

# Course Directory

## - Topics -

01	Purchasing General	01.01	General	01.01.01	Definitions	The Du Pont chart shows how a saving in the spend of purchasing will have a leverage effect on the company's profit. This chart is used in this context to show the importance of purchasing. A six-stages model that show how the value added by purchasing grows along with the importance of the place taken by purchasing in organisations. An introduction to different possibilities to set up the procurement organisation A brief overview of basic purchasing processes The purchasing department in the organisation The basic purchasing processes on a strategic, tactical and operational level Purchasing in different Types of Industries		
				01.01.02	The importance of Purchasing (Du Pont Chart)			
				01.01.03	Purchasing Development Model (Van Weele & Rozemeijer)			
				01.01.04	Purchasing Organisation			
				01.01.05	Purchasing Process			
				01.01.06	Purchasing context			
				01.01.07	Strategic, Tactical and Operational Purchasing Process			
				01.01.08	Purchasing in Different types of Industries			
02	Purchasing Strategic	02.01	Vision & Mission	02.01.01	Vision & Mission of Purchasing	Setting up a vision and a mission for the Purchasing Department, starting from the company's vision and mission.		
				02.02.01	ABC Analysis / Pareto	The ABC analysis provides a mechanism for identifying items that will have a significant impact on the total amount, while also providing a mechanism for identifying different categories that will require different management and controls.		
		02.02	Objectives & Strategy	02.02.02	Purchasing Portfolio (Kraljic)	This model shows that the strategic importance of a given supply item related to its profit impact and its supply risk. The model maps items into four categories and proposes related strategies for purchasing		
				02.02.03	The Purchasing Action Plan	Starting from the vision, the mission and the situation "as is", an action plan is developed to move towards the situation "to be": an improved purchasing function within the organisation		
				02.02.04	Purchasing Portfolio: PR vs. NPR	The difference between the purchasing of Product Related and Non Product Related purchases, and the evolution in the actual business environment		
				02.02.05	Purchasing portfolio: trends and evolutions	The evolution of the Purchasing Function in the actual business environment. An outlook to the future.		
				02.02.06	Outsourcing	Outsourcing is a major issue in many companies nowadays. A basic model facilitates that decision.		
		02.03	Structure & Organisation	02.03.01	Purchasing organisation: central vs. decentralised	The Pros and Cons of a decentralised vs. central Purchasing Organisation		
				02.03.02	Qualitative Analysis of Purchasing	How to analyse the Procurement function, based upon Qualitative criteria		
				02.03.03	Quantitative Analysis of Purchasing	How to analyse the Procurement function, based upon Quantitative criteria		
				02.04.01	Assessments of Purchasing employees	How to assess the Professional Skills of the Purchasing Employees		
				02.04.02	Tasks, & Responsibilities of Buyers	Role descriptions of various actors within the Procurement Organisation		
				02.04.03	Different types of buyers	Buyer behaviour: different types of buyers		
				02.05.01	The Purchasing Policy	Writing the Purchasing Policy		
				02.06.01	Sustainable Purchasing	What is Sustainable Purchasing, and how to achieve this?		
		02.07	Synergy & Control	02.07.01	Purchasing dashboard	Ethical policy for Buyers		
02.07.02	Screening the Purchasing function			Setting up a Purchasing Dashboard				
02.08	Systems & Tools	02.08.01	Purchasing Tools	How to screen and benchmark the Purchasing function				
		02.08.02	Purchasing Tools	Overview of Purchasing tools				
03	Purchasing Tactical	03.01	Introduction to Tactical Purchasing Process	03.01.01	The Tactical Purchasing Process step by Step	Introduction to the Tactical Purchasing Process		
				03.01.02	Category Strategy Plans	Setting up Category Strategy Plans, in order to go "one mile deep and one inch wide" into all the aspects of the category and set up a professional Category Strategy		
		03.02	Specification	03.02.01	The specification: functional, technical, ...	The Specification in detail: different types, dos and don'ts		
		03.03	Budget & Functional control	03.03.01	Delegation of authority	How to deal with delegation. Pros and Cons		
				03.04.01	RFI: introduction	Request for Information: Dos and Don'ts.		
		03.04	Market Research & RFI	03.04.02	Purchasing Market Research	Reverse Marketing: an introduction		
				03.04.03	Supplier Audit	How to prepare, execute and report a supplier audit		
				03.04.04	Analysis of Financial Statements	Analysis of Financial Statements: an introduction		
		03.05	RFQ	03.04.05	Five Forces (Porter)	Market Analysis starting from five forces that determine the competitive intensity of a Market. Three of Porter's five forces refer to competition from external sources. The remainder are internal threats.		
