

THE GPCM CURRICULUM: A CLOSER LOOK



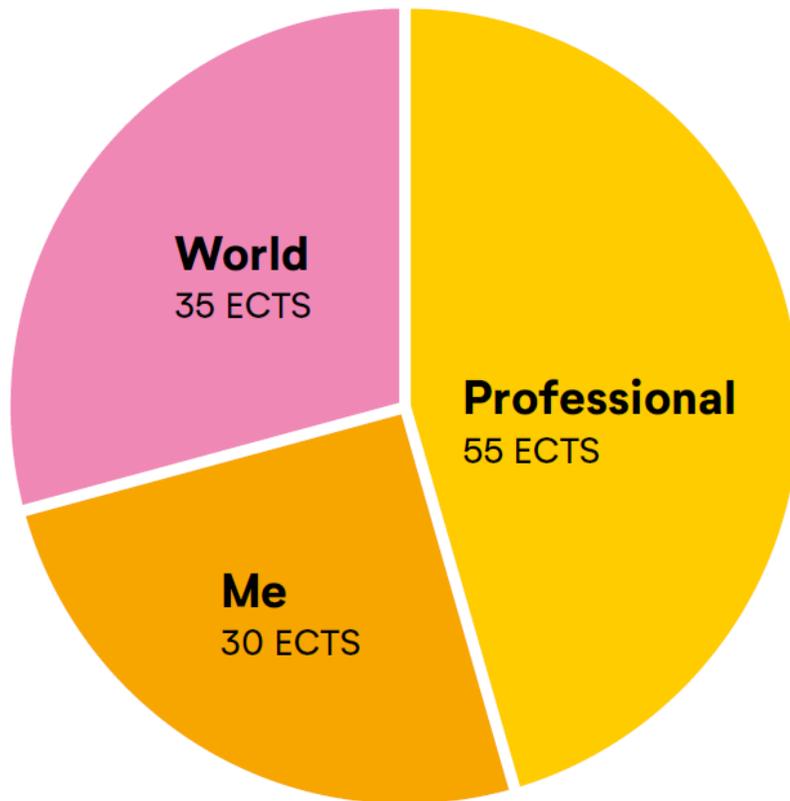
University of
Applied Sciences

Windesheim

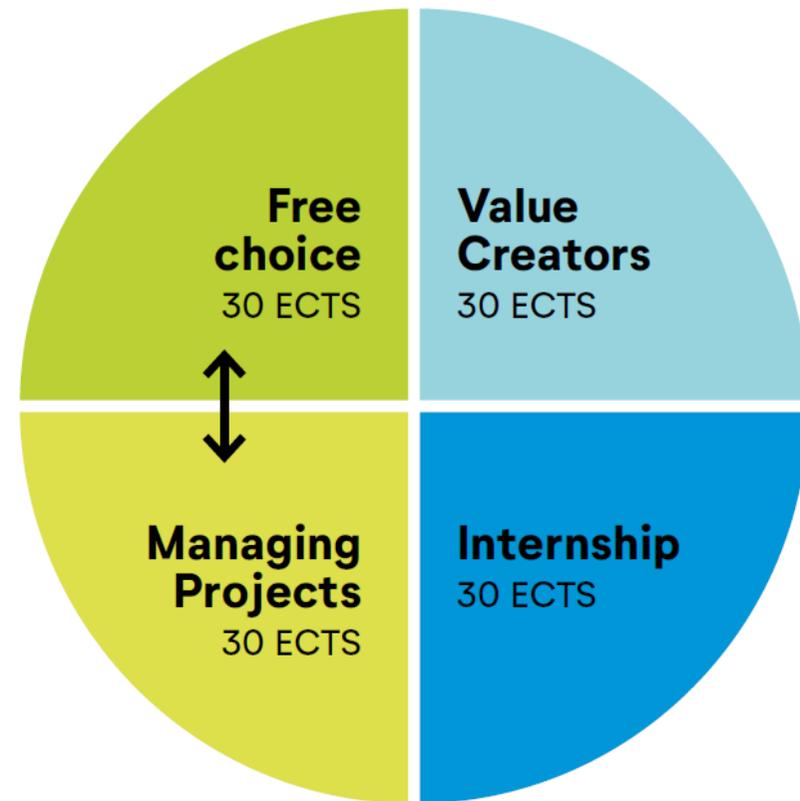




THE GPCM CURRICULUM



YEAR 1 & 2



YEAR 3 & 4



DISTRIBUTION OF ECTS

YEAR 1			
Semester 1	30 ECTS	Semester 2	30 ECTS
Globalization (WORLD)	10 ECTS	Socio-Economic Systems (WORLD)	10 ECTS
Project Management (PROFESSIONAL)	5 ECTS	Project Management and Professional Skills (PROFESSIONAL)	10 ECTS
Research and Academic Writing (PROFESSIONAL)	10 ECTS	Research (PROFESSIONAL)	5 ECTS
Personal Growth (ME)	5 ECTS	Personal and Professional Growth (ME)	5 ECTS
YEAR 2			
Semester 1	30 ECTS	Semester 2	30 ECTS
Futures Literacy (WORLD)	10 ECTS	Theories of Change (WORLD)	5 ECTS
Change management in complex contexts and transitions I (PROFESSIONAL)	10 ECTS	Change management in complex contexts and transitions II (PROFESSIONAL)	15 ECTS
Personal Leadership (ME)	10 ECTS	Inclusive Leadership (ME)	10 ECTS
YEAR 3			
Semester 1	30 ECTS	Semester 2	30 ECTS
Free Choice or Managing Projects for Sustainable Development	30 ECTS	Free Choice or Managing Projects for Sustainable Development	30 ECTS
YEAR 4			
Semester 1	30 ECTS	Semester 2	30 ECTS
Value Creators	30 ECTS	Internship	30 ECTS



LEARNING UNITS

YEAR 1 | SEMESTER 1

LEARNING UNIT	Modules and Learning Outcomes		
<p data-bbox="219 491 430 683">THE DISCIPLINED AND WORLD-ORIENTED PROJECT MANAGER [30 ECTS]</p> 	<p data-bbox="519 491 900 518">WORLD Globalisation [10 ECTS]</p> <p data-bbox="519 539 907 762">I recognise that we (humans) construct our world based on different theories and worldviews, and that this leads to different perspectives on globalisation as well as on how globalisation impacts our lives.</p> <p data-bbox="519 786 922 1074">I explain how these diverse perspectives and knowledge systems influence the way we humans create mental models, and how these mental models influence the way we look at the world and how we organise and structure our societies and economies.