Contributing to New Business Models 5. Value-based leadership 6. Project management <p>After successful completion, the student is able to:</p> <p>Q1 Student is able to analyse the governance and sustainability of food systems and examine different system interventions</p>	

	<ul style="list-style-type: none"> - Understand global food trade via chains and markets and interpret interventions towards sustainable market transformation - Analyse sustainability challenges in the global food system and argue possible business interventions <p>Q3 Student identifies opportunities in agri-food markets and international supply chains and with that contributes to business development</p> <ul style="list-style-type: none"> - Understand the functioning of and rationale behind trade agreements and contracts, can explain the risks and responsibilities for stakeholders involved - Understand the history, current situation and future trends and developments in international commodity trade and is able to indicate stakeholders, their roles and responsibilities - Explain the basics of futures trading - Explain the basics of trade policy and instruments and the impact of global currencies and oil prices and can estimate the effects thereof - Interpret the outcomes of a supplier audit - Draft a basic HACCP plan - Identify the best matching distribution set up for a given supply chain in agrifood - Is aware of the implications of supply chain decisions on the development of and management of waste and return flows - Identify sustainability issues in a supply chain and give suggestions for improvement that make sense in a business environment - Understands the concepts of Lean and Agile production and the implications thereof on agrifood supply chains - Analyse the financial implications of sustainability interventions in existing supply chains <p>Q5: Student evaluates personal talents and competences, and reflects on ethical issues, leading to personal leadership</p> <ul style="list-style-type: none"> - Give and receive feedback in projects, in order to reflect on personal development <p>Q6: Student organizes and executes a project and collaborates in teams and with the client</p> <ul style="list-style-type: none"> - Compose a project plan for a real-life assignment (including planning/budgeting/risk assessment) 	
Learning activities and teaching methods	Method	Study load (hours)
	Lectures	32
	Guest lectures	8
	Tutorials (group project)	5
	Excursion to PoR	8
	Self-study and project work	191
	Total	224

Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test	WRT	3	4.0	0-10	IND	Wk 9	Next term
Project	PROJ	2	4.0	0-10	GRP	Wk 8	Next year/tbd*
* The retake options depend on the reason(s) for failing the assignment(s). The tutor therefore decides upon the exact substitute assignment or re-sit possibility, and does this in consultation with the module coordinator or other coaches							
Study materials							
Title	Author	Status	Type	Code/comments			
Study Manual	Helvoirt, B. van	Required	Digitally available	Updated each year			
Sustainable Value Chains Reader	Helvoirt, B. van	Required	Digitally available	Updated each year			
Changing the Game	Simons, L and Nijhof, A.	Required	Book	New (published 2020)			
Purchasing and Supply Chain Management A Sustainability Perspective	Johnsen et al.	Required	Book	9781138064768			
Project Management, A practical Approach	Grit, R.	Required	Book	Already in possession			
Cultures and Organisations – software of the mind	Hofstede, Hofstede & Minkov	Required	Book	Already in possession			
Estimated cost							
Cost item	Approximate cost in €			Comments			
Literature/books	Approx. 200 EUR			If not in possession yet			
Excursion	Approx. 25 EUR			Port of Rotterdam visit			
Company visits	Approx. 25 EUR			Depending on location			
Remarks	New course; will be offered for the first time in term 2 of study year 2021-2022						

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2445	
Course unit title	Business Development 1	
Location	Den Bosch	
Coordinator	Hielke van der Meulen (MeHi)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	6	
Moment of delivery	Year 2	Term 3
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>This module covers:</p> <ul style="list-style-type: none"> - Introduction into entrepreneurship and (international) business development - Development of a concept business plan for a self-elaborated business venture. - Statistical analysis of a market survey 	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q3 Contributing to New Business Models</p> <ul style="list-style-type: none"> - Recognize and understand consecutive steps in the manufacturing of agri-food products - Understand the basic elements of logistics - Recognize and understand some fundamentals of marketing - Explain financial management principles in given examples - Carry out financial structure assessment of international agri-food businesses - Use the cost structures and apply costing principles - Explain used financials in annual reports and draw conclusions - Recognize and understand different organization structures, management, and leadership styles of companies (SMEs) - Recognize and understand the internal/external factors that determine internal organization/management - Recognize and understand logistical steps and principles in international agri-food supply chains <p>Q7 (Conducting Applied Research)</p> <ul style="list-style-type: none"> - Perform some basic calculations (mean, standard deviation) on a given data set in Excel with given data - Formulate a main question and useful sub-questions in their own words, based on a given case - Select, analyze and combine information from implicitly given sources with extra information they have found themselves - Select sources (secondary data) that are relevant and reliable - Judge external information leading to the formation of an opinion 	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <p>Q3. New Business Models Q6. Project management Q7. Doing research</p> <p>After successful completion, the student is able to:</p> <p>Q3: Analyse, evaluate and demonstrate the feasibility of a self-elaborated (Sustainable) Business Venture</p>	