				03.05.01	RFQ: introduction	Request for Proposal: Dos and Don'ts.		
		03.06	Supplier selection	03.05.02	Request for Quotation/Proposal: checklist	Making a Professional RFQ		
				03.06.01	Analysis of complex offers	How to analyse complex offers, taking all aspects into account: Price, Quality, Innovation, ...		
				03.06.02	Cost Value Risk	The balance between Price, Value and Risk analysed into detail		
				03.06.03	Selection of Suppliers	The process of selecting the right supplier		
				03.06.04	The price of labour	The Price Breakdown: the price split into components		
				03.07.01	Negotiation	03.07.01	An introduction to Negotiations	The basics of a business negotiation
						03.07.02	Negotiation Styles	Different negotiation styles and how to use them or react to them
						03.07.03	Preparation of the Negotiation	How to prepare a professional negotiation
				03.07.04	Negotiation	03.07.04	Body language	An introduction to Body Language
						03.07.05	The Negotiation Step by Step	The negotiation Process analysed: a step by step approach
						03.07.06	Phone negotiations	Negotiations over the phone: dos and don'ts
				03.07.07	Contract	03.07.07	Negotiations and cultural differences	How to deal with different cultures in negotiations
		03.07.08	Reverse auctions			Negotiations over the internet. Pros and Cons, Dos and Don'ts		
		03.07.01	Checklist Purchasing Contracts			The necessary components of a Purchasing Contract.		
03.08	Supplier Management	03.07.01	Service Level Agreements: introduction	An introduction to Service Level Agreements				
		03.08.01	Supplier Management: Introduction	An introduction to Supplier Management				
		03.08.02	Measuring Supplier Performance	How to measure Supplier Performance, and how to use the results to Manage the relationship with the supplier.				
		03.08.03	Supplier Certification	An introduction to Supplier Certification				
		03.08.04	Supplier Development	What is supplier development, do we want or need Supplier Development, and how do we implement a Supplier Development strategy.				
		03.08.05	Supplier Integration	What is Supplier integration, and how to build a roadmap towards Integration of Suppliers.				
04	Purchasing Operational	04.01	General	03.08.06	Complaint Management & Feedback	How to deal with complaints from (internal) customers towards suppliers, and how to give feedback and measure response.		
				03.08.07	The Relationship between SRM and Contract Management	How a professional Supplier Relationship Management starts with the Contract		
				04.01.01	The Operational Purchasing Process Step by Step	Overview of the Ordering Process.		
				04.01.02	E-Procurement	An overview of E-Procurement Tools, Pros and Cons		
				04.01.03	The battle of the forms	The classic Issue: who's T&C's will be valid, Buyer or Seller?		
				04.02.01	Forecasting	Estimate future needs based upon the consumption in the past.		
				04.03.01	Purchasing Requisition	The Purchasing Requisition in the Ordering Process. Delegation of Authority.		
				04.04.01	The Purchase Order	The Purchase Order in the Ordering Process. Delegation of Authority.		
04.05	Delivery	04.05.01	Reception of Deliveries	The Reception of the delivered goods and services in the Ordering Process.				