</p> <p data-bbox="519 1098 900 1249">I critically analyse a socio-economic phenomenon in the context of globalisation. I substantiate my ideas and claims and reference the work of others.</p>	<p data-bbox="990 491 1191 518">PROFESSIONAL </p> <p data-bbox="990 555 1339 582">Project Management [5 ECTS]</p> <p data-bbox="990 603 1384 722">I understand tools and methods in project management, and together with my team, I prepare and define a real-world project.</p> <p data-bbox="990 746 1348 866">I demonstrate effective use of written, verbal, and non-verbal communication with relevant stakeholders about my project.</p> <p data-bbox="990 882 1348 941">Research I & Academic Writing Skills [10 ECTS]</p> <p data-bbox="990 962 1393 1106">I select and apply appropriate research concepts and methodologies for planning a sound and ethical practice-oriented research</p> <p data-bbox="990 1129 1393 1313">I produce deliverables that comply with academic writing conventions and formatting requirements, including ethical use of digital/AI tools, and practice my academic writing skills through reflection.</p>	<p data-bbox="1460 491 1818 518">ME Personal Growth [5 ECTS]</p> <p data-bbox="1460 539 1832 667">I demonstrate pro-activity and self-directedness in designing and navigating my own learning process.</p> <p data-bbox="1460 691 1841 778">I reflect on my own performance, and I request, receive and integrate feedback.</p> <p data-bbox="1460 802 1841 898">I participate in experiential workshops to build personal and collective resilience.</p> <p data-bbox="1460 922 1841 1074">I identify my values in relation to the Inner Development Goals framework and reflect on how these values influence me and help me grow at a personal level.</p> <p data-bbox="1460 1098 1841 1345">I choose and implement relevant goals and activities for personal growth. I present my ideas and activities in a coherent and creative way, substantiated by evidence. I share my personal growth in our learning community.</p>