	<ul style="list-style-type: none"> - Financial Management: analyse & evaluate (sustainable) business opportunities based on self-composed financial statements - Management & Entrepreneurship: evaluate / demonstrate the organizational feasibility based on (theories of) management & entrepreneurship in a self-elaborated business venture - Logistics: evaluate / demonstrate logistical steps and principles in international agri-food supply chains - Business Environment: evaluate / demonstrate inclusive business development approaches in a new business venture in emerging markets <p>Q6: Complete tasks and prioritize within a group project in a multi-disciplinary company context</p> <ul style="list-style-type: none"> - Apply methodologies, techniques and tools of project management <p>Q7 Student executes applied research and contributes to its design</p> <ul style="list-style-type: none"> - Apply various research methodologies for collection of (primary) data of acceptable quality - Statistical analysis & calculations on a given data set from a market survey - Apply interview techniques, case studies - Analyse and judge collected data for discussion and formulating conclusions and advice) 						
Learning activities and teaching methods	Method					Study load (hours)	
	Thematic lectures					25	
	Working lectures (interactive)					13	
	Guest lectures					5	
	Company visit					5	
	Group project: business plan (concept)					80	
	Private study / exam					40	
Total					168		
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test Business Development 1	WRT	2	5.5	0-10	IND	Wk 9	Next term
Written test Statistics	WRT	1	4.0	0-10	IND	Wk 9	Next term
Project Business Development 1	PROJ	2	4.0	0-10	GRP	Wk 10	Next term
Study materials							
Title	Author	Status		Type	Code/comments		
Study Manual	Meulen, H. van der	Required		Digitally available	Updated each year		
Organisation & Management; an International Approach	Marcus, J. & N. van Dam	Recommended			ISBN 9789001895648		
Entrepreneurship; Starting and Operating a Small Business	S. Mariotti & C. Glackin (2014 etc., Prentice Hall)	Recommended		Book	ISBN 978-0132784085		

Marketing Fundamentals - An International Perspective, Second edition 2013	Verhage, B.J.	Required	Book	Already in possession
Statistics and SPSS	HAS University of Applied Sciences	Required	Reader Digitally available	
The basics of financial management	M.P Brouwers, W. Koetzier, O.A. Leppink	Required	Book	Already in possession, if not: reco edition 5 ISBN: 9789001738334 (per Sept. 2021)
Better Practices of Project Management (IPMA)	J. Hermarij	Recommended	Book	ISBN: 9789087537173 ISBN: 9789087537968 (e-book)
Doing research - the hows and whys of applied research	Nel Verhoeven (4th edition)	Required	Book	Already in possession
Estimated cost				
Cost item	Approximate cost in €		Comments	
Literature/books	80 for recommended book, 160 for additional books (if not in possession yet)			
Group excursion (by bus)	15			
Other travel	About 25		Small excursion / group work, by own transportation. Based on estimated costs for public transport	
Remarks	-			

Course information		Year of study: 2021-2022 Version: 04-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2446	
Course unit title	Food Systems Governance	
Location	Den Bosch	
Coordinator	Bram van Helvoirt (HeBr)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	8	
Moment of delivery	Year 2	Term 3
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>Within the Food Systems Governance module, the following topics are covered:</p> <ul style="list-style-type: none"> - The human right to food; - The (changing) roles, interests and responsibilities of government, private sector and civil society in the governance of food systems; - Public and private governance of food systems and global agri-food chains; - Food systems governance issues relating to sustainability, justice and democracy; - Food trade in relation to food sovereignty; - Policy (in)coherence and food politics; - Analysis and real-life exploration of international food systems; - Moral dilemmas in the global food system and ethical sensitivity. 	
Achieved Learning Outcomes prior to this module	<p>Q1 Student understands the global food system and its outcomes</p> <ul style="list-style-type: none"> - Understand the architecture, functioning, dynamics and outcomes of the global food system. - Understand the concept of sustainability - Understand the principles of systems thinking <p>Q3 Student understands agro-food production and consumption, their interrelations and sustainability impact</p> <ul style="list-style-type: none"> - Recognize and understand consecutive steps in the manufacturing of agri-food products - Identify consecutive processes throughout the supply chain of a food product - Recognize and understand logistical steps and principles in international agri-food supply chains <p>Q5 Student shows awareness of personal talents and competences</p> <ul style="list-style-type: none"> - Understands the basics of giving & receiving feedback - Understand what an ethical dilemma is and recognize it <p>Q6 Student actively contributes to projects as part of a team</p> <ul style="list-style-type: none"> - Plan project activities in a project team - Complete steps in a project in a timely manner - Apply a clear structure (format) in a project report - Present project results in a convincing (structure, form) manner - Apply correct referencing in reporting - Write a well-structured project report <p>Q7 Student executes consecutive steps in applied research</p> <ul style="list-style-type: none"> - Formulate a main question and useful sub-questions in their own words, based on a given case - Select, analyze and combine information from implicitly given sources with extra information they have found themselves - Select sources (secondary data) that are relevant and reliable - Judge external information leading to the formation of an opinion 	