		04.06.01	B-Way Match	The basics of the Purchasing Transaction explained in detail				
05	Purchasing Specific	05.01	Global Sourcing	05.01.01	Implementation LCCS Strategy	A road map to implement a Strategy for Low Cost Country Sourcing		
				05.02.01	Characteristics of Purchasing Services	The most important differences between Goods and Services, and the consequences for Purchasing		
				05.02.02	Servqual model	A model that shows the Gaps between the perception of Service Quality amongst the different players in the process of Producing and Receiving Services		



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11	Supply Chain Management	11.01	Strategic SCM	11.01.01	Trends in SCM		
				11.01.02	Integral SC model		
				11.01.03	SC Logistics		
	12	Logistics Management	11.02	Tactical SCM	11.02.01	E-business in SCM	
					11.02.02	Retail SCM	
					11.02.03	Supply Chain steering	
13		Materials Management	12.01	Introduction to Logistics	11.02.04	Sustainability in the SC	
					12.01.01	General Introduction	
					12.01.02	Logistic thinking and concepts	
	12.01.03				Logistics in a business perspective		
	12.01.04				Customer coupling point: effects and risks of different coupling points		
	12.01.05				JIT-managed systems		
	14	Distribution management	12.02	Logistic Information systems	12.01.06	Actual topics (ECR, EDI, RFID, OSA, GDS, ITS, VMI, S&OP, CPFR, SCOR)	
					12.01.07	Prevention and safety for logistic Managers	
					12.02.01	Introduction to logistic information systems	
					12.02.02	Enterprise Resource Planning (ERP) systems	
					12.02.03	Advanced Planning and Scheduling (APS) systems	
					12.02.04	Transport Management Systems (TMS)	
		15	Transport & Mobility	12.03	Quality Management in logistics	12.02.05	Warehouse Management System (WMS)
						12.02.06	Automatic Identification
						12.03.01	Introduction to quality management in logistics
						12.03.02	HACCP: quality in the food sector
						12.03.03	Purchasing and quality assurance
						13.01.01	Introduction to supply logistics
16	Logistics Management	13.01	Supply Logistics	13.01.02	Relationship between purchasing and logistics		
				13.01.03	Evaluating delivery performance		
				13.02.01	The importance of inventory		
				13.02.02	Components of an inventory management system		
				13.02.03	Aggregated inventory system		
				13.02.04	Deterministic models		
	17	Materials Management	13.02	Inventory Management	13.02.05	The EOQ-formula for several products	
					13.02.06	Production Models	
					13.02.07	Deterministic Dynamic Inventory Models	
					13.03.01	Materials Requirements Planning	
					13.03.02	Master Production Schedule	
					13.03.03	Order Management: Available to Promise (ATP)	
		18	Materials Management	13.03	Production Management	13.03.04	Capacity Planning
						13.03.05	Theory of constraints
						13.03.06	Just-in-time
						13.03.07	KANBAN
						13.03.08	Push and pull systems
						13.03.09	Reduction of changeover times (SMED)
19	Materials Management		13.04	Warehouse Management	13.03.10	ABC: a summary	
					13.03.11	Inventory reduction and JIT	
					13.04.01	Introduction to warehouse management	
					13.04.02	Storage methods for materials handling	
					13.04.03	Auxiliary tools for materials management	
					13.04.04	Types of warehouses	
	20	Materials Management	13.05	Materials handling	13.04.05	Management of resources within warehouses	
					13.04.06	Setting up a warehouse organisation	
					13.04.07	The job description of the warehouseman	
					13.04.08	Performance indicators in warehouses	
					13.04.09	Logistic services	
					13.04.10	Make or Buy decisions about warehousing	
21		Distribution management	14.01	Channels for distribution	13.04.11	Selection of a logistic service provider	
					13.04.12	The collaboration with a logistic service provider	
					13.04.13	Management of dangerous goods	
					13.04.14	Optimising warehouse management	
					13.04.15	Benchmarking best practices	
					13.04.16	Introduction to Warehouse Management Systems (WMS)	
	22	Distribution management	14.02	Physical distribution	13.04.17	What processes are supported by WMS?	
					13.05.01	Most important storage methods	
					13.05.02	Material Handling Equipment for internal transportation	
					13.05.03	Material Handling Equipment for storage of goods	
					13.05.04	Material Handling Equipment for order picking	
					13.05.05	Systems for order picking	
23		Distribution management	14.02	Physical distribution	13.05.06	Warehouse layout	
					14.01.01	Influencing factors for the distribution strategy	
					14.01.02	Complexity and regularity of service	
					14.01.03	Seasonality in distribution	
					14.01.04	Distribution and rotation	
					14.01.05	Distribution and perishable goods	
	24	Distribution management	14.02	Physical distribution	14.02.01	Cost factors in physical distribution	
					14.02.02	External logistic performance	
					14.02.03	Logistic service degree	
					14.02.04	Customer Service Policy	
					14.02.05	Roadmap setting up Customer Service Policy	
					14.02.06	Issues in Distribution and transportation	
25		Distribution management	14.03	Reverse Logistics	14.02.07	Distribution structures	
					14.02.08	Choice of warehouse location	
					14.02.09	Value added Logistics	
					14.02.10	Risk in outsourcing	
					14.02.11	Distribution Requirements and Resources Planning (DRP)	
					14.02.12	Supply network planning (SNP)	
	26	Transport & Mobility	15.01	Transport Management	14.03.01	Reverse logistics: reasons, characteristics	
					14.03.02	Reverse Logistic Processes: logic and structure	
					15.01.01	Introduction to transport	
					15.01.02	Multimodal transport: making a choice	
					15.01.03	Safety in road transport	
					15.01.04	Road map for an appropriate modal split	
27		Transport & Mobility	15.02	Mobility Management	15.01.05	Total Logistic cost as a decision support tool	
					15.01.06	Innovative concepts in transport	
					15.02.01	Social and economical relevance of mobility management	
					15.02.02	Sustainable development and scarce resources	
					15.02.03	Traffic versus transport	
					15.02.04	Elements of transport economics	
	28	Transport & Mobility	15.02	Mobility Management	15.02.05	Supply and demand	
					15.02.06	Internal and external costs	
					15.02.07	Multi criteria analyses	
					15.02.08	Cost Benefit Analyses	
					15.02.09	Mobility and Social Corporate Responsibility	

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21	Finance	21.01	Basics	21.01.01	Net Present Value	NPV is a tool in discounted cash flow analysis, and is a standard method for using the time value of money to appraise long-term projects		
				21.01.02	Buying, Leasing, Renting	The basics of different methods to acquire goods, and an overview of the pros and cons of every method		
				21.01.03	Depreciations	The basics of depreciations and an overview of the different ways to depreciate capital investments.		
