

Module	Contents		
Module 1			
Location: The Netherlands (tbd)			
Day 1:	Organisational culture	Paul Howard MBA (PSU)	What is organizational culture ? Cultural products defined Understanding the culture of your organization Influencing the culture of your organization Culture and its effects on strategy
	Evening speaker	Dr. Joseph Roevens (NHTV)	Systematic / organizational constellation (an innovative technique allowing the participants to look deeply into the hidden strengths of organizational cultures, based on Dr. Roevens' PhD dissertation)
Day 2:	Strategic HRM	Dr. Joseph Roevens (NHTV)	Strategic HRM and business strategy What is strategic HRM ? How does strategy relate to mission, values & vision ? How can HRM strategies actively contribute to strategy ? The balanced scorecard Knowledge management and organisational learning
	Talent development	Drs. Susanne Stolte (NHTV)	Recognizing talent nourishing talent sharing and learning
	Assignment 1: preparation social media		
Module 2			
Location: The Netherlands (tbd)			
Day 3:	Imagineering: Strategic and conceptual thinking	Drs. Diane Nijs (NHTV)	Design thinking for business and the perspective of imagineering Applied group-work exercise on the process of design thinking <ul style="list-style-type: none"> • Inspiration • Ideation (creation and exploration) • Implementation
	Evening		Presentation of the group-work
Day 4:	Co-creation	Drs. Koert de Jager (NHTV)	Service dominant logic From transaction value to Customer value Business case: Amazon.com Case study: American Girl
	New Media communications	Drs. Corné Dijkmans (NHTV)	Social media strategy and the new generation Community branding Losing control? Measuring success
	Case study in preparation of module 3		

Module 3			
Location: Penn State University Day 1:	Service quality Strategic service quality development	Dr. Daniel Mount MBA (PSU)	<p>Service quality model</p> <ul style="list-style-type: none"> o conceptual model o extended model and service dimensions <ul style="list-style-type: none"> - Tangibles - Reliability - Responsiveness - Assurance - Empathy <p>KYSOS Participant Assessment KYSOS, Dimensions and Activities</p> <ul style="list-style-type: none"> o Defining excellent service o Creating customer focus o Evaluating service performance o Recognizing and rewarding service o Training and supporting staff o Systems, policies, and procedures o The sales and service link o Service orientation <p>Group exercise: Best / Worst cases of customer service</p>
Day 2:	Evening Service quality Strategic service quality management	Dr. Daniel Mount MBA (PSU)	<p>Service recovery</p> <ul style="list-style-type: none"> o Doubletree complaint, "yours is a very bad hotel...." o Lifetime value of a customer o Recovery research: <ul style="list-style-type: none"> - Cost of lost customers - Reliability / recovery matrix o Information collection <p>Quality tools for continuous improvement</p> <ul style="list-style-type: none"> o Conceptual model o Deming principles - Activity: Red bead experiment o Cause/effect analysis - Fishbones o Flowcharting o Histograms o Pareto charts - 80% - 20% rule

	Evening speaker	Roger Williams, Executive Director	Penn State Alumni Association
Day 3:	Leadership Leadership strategies	Paul Howard MBA (PSU)	Foundation of strategic leadership Contemporary practices External factor analysis and organizational impact Internal factor analysis and ability to adapt Generating alternative strategies - SWOT matrix Strategy choice
	Evening		t.b.d.
Day 4:	Leadership Leadership development	Paul Howard MBA (PSU)	Group systems demonstration Fundamentals of strategy implementation Project management Managing change
	Evening		Graduation ceremony, certificate upon completion of the leadership / master programme