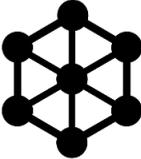


YEAR 1 | SEMESTER 2

LEARNING UNIT	Modules and Learning Outcomes		
<p>THE ETHICAL AND IMPACTFUL PROJECT MANAGER [30 ECTS]</p> 	<p>WORLD Socio-Economic Systems [10 ECTS]</p> <p>I discuss the working of a socio-economic system, and how it influences the way we structure and govern our organisations, and how we do business.</p> <p>I examine the workings of power and power relations and assess its implications for diverse groups of people, (geo)political interactions, at various levels (local, national, international) and the earth.</p> <p>I appraise culture as a social construction. I show how culture influences human interactions in societies and organisations.</p> <p>I apply my knowledge to identify where changes can be introduced to work on sustainable development, and to facilitate diversity, inclusion, and equal opportunities for all.</p> <p>I use written and spoken formats, including visuals, to convey my understanding of societies and organisations and to persuade my audience of the changes I propose.</p>	<p>PROFESSIONAL </p> <p>Project Management & Research II [15 ECTS]</p> <p>In collaboration with my team and stakeholders I ensure that the needs for which the project was undertaken are satisfied.</p> <p>I communicate clearly and professionally about the various stages of my project. This entails organising and presenting effective messages adapted to specific audiences.</p> <p>Research II [5 ECTS]</p> <p>I gather, analyse and discuss data and key findings to meet a research objective following established practice-oriented research procedures, ethics, and academic writing conventions.</p>	<p>ME Personal and Professional Growth [5 ECTS]</p> <p>I take ownership for designing and navigating my own learning process and I provide effective feedback to my peers to support them in theirs.</p> <p>I participate in experiential workshops to build personal and collective resilience.</p> <p>I place myself on the cultural competency continuum and I reflect on my intercultural maturity.</p> <p>Connected to the SDG Agenda and my values, I create my personal sustainable development agenda, and implement relevant actions to foster sustainability in my personal and professional life.</p> <p>I choose relevant goals and activities for personal and professional growth. I reflect on and share my inner development journey with our learning community.</p>



YEAR 2 | SEMESTER 1

LEARNING UNIT	Modules and learning outcomes		
<p>THE SYSTEMIC AND EMPHATIC CHANGE AGENT [30 ECTS]</p> 	<p>WORLD Futures literacy [10 ECTS]</p> <p>I apply relevant methods and tools of futures research thus enhancing my capacity to deal with uncertainty.</p> <p>I deepen my understanding of complex systems by analysing how economic, cultural, social, and ecological systems grow and interact.</p> <p>I anticipate and explore a range of alternative futures scenarios, by examining trends through mixed methods research and alternative tools from art and design.</p> <p>I identify and shape emergent possibilities for the global challenges we are confronting. Based on a desired futures scenario, I propose new dynamics of change in the present using back casting.</p>	<p>PROFESSIONAL Change management in complex contexts and transitions I [10 ECTS]</p> <p>I make sense of the complexity of real-world problems using systems- and design thinking and other action-oriented research strategies. Together with my project team, I co-create with diverse stakeholders to integrate all perspectives into the development of sustainability strategies, roadmaps and solutions.</p> <p>I design, in collaboration with my business team, an innovative and future oriented value proposition in the context of the transition to sustainable economic models. I plan for a value proposition that creates environmental and/or social impact.</p>	<p>ME Personal Leadership [10 ECTS]</p> <p>I engage actively in feedback and feedforward sessions about my personal and professional growth.</p> <p>I participate in experiential workshops to build personal and collective resilience.</p> <p>I reflect on my assumptions, beliefs, values and privileges. I am aware of the things I need to let go of and develop in my process of personal transformation.</p> <p>I practice the capacity for deep listening and observation, and generative dialogue.</p> <p>I understand and distinguish different psychological and sociological approaches in the field of diversity, inclusion and social justice. I understand and distinguish different approaches of leadership and develop my own approach by reflecting on my personal leadership strengths.</p> <p>I choose relevant goals and activities in the context of my development as a change maker and share my journey with our learning community.</p>