				21.01.04	Cost of Capital	What is the best rate to calculate the cost of capital invested?		
		21.01.05	Cash Management	The basics of Cash Management and how Purchasing can contribute to the company's cash position.				
		21.01.06	Make or Buy	The basics of the calculation of a business case deciding whether to buy or to make goods or services.				
		21.02	Cost Accounting	21.02.01	Basics of Cost Accounting	The basics of the Basics of Cost Accounting, an illustration and a case		
				21.02.02	Cost Allocation Method	The basics of Cost Allocation Methods, an illustration and a case		
	21.02.03			Break-even analysis	The basics of Break-even analysis, an illustration and a case			
	21.02.04			The price of labour	The basics of The price of Labour, an illustration and a case			
	21.02.05			Productivity	The basics of Productivity, an illustration and a case			
	21.02.06			Learning curve	The basics of Learning curve, an illustration and a case			
	21.02.07			Cost breakdown analysis	The basics of Cost breakdown analysis, an illustration and a case			
	21.02.08			Price revision formula	The basics of Price revision formula, an illustration and a case			
	21.03	Analysis of Financial Statements	21.02.09	Fixed vs. Variable costs	The basics of Fixed vs. Variable costs, an illustration and a case			
			21.02.10	Cost of inventory	The basics of Cost of Inventory, an illustration and a case			
21.03.01			Profit & Loss account	The basics of Profit & Loss account, an illustration and a case				
21.03.02			Balance sheet	The basics of Balance sheet, an illustration and a case				
21.04	The business case	21.04.01	Investment decisions	The basics of Investment decisions, an illustration and a case				
		21.04.02	Trend analysis	The basics of Trend analysis, an illustration and a case				
		21.04.03	Scenario analysis	The basics of Scenario analysis, an illustration and a case				
		21.04.04	Investment decisions	The basics of Investment decisions, an illustration and a case				
31	IT	31.01	Word	Word: Introduction	An Introduction to MS Word			
		31.02	Excel	Excel for Buyers	Excel techniques applied to the Sourcing Process			
		31.03	PowerPoint	PowerPoint: Introduction	An introduction to MS PowerPoint			
41	Project Management	41.01	General	41.01.01	What is a Project	The difference between a project and on-going business		
				41.01.02	Definitions	Project Management Definitions		
		41.02	Project Management processes	41.02.01	Role and Responsibilities of the Project Manager	Role and Responsibilities of the Project Manager in different environments		
				41.02.02	Life Cycle of a Project	The life cycle of a project analysed and explained		
				41.02.03	Organisational Aspects of Project Management	The Place of the Project Manager in the Organisation		
				41.02.04	The Scope of the Project	What is the project going to do, and what will not be done?		
				41.02.05	Setting Project Deliverables	What are the objectives of the project? What does the customer expect?		
				41.02.06	The Project Charter	How to write a clear project charter.		
				41.02.07	Estimating Resources: Time, People, Money	A method to estimate the necessary resources		
				41.02.08	Critical Path Method	The critical path method (CPM) is an algorithm for scheduling a set of project activities.		
				41.02.09	The Project Plan	How to set up the Project Plan		
				41.02.10	Earned Value Management, Cost Variations, Time Variations	A method to monitor and evaluate the performance of the project.		