Learning outcomes	<p>The module contributes to the following program qualifications:</p> <ol style="list-style-type: none"> 1. Improving Sustainability of the Global Agri-Food System 3. Contributing to New Business Models 5. Value-based leadership 7. Conducting Applied Research <p>After successful completion, the student is able to:</p> <p>Q1 Student applies knowledge on the governance and sustainability of food systems to contribute to a solution in a clearly arranged situation</p> <ul style="list-style-type: none"> - Interpret the governance of the global food system from an institutional and political economy perspective; - Analyse existing policy interventions in the food system to assess their effectiveness; - Engage with food system actors in a real-life international setting to understand system functioning and outcomes <p>Q3 Student identifies opportunities in agri-food markets and international supply chains and with that contributes to business development</p> <ul style="list-style-type: none"> - Understand international agrifood trade patterns and policy instruments and how these influence the business climate for agrifood SMEs <p>Q5: Student evaluates personal talents and competences, and reflects on ethical issues, leading to personal leadership</p> <ul style="list-style-type: none"> - Demonstrate intercultural (disciplinary and stakeholder) awareness; - Reflect on ethical issues <p>Q7: Student executes applied research and contributes to its design</p> <ul style="list-style-type: none"> - Performing qualitative research 						
Learning activities and teaching methods	Method					Study load (hours)	
	(Guest) lectures					30	
	Assignment tutorials					10	
	Other tutorials					10	
	International excursion + preparation tutorials					80	
	Excursion to Brussels					10	
	Self-study (including assignment)					84	
Total					224		
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test	WRT	1	5.5	0-10	IND	Wk 9	Next term
Assignment	ASSI	1	4.0	0-10	GRP	Wk 8	Next year or tbd*
International Excursion	ASSI	0	PASS	Pass/fail	GRP	Wk 10	Next year or tbd*
*The retake options depend on the reason(s) for failing the assignment/excursion. The lecturer or coach therefore decides upon the exact substitute assignment or re-sit possibility, and does this in consultation with the module coordinator							

Study materials				
Title	Author	Status	Type	Code/comments
Study Manual	Helvoirt, B. van	Required	Digitally available	Updated each year
Food Systems Governance reader	Helvoirt, B. van	Required	Digitally available	Updated every year
Changing the Game	Simons, L and Nijhof, A.	Required	Book	Already in possession
Doing research - the hows and whys of applied research	Nel Verhoeven (4th edition)	Required	Book	Already in possession
Cultures and Organisations – software of the mind	Hofstede, Hofstede & Minkov	Required	Book	Already in possession
Estimated cost				
Cost item	Approximate cost		Comments	
Literature/books	€ 200)		If not in possession yet	
Documentary	€5		Online broadcasting fee for documentary	
Excursion Brussels	€25		Study visit to EU institutes	
International excursion	Depending on country of destination		Students will be involved in the preparation of excursion programme.	
Remarks	The Food Systems Governance module is a merger of the previous Food Governance and International Excursion modules (former IFA curriculum, up to 2021). The Food Systems Governance module will be given for the first time in term 3 of study year 2021-2022.			