YEAR 2 | SEMESTER 2

LEARNING UNIT	Modules and learning outcomes		
<p>THE TRANSFORMATIVE AND COMPASSIONATE CHANGE AGENT [30 ECTS]</p> 	<p>WORLD Theories of Change [5 ECTS]</p> <p>I apply Theory U philosophy to build my capacity to lead transformative change. I apply deep listening, precise observation and generative dialogue to create and propose innovations that generate wellbeing in society. I demonstrate my understanding of social and behavioural change as a process and as a product of different knowledge systems.</p> <p>I integrate storytelling and rhetorical techniques into my work to successfully implement processes of change and inspire and facilitate others to take action.</p>	<p>PROFESSIONAL Change Management in Complex Contexts and Transitions II [15 ECTS]</p> <p>I implement a proposed plan, action or intervention in an organisation, neighbourhood or municipality. I do so in collaboration with my project team and relevant stakeholders. I reflect on the implementation of plans, actions or interventions, taking into consideration uncertainties and ambiguities, to evaluate the process, progress, expected impact and outcome, and propose recommendations for further actions for change.</p> <p>I produce, with my business team, a financial and impact business case for a start-up business plan, including an assessment of the environmental and social impact of the value proposition. I analyse how the business case outcomes influence the business plan and I reflect on the consequences for people, planet and prosperity.</p>	<p>ME Inclusive Leadership [10 ECTS]</p> <p>I engage actively in feedback and feedforward sessions about growth of myself and others.</p> <p>I participate in experiential workshops to build personal and collective resilience</p> <p>I demonstrate self-awareness, self-mastery, empathy and compassion. I reflect on my leadership approach, my personal strengths and my purpose related to the good of the whole. I integrate this in a personal leadership statement.</p> <p>I develop my inner compass and act on my purpose and ethical principles with integrity and authenticity in my personal, professional and community life. I draw a roadmap of where I am now in my process of personal transformation and what steps of learning and action I need to take.</p> <p>I choose and implement relevant goals and activities in the context of my development as a change maker and share my journey with our learning community.</p>



YEAR 3 AND 4

The Reflective and Collaborative Global Project Manager | Semester: Managing Projects for Sustainable Development | 30 ECTS

I facilitate collaborative team processes and co-creation with multiple stakeholders in an unfamiliar and diverse environment. I explore a complex challenge presented by a client with curiosity, a transdisciplinary approach, and applied research supporting the professional products. I select the most appropriate approach to project management, balancing orientation to process and results, and provide proof that I master the selected approach. I design and apply a relevant practice-oriented research strategy obtaining useful results. I define and deliver, through a process of relationship and trust building with the team members and key stakeholders, concrete, relevant and impactful project outcomes substantiated by the conducted research. I identify personal development goals related to leadership, self-mastery, and collaboration as I pro-actively navigate my own growth with increasing self-awareness, while supporting other team members in their growth as well.

The Autonomous Global Project Manager and Change Maker | Semester: Free Choice (Minor or Electives) 30 ECTS

I determine and articulate areas for broadening and deepening knowledge and competency, based on personal purpose, needs and preferences. I explore (available) opportunities and apply consultation in the process of decision making. I take responsibility for my own learning trajectory and engage in the trajectory that is set out with self-directedness and self-efficacy. I adapt to changing circumstances and can integrate in a diverse social context. I build and rely on support structures/networks. In situations of uncertainty, adversity or setbacks, I discern and seize opportunities for growth and development as a whole person.

The Value Creator and Change Agent | Semester: Value Creators | 30 ECTS

I navigate complexity, uncertainty, and ambiguity by using a systemic approach and theories of change, to address a complex question and to explore the areas where social value can be co-created. I feel comfortable in interdisciplinary settings and can take on distinct roles in a team and engage and co-create with different professional networks. I demonstrate change agency through reflection on inner development competences and design my future learning path, self-assessing my growth.

The Versatile Project and Change Manager | Semester: Bachelor Internship and Capstone | 30 ECTS

I conduct research with full autonomy, meeting the standards of applied scientific practice. The research assignment delivered has a cross-organisational character. I can translate the findings into an academic or professional final product. I approach the final internship as a project, independently and effectively organizing, planning, and managing all the tasks and deliverables required from the academia and the organisation. I appraise prior work with a critical perspective and evaluate my professional and personal identity through reflection on experiences and application of contextual knowledge obtained during my study. During the Capstone, a three-week period at the end of the semester, I will show through a learning journey my own transformation as a global citizen.