				41.02.11	Quality Management	How to monitor, evaluate and correct the quality aspects of the project work.		
				41.02.12	Project Change control	How to deal with (scope) changes during the course of the project.		
				41.02.13	Closing the Project	How to finalise the project.		
				41.02.14	Project Buying vs. Strategic Buying	The place of Purchasing in the Project as opposed to Purchasing in an on-going business.		
51	Legal	51.01	General	51.01.01	Introduction to legal aspects of Purchasing	The basics of contracting		
				51.02.01	Rights and Obligations of the Parties	Parties to the contract, and what are their rights and obligations		
				51.02.02	Types of Contracts	Different types of contracts: T&M contracts vs. Fixed Price Contracts, Result Agreements vs. Best effort Agreements		
				51.02.03	Settlement of Conflicts	How to anticipate to expensive procedures in court		
		51.02	The Purchasing Contract	51.02.04	Components of the contract	The necessary components of every contract		
				51.02.05	Managing Contracts	How to archive, and ensure follow up of contracts		
				51.02.06	Analysis of the Contract Template	An example of a contract analysed		
				51.02.07	Product Liability	The principles of product liability		
				51.02.08	Subcontracting	How to deal with subcontractors		
				51.02.09	Monitoring the Implementation of Contracts	Once the contract is signed, the actual work starts...		
				51.03.01	Types of SLA's	Internal SLA's vs. External SLA's		
				51.03.02	Introduction to Service Level Agreements	How to prepare and make an SLA		
51.03	Service Level Agreements	51.03.03	Key Performance Indicators	What is a KPI, and how to set up a professional KPI				
		51.04.01	Introduction to Incoterms	The basics of Incoterms				
61	Quality	61.01	General	61.01.01	Cause and Effect Diagram (Ishikawa)	Fishbone diagrams are causal diagrams that show the causes of a specific event. Common uses of the Ishikawa diagram are product design and quality defect prevention, to identify potential factors causing an overall effect. Each cause or reason for imperfection is a source of variation.		
				61.01.02	Kaizen	Kaizen, Japanese for "improvement", or "change for the better" refers to philosophy or practices that focus upon continuous improvement of processes in manufacturing, engineering, game development, and business management.		
				61.01.03	Deming's 14 principles	Edwards Deming outlined 14 quality principles, which must be used concurrently in order to achieve quality.		
		61.02	ISO9000	61.02.01	Introduction to ISO9000	ISO 9000 is a family of standards related to quality management systems and designed to help organizations ensure that they meet the needs of customers and other stakeholders. ISO 9000 deals with the fundamentals of quality management systems, including the eight management principles on which the family of standards is based. ISO 9001 deals with the requirements that organizations wishing to meet the standard have to fulfil.		
				61.02.02	8 Management principles of a Quality Management System	61.02.02	8 Management principles of a Quality Management System	The International Organization for Standardization (ISO) outlines eight quality management principles called the ISO 9000 series of standards. These principles are guidelines used by many companies for quality discipline purposes. They aid companies in achieving long-term quality performance.

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71	Business Skills	71.01	General	71.01.01	SWOT	SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses/Limitations, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favourable and unfavourable to achieve that objective.		
				71.01.02	Brainstorming	Brainstorming is a group or individual creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its member(s).		
				71.01.03	Deming circle (PDCA)	PDCA (plan-do-check-act or plan-do-check-adjust) is an iterative four-step management method used in business for the control and continuous improvement of processes and products.		
				71.01.04	Product Life Cycle	In industry, product lifecycle management (PLM) is the process of managing the entire lifecycle of a product from its conception, through design and manufacture, to service and disposal.		
				71.01.05	Making a Communication plan	Communication is the activity of conveying information. Communication planning is the art and science of reaching target audiences using communication channels such as meetings, public relations, experiences or direct mail for example. It is concerned with deciding who to target, when, with what message and how.		
				71.01.06	Opportunity matrix	An opportunity matrix is a decision analysis tool for analysing potential opportunities, and ranking them from more to less important, urgent, ...		
				71.01.07	Marketing Mix (4 P's)	The marketing mix is a business tool used in marketing products. The marketing mix is often crucial when determining a product or brand's unique selling point, and is often synonymous with the 'four Ps': 'price', 'product', 'promotion', and 'place'. However, in recent times, the 'four Ps' have been expanded to the 'seven Ps' with the addition of 'process', 'physical evidence' and 'people'.		