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2447	
Course unit title	Business Development 2	
Location	Den Bosch	
Coordinator	Hielke van der Meulen (MeHi)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	6	
Moment of delivery	Year 2	Term 4
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>This module covers:</p> <ul style="list-style-type: none"> - Development of a full-fledged business plan for a self-elaborated business venture, based on concept business plan from Business Development 1 - Financing options of (sustainable) business opportunities based on self-composed financial statements - Insights into (sustainable) business development options in emerging markets 	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q3 Contributing to New Business Models</p> <ul style="list-style-type: none"> - Recognize and understand consecutive steps in the manufacturing of agri-food products - Understand the basic elements of logistics - Recognize and understand some fundamentals of marketing - Explain financial management principles in given examples - Carry out financial structure assessment of international agri-food businesses - Use the cost structures and apply costing principles - Explain used financials in an annual reports and draw conclusions - Recognize and understand different organization structures, management, and leadership styles of companies (SMEs) - Recognize and understand the internal/external factors that determine internal organization/management - Recognize and understand logistical steps and principles in international agri-food supply chains <p>Q7 (Conducting Applied Research)</p> <ul style="list-style-type: none"> - Perform some basic calculations (mean, standard deviation) on a given data set in Excel with given data - Formulate a main question and useful sub-questions in their own words, based on a given case - Select, analyze and combine information from implicitly given sources with extra information they have found themselves - Select sources (secondary data) that are relevant and reliable - Judge external information leading to the formation of an opinion 	
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <p>Q3. New Business Models Q6. Project management Q7. Doing research</p> <p>After successful completion, the student is able to:</p> <p>Q3: Analyse, evaluate and demonstrate the feasibility of a self-elaborated (Sustainable) Business Venture</p>	

	<ul style="list-style-type: none"> - Financial Management: analyse & evaluate financing options of (sustainable) business opportunities based on self-composed financial statements - Management & Entrepreneurship: evaluate / demonstrate the organizational feasibility based on (theories of) management & entrepreneurship in a self-elaborated business venture - Logistics: evaluate / demonstrate logistical steps and principles in international agri-food supply chains - Business Environment: evaluate / demonstrate inclusive business development approaches in a new business venture in emerging markets <p>Q6: Complete tasks and prioritize within a group project in a multi-disciplinary company context</p> <ul style="list-style-type: none"> - Apply methodologies, techniques and tools of project management <p>Q7 Student executes applied research and contributes to its design</p> <ul style="list-style-type: none"> - Apply various research methodologies for collection of (primary) data of acceptable quality - Statistical analysis & calculations on a given data set from a market survey - Apply interview techniques, case studies - Analyse and judge collected data for discussion and formulating conclusions and advice) 						
Learning activities and teaching methods	Method					Study load (hours)	
	Thematic lectures					25	
	Working lectures (interactive)					13	
	Guest lectures					5	
	Company visit					5	
	Group project: business plan (concept)					80	
	Private study / exam					40	
Total					168		
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Assignment Business Development 2	ASSI	1	4.0	0-10	IND	Wk 9	Next term
Project Business Development 2	PROJ	2	4.0	0-10	GRP	Wk 10	Next term
Study materials							
Title	Author	Status		Type	Code/comments		
Study Manual	Meulen, H. van der	Required		Digitally available	Updated each year		
Organisation & Management; an International Approach	Marcus, J. & N. van Dam	Recommended			ISBN 9789001895648		
Entrepreneurship; Starting and Operating a Small Business	S. Mariotti & C. Glackin (2014 etc., Prentice Hall)	Recommended		Book	ISBN 978-0132784085		
Marketing Fundamentals - An International Perspective, Second edition 2013	Verhage, B.J.	Required		Book	Already in possession		

Statistics and SPSS	HAS University of Applied Sciences	Required	Reader Digitally available	
The basics of financial management	M.P Brouwers, W. Koetzier, O.A. Leppink	Required	Book	Already in possession, if not: reco edition 5 ISBN: 9789001738334 (per Sept. 2021)
Better Practices of Project Management (IPMA)	J. Hermarij	Recommended	Book	ISBN: 9789087537173 ISBN: 9789087537968 (e-book)
Doing research - the hows and whys of applied research	Nel Verhoeven (4th edition)	Required	Book	Already in possession
Estimated cost				
Cost item	Approximate cost in €		Comments	
Literature/books	80 for recommended book, 160 for additional books (if not in possession yet)			
Group excursion (by bus)	15			
Other travel	About 25		Small excursion / group work, by own transportation. Based on estimated costs for public transport	
Remarks	-			

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2448	
Course unit title	Extension on Sustainability (Extens)	
Location	Den Bosch	
Coordinator	Jeannette van de Steeg	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	8	
Moment of delivery	Year 2	Term 4
Prerequisites	None	
Application deadline	1-5-2021	
Content	<p>In many of the jobs IFA graduates will take on, advising colleagues, organisations and entrepreneurs on sustainability issues will be of vital importance; e.g. the efficient use of resources, food and/or residues. In this module, students are confronted with a real-life situation in which they can develop these skills. In small groups (approximately 3 students), students take on the role of a consultant for a company in the agri-food business. The company is facing a sustainability issue. Students will interview the owner or manager and analyse the issue thoroughly. They will quantify the sustainability of the company, and use this as the basis for the advice to the company regarding the options for improvement. In this project, supervised by a tutor, both knowledge and skills are applied.</p> <p>The lectures are on Sustainable Engineering; how to calculate footprint? Four footprints are discussed; CO₂, N, P, water. In workshops, several aspects of consultative selling are covered.</p>	
Achieved Learning Outcomes prior to this module	<p>Q2: Student analyses (international) developments and opportunities towards sustainable agrofood production and consumption</p> <ul style="list-style-type: none"> - Student can evaluate options to valorize waste streams of food production systems - Student can illustrate the impact of valorizing options on resources, environment and health - Student can compute the amount of streams and resources in food the production system <p>Q4. Creating Change</p> <ul style="list-style-type: none"> - Student can apply basic advisory skills, throughout a brief and controlled advisory process commissioned <p>Q5. Value-based leadership</p> <ul style="list-style-type: none"> - Give and receive feedback in projects, in order to reflect on own personal development (in relation to others) <p>Q6. Project management</p> <ul style="list-style-type: none"> - Write a structured and complete project proposal - Compose a project plan (including planning/ budgeting/ risk assessment) <p>Q7 (Conducting Applied Research)</p> <ul style="list-style-type: none"> - Describe relevant research methodologies (experiments) - Write a theoretical background using up to date and trustworthy information sources - Formulate and test a hypothesis - Choose proper methods to answer the research question and justify the use of the methods, - Collect data in a correct and organised manner 	

	<ul style="list-style-type: none"> - Discuss results and methods - Formulate conclusions and recommendations 						
Learning outcomes	<p>The module contributes to the following program qualifications:</p> <ol style="list-style-type: none"> 2. Sustainable production and consumption 4. Creating Change 5. Value-based leadership 6. Project management 7. Conducting Applied Research <p>After successful completion, the student is able to:</p> <p>Q2:</p> <ul style="list-style-type: none"> - Quantify the environmental impact of simple agri-food systems <p>Q5:</p> <ul style="list-style-type: none"> - Apply basic advisory skills, throughout a brief and controlled advisory process commissioned by an external client <p>Q6:</p> <ul style="list-style-type: none"> - Compose a project plan for a real-life assignment (including planning/budgeting/risk assessment) <p>Q7:</p> <ul style="list-style-type: none"> - Conduct qualitative research by analysing interviews (coding), focusing on providing an advise 						
Learning activities and teaching methods	Method					Study load (hours)	
	Lectures Sustainable Engineering					14	
	Private study and written test on Sustainable Engineering					28	
	Workshops Communication Skills					14	
	Private study and oral on Communication					28	
	Group Project Foot-printing					140	
Total					224		
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Written test	WRT	1	5.5	0-10	IND	Wk 9	Next term
Oral exam Communication	ORAL	1	5.5	1-10	IND	Wk 10	Wk 11
Project	ASSI	1	4.0	pass/fail	GRP	Wk 10	Next term
Study materials							
Title	Author	Status		Type	Code/comments		
Study Manual	Various	Required		Digitally available	Updated each year		
Reader Sustainable Engineering	M. van Eerten	Required		Digitally available			
Doing research - the hows and whys of applied research	Nel Verhoeven (4th edition)	Required		Book	Already in possession		

Project Management, A practical Approach	Grit, R.	Required	Book	Already in possession
Strengths Finder 2.0	Rath, T.	Required	Book + code	Already in possession
Lecture hand-outs, additional literature, articles	Various		Digitally available	Indicated per year
Estimated cost				
Cost item	Approximate cost		Comments	
Literature/books	(€90)		If not in possession yet	
Other travel	About €75		Cost for own transportation is depending on where client is located.	
Remarks	-			