				71.01.08	Organisation charts	An organizational chart (often called organization chart, org chart, organogram(me), or organogram(me)) is a diagram that shows the structure of an organization and the relationships and relative ranks of its parts and positions/jobs.		
				71.01.09	BCG Matrix	The BCG matrix (Growth-share matrix) is a chart that helps corporations with analysing their business units or product lines. This helps the company allocate resources and is used as an analytical tool in brand marketing, product management, strategic management, and portfolio analysis.		
				71.01.10	McKinsey Matrix	The GE / McKinsey matrix is an addition to the BCG growth-share matrix in that it maps strategic business units on a grid of the industry and the SBU's position in the industry. The GE matrix generalizes the axes as "Industry Attractiveness" and "Business Unit Strength" whereas the BCG matrix uses the market growth rate as a proxy for industry attractiveness and relative market share as a proxy for the strength of the business unit. The GE matrix has nine cells vs. four cells in the BCG matrix.		
				71.01.11	Value chain (Porter)	A value chain is a chain of activities for a firm operating in a specific industry. Products pass through all activities of the chain in order, and at each activity the product gains some value. The chain of activities gives the products more added value than the sum of the independent activities' values.		
				71.01.12	Problem Solving	Eight Disciplines Problem Solving is a method used to approach and to resolve problems, typically employed by quality engineers or other professionals.		
				71.01.13	Collaborative Planning, Forecasting and Replenishment (CPFR)	CPFR is a concept that aims to enhance supply chain integration by supporting and assisting joint practices. CPFR seeks cooperative management of inventory through joint visibility and replenishment of products throughout the supply chain.		
				71.01.14	Customer Satisfaction Model (Kano)	The Kano model is a theory of product development and customer satisfaction which classifies customer preferences into five categories: Attractive, One-Dimensional, Must-Be, Indifferent, Reverse		
71	Business Skills	71.02	TCO	71.02.01	Total Cost of Ownership (TCO): introduction	The basics of TCO		
				71.02.02	TCO: Logic Tree Analysis	The list of costs, exploded in a tree analysis		
				71.02.03	TCO checklists	An overview of different check Lists		
				71.02.04	The use of TCO	When to use TCO, and how		
				71.02.05	Total Value of Ownership (TVO): introduction	Looking at Total Value instead of Total Cost		
				71.03	Risk Management	71.03.01	Introduction to Risk Management	The basics of Risk Management
						71.03.02	Quantitative Risk Analysis	How to perform a Quantitative Risk Analysis
						71.03.03	Qualitative Risk Analysis	How to perform a Qualitative Risk Analysis
						71.03.04	Risk Response plan	Setting up a Risk Response Plan
						71.03.05	Introduction Decision trees	The basics of taking decisions under uncertainty
				71.04	Change Management	71.04.01	Change Management: introduction	The basics of Change Management: The change Management Wheel (Kotter)
				71.05	Stakeholder management	71.05.01	Stakeholder Management: introduction	The basics of Stakeholder Management
						71.05.02	Stakeholder Management: Influence Maps	How to set up an influence map.
				71.06	Balanced Scorecard (Kaplan & Norton)	71.06.01	Introduction to Balanced Scorecard (Kaplan & Norton)	The basics of Balanced Scorecard
81	Personal Skills	81.01	Meeting techniques	81.01.01	Preparing and leading a Business Meeting	Techniques, Tips & Tricks to prepare, organise and lead a successful business meeting		
				81.02.01	Types of Presentations	Different types of presentations, and how or when to use them. Pros and Cons.		
				81.02.02	Preparing the presentation: audience, space, message, ...	The preparation of a presentation analysed in detail. Tips & Tricks.		
				81.02.03	Structure of the Presentation	How to give structure to a presentation. Order of subjects, opening, closing, etc...		
				81.02.04	Presenting: Body Language	Body Language: tips & Tricks, Dos and Don'ts		
				81.02.05	Presenting: dealing with Stress	How to deal with stress when giving presentations		
				81.02.06	Evaluation of the Presentation	How to evaluate the presentation, and use feedback to improve future presentations		
				81.03	Communication	81.03.01	Introduction to Communication	The basics of communication
						81.03.02	Communication Plan	Making a communication plan
				81.04	Time management	81.04.01	Time management	The basics of Time Management