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2450	
Course unit title	Personal Leadership 2	
Location	Den Bosch	
Coordinator	Milouska Lensing-Molenaars (MMi)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	4	
Moment of delivery	Year 2 Term 1-4	
Prerequisites	IF1420 Personal Leadership 1	
Application deadline	1-5-2021	
Content	<p>The main goal of the Personal Leadership modules is to teach the student how to instigate his or her personal development based on self-knowledge, personal motivation, learning goals, self-reflection, feedback & feed forward. The module offers opportunities to reflect on personality, behaviour and attitude. It supplies students with tools for change and improvement and offers them guidelines for reaching personal objectives and exploring their talents, values and ambitions. Moreover, the Personal Leadership module teaches students how to critically self-reflect in relation to others, leading to personal leadership within relevant social, international and ethical dimensions.</p> <p>Personal Leadership in the second year of the IFA study program builds on the Personal Leadership course in year 1 (IF1420), in which the students mainly focused on their own personal talents and individual performance. This course not only helps students to further explore themselves but also to reflect upon their own personality, behaviour and attitude in relation to others.</p> <p>Next to that, they start making plans for their future (careers) and taking more and more responsibility for their personal growth and own study planning. They begin with short and medium-term planning for their Internships and Minors in year 3, as well as their Specialisation and Graduation project in year 4. Moreover, they are challenged to place these plans in a long-term career perspective (job orientation).</p>	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q 5. Value-based leadership</p> <ul style="list-style-type: none"> - Understand the purpose of personal development (plan) & self-reflection - Identify personal talents - Connect with co-students & staff effectively (teambuilding) - Formulate learning aims, based on personal talents, as part of personal development plan - Understand the use of turning personal talents into strengths - Write a personal reflection report (incl. ethical dilemma), based on the personal development plan 	
Learning outcomes	<p>Q 5. Value-based leadership</p> <p>Student evaluates personal talents and competences, and reflects on ethical issues, leading to personal leadership</p> <p>After successful completion, the student is able to:</p>	

	<ul style="list-style-type: none"> - Show insight in his/her personal strengths and that of teammates and others - Give and receive feedback in projects, in order to reflect on own personal development (in relation to others) 						
Learning activities and teaching methods	Method					Study load (hours)	
	Lectures					16	
	Practicals					8	
	Workshops					8	
	Coach (group) sessions					15	
	Individual coaching					5	
	Self-study: PDP, assignments, selfreflection report					40	
	Selfmanagement (SMHs)					20	
Total					112		
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (Duration)	Resit
Self-reflection report (& 20 SMHs), incl. Year 3/4 planning	ASSI	0	PASS	pass/ fail	IND	Wk 10	Tbd**
** The retake options depend on the reason(s) for failing the assignment(s). The lecturer or coach therefore decides upon the exact substitute assignment or re-sit possibility, and does this in consultation with the module coordinator or other coaches							
Study materials							
Title	Author	Status	Type	Code/comments			
Study Manual Personal Leadership Y2	Lensing-Molenaars, M.F.	Required	Digitally available	Updated each year			
StrengthsFinder 2.0, Discover Your CliftonStrengths	Rath, T.	Required	Book + code	Already in possession			
Lecture hand-outs, additional literature, articles	Various		Digitally available	Indicated per year			
Estimated cost							
Cost item	Approximate cost in €			Comments			
Literature/books	na						
Remarks	-						

Year 4

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	IF2450	
Course unit title	Personal Leadership 2	
Location	Den Bosch	
Coordinator	Milouska Lensing-Molenaars (MMi)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	4	
Moment of delivery	Year 2 Term 1-4	
Prerequisites	IF1420 Personal Leadership 1	
Application deadline	1-5-2021	
Content	<p>The main goal of the Personal Leadership modules is to teach the student how to instigate his or her personal development based on self-knowledge, personal motivation, learning goals, self-reflection, feedback & feed forward. The module offers opportunities to reflect on personality, behaviour and attitude. It supplies students with tools for change and improvement and offers them guidelines for reaching personal objectives and exploring their talents, values and ambitions. Moreover, the Personal Leadership module teaches students how to critically self-reflect in relation to others, leading to personal leadership within relevant social, international and ethical dimensions.</p> <p>Personal Leadership in the second year of the IFA study program builds on the Personal Leadership course in year 1 (IF1420), in which the students mainly focused on their own personal talents and individual performance. This course not only helps students to further explore themselves but also to reflect upon their own personality, behaviour and attitude <i>in relation to others</i>. Next to that, they start making plans for their future (careers) and taking more and more responsibility for their personal growth and own study planning. They begin with short and medium-term planning for their Internships and Minors in year 3, as well as their Specialisation and Graduation project in year 4. Moreover, they are challenged to place these plans in a long-term career perspective (job orientation).</p>	
Achieved Learning Outcomes prior to this module	<p>To participate successfully, students should be able to:</p> <p>Q 5. Value-based leadership</p> <ul style="list-style-type: none"> - Understand the purpose of personal development (plan) & self-reflection - Identify personal talents - Connect with co-students & staff effectively (teambuilding) - Formulate learning aims, based on personal talents, as part of personal development plan - Understand the use of turning personal talents into strengths - Write a personal reflection report (incl. ethical dilemma), based on the personal development plan 	
Learning outcomes	<p>Q 5. Value-based leadership</p> <p>Student evaluates personal talents and competences, and reflects on ethical issues, leading to personal leadership</p> <p>After successful completion, the student is able to:</p>	

	<ul style="list-style-type: none"> - Show insight in his/her personal strengths and that of teammates and others - Give and receive feedback in projects, in order to reflect on own personal development (in relation to others) 						
Learning activities and teaching methods	Method						Study load (hours)
	Lectures						16
	Practicals						8
	Workshops						8
	Coach (group) sessions						15
	Individual coaching						5
	Self-study: PDP, assignments, selfreflection report						40
	Selfmanagement (SMHs)						20
Total						112	
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (Duration)	Resit
Self-reflection report (& 20 SMHs), incl. Year 3/4 planning	ASSI	0	PASS	pass/ fail	IND	Wk 10	Tbd**
** The retake options depend on the reason(s) for failing the assignment(s). The lecturer or coach therefore decides upon the exact substitute assignment or re-sit possibility, and does this in consultation with the module coordinator or other coaches							
Study materials							
Title	Author	Status	Type	Code/comments			
Study Manual Personal Leadership Y2	Lensing-Molenaars, M.F.	Required	Digitally available	Updated each year			
StrengthsFinder 2.0, Discover Your CliftonStrengths	Rath, T.	Required	Book + code	Already in possession			
Lecture hand-outs, additional literature, articles	Various		Digitally available	Indicated per year			
Estimated cost							
Cost item	Approximate cost in €			Comments			
Literature/books	na						
Remarks	-						

Course information		Year of study: 2021-2022 Version: 03-2021
Study Programme	International Food and Agribusiness	
Course unit code	MN4411	
Course unit title	Future Food Systems	
Location	Den Bosch	
Coordinator	Erwin Bouwmans (Bouw)	
Type of course unit	<input checked="" type="checkbox"/> Mandatory <input type="checkbox"/> Not mandatory	
Language of instruction	English	
Credits (ECTS)	30	
Moment of delivery	Year 4 Term 1 + 2	
Prerequisites	<p>HAS students and students of other Dutch institutions: Propaedeutic diploma, plus 52+ ECTS of year 2 and 30+ ECTS of year 3, of which at least one finished internship in year 3. Credits are obtained in the IFA program or a related bachelors program in Agriculture, Agribusiness, Food production or Environmental studies.</p> <p>International admissions: Three years of higher education on bachelor's level of which at least 75% has been obtained and in which at least one major practical assignment or traineeship has been completed. Credits are obtained in a program related to Agriculture, Agribusiness, Food production or Environmental studies. Admissions are subjected to approval by the module team.</p>	
Application deadline	1-5-2021	
Content	<p>The current status of the agriculture sector is not so much the result of misguided intention, but more of system failure. Our supply chains are long and not always transparent. Our global markets are designed to go for the lowest price, irrespective of the longer-term consequences for the stakeholders involved.</p> <p>Besides creating mainstream market demand as a driver for change, support services need to be structurally strengthened and rebuilt, national government policies need to be reformed and financial institutions need to learn to look at agriculture as a business opportunity and invest in its modernization.</p> <p>Transformation of the current system and, in the meantime, Innovation in the current chains and businesses are necessary and taking place.</p> <p>In this module students further investigate production chains and come up with ideas for improvement; ideas that enhance both sustainability and business. The module sheds light on the innovation process and on the transformation into a new system. Students are also stimulated to enlarge their professional network.</p> <p>The module focuses on 'Value Based Change Management'; how to improve the world into a better place, starting with your own inner values leading to a value based change of the agro food system.</p> <p>The Minor is divided into four main topics:</p> <ol style="list-style-type: none"> 1. Transition of a sector or country in a wider system with other stakeholders (government, knowledge institutions, civil society) using Multi Level Perspective and building Scenarios. 2. Leadership and Personal leadership, and development hereof. 3. Circular Calculation at process and company (link) level within the current situation, using True Cost Accounting and Multi Criteria Analysis. 4. Domain: crop, animal, or food production. 	
Learning outcomes	<p>The module contributes to all program qualifications, partly at the final level:</p> <ol style="list-style-type: none"> 1. Improving sustainability of the Global Agro-food system 2. Applying bio-based & circular economy principles in agro-food systems (final) 	

	<ol style="list-style-type: none"> 3. Contributing to sustainable innovation in a sector (animal production, crop production or food processing/nutrition) (final) 4. Contributing to international business development 5. Providing advice 6. Networking & influencing 7. (Self)-reflection and judgement 8. Project management 9. Doing research (final) <p>After successful completion, the student is able to:</p> <p>Q1</p> <ul style="list-style-type: none"> - analyse business /sectors in the context of a global food system (past) - to analyse future trends and to develop future scenarios - perceive a supply chain as a system, and oversee the players in it <p>Q2</p> <ul style="list-style-type: none"> - interrelate processes and business practices regarding agro-food systems - contribute to circular/bio-based agro-food systems, using multi criteria analysis and/or impact analysis <p>Q3</p> <ul style="list-style-type: none"> - complete analysis of production systems to identify long term trends and opportunities within the (animal, crop or food) sector - apply insights in current developments in his/her domain to identify opportunities in his/her domain production systems that contribute to more sustainable systems <p>Q4</p> <ul style="list-style-type: none"> - come up with new business ideas for an existing company to improve sustainability - compare and select different future business options using true cost accounting - identify promising niches and new business models from future scenario studies <p>Q5</p> <ul style="list-style-type: none"> - provide advice on options for the implementation of a sustainability project within a production field <p>Q6</p> <ul style="list-style-type: none"> - contribute to transitions in a niche, business or project (internal) - contribute to transitions in a network with stakeholders (external) <p>Q7</p> <ul style="list-style-type: none"> - identify and understand personal and interpersonal strengths - reflect on personal Value Based Leadership in the light of the ever-changing agro-food complex - reflect on the development of one's own talents and those of fellows in a group <p>Q8</p> <ul style="list-style-type: none"> - select and justify project management method - write a complete project plan in a complex situation in relation with the client - execute a project according to planning and budget (resources and money) - effectively manage projects showing effective project management skills - recognize and evaluate his/her own role in a group - place own role within the larger context - clearly communicate within multi-stakeholder environment and manage expectations - identify connections within a sector and determine the common objectives for projects and collaboration <p>Q9</p> <ul style="list-style-type: none"> - design and execute a professional research which answers research questions on a topic related to sustainable innovation in his/her domain (crop, animal or food)
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Learning activities and teaching methods	Method		Study load (hrs)				
	- Thematic lectures and excursions on Transition and Scenarios		56				
	- Lectures Project management		28				
	- Leadership; College Tours, Workshops, Food Experience		168				
	- Circular Calculation; lectures, field days		56				
	- Domain; lectures doing research, Individual Research, Domain lectures		252				
	- Group Project in which students apply content to a real-life case		280				
Total		840					
Test matrix							
Part	Type of examination	Weighting factor	Bottom grade	Rating scale	Individual/ Group work	Time of examination (duration)	Resit
Reflection report (Personal leadership)	ASSI	3	5.5	1-10	IND	Wk 16	Wk 19
Individual research	ASSI	5	5.5	1-10	IND	Wk 18	Wk 19
Domain test	ASSI	2	4.0	1-10	IND	Wk 15	Wk 19
Project report & presentation	PROJ	10	5.5	1-10	GRP	Wk 19	tbd
Attendance & excursions	ASSI	0	pass	pass/fail	IND	Wk 20	tbd
Study materials							
Title	Author	Status	Type	Code/comments			
Study Manual, 2021	various	Required	Digitally available	Updated each year			
How to Do Research	Grit, R. and Julsing, M.	Required	Book	Already in possession (yr 2)			
Project Management	Grit, R.	Required	Book	Already in possession (yr 1)			
Strengths Finder 2.0	Rath, T.	Required	Book + code	Already in possession			
Changing the Food Game	Simons, L.	Required	Book	Already in possession			
The 7 Habits of Highly Effective People	Covey (2013, or later)	Required	Book	ISBN 978 147 112 9391			
Lecture hand-outs, add. literature and articles	various	Required	Digitally available	Indicated per year			
Estimated cost							
Cost item	Approximate cost in €		Comments				
Literature/books	25		Most books are already in possession				
Group Excursion (by bus)	50						
Other travel	100		Travel for additional excursions / group work for project, on public transport base				
Remarks							

