

Academic Guide Exchange 2026-2027

Faculty of Management & Organisation

The Hague University of Applied Sciences



let's change
YOU. US. THE WORLD.

THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES

Academic Guide Exchange 2026-2027

Faculty of Management & Organisation

Department

Global Office, Faculty of Management & Organisation

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Disclaimer

The information contained in this guide is, to the best of our knowledge, true and accurate at the time of publication and is solely for information purposes. Changing circumstances may cause alterations in its outline at any time. The programme of The Hague University of Applied Sciences accepts no liability for any loss or damage howsoever arising as a result of use or reliance on this guide or on the information thereon or in respect of information accessed via any links from the Web pages.

Foreword

An exchange at The Hague University of Applied Sciences (THUAS) is a truly international experience. THUAS welcomes more than 500 exchange students from around 50 nationalities every academic year. Our academic year is divided into two semesters, which start in September and end of January. Mobilities may last a semester or a full academic year, depending on the Programme.

Our exchange students gain a rich cultural experience by studying alongside our large number of Dutch and international full-time students of English-language bachelor degree programmes. Our high-quality programmes encourage students to explore each other's cultures to become open-minded and independent thinkers – qualities which are essential in the present-day market. Working in a multicultural and cosmopolitan environment becomes second nature to our students.

Exchange students come to The Hague University of Applied Sciences as part of a reciprocal exchange programme with a partner university and must first be nominated by their home institution. Students nominated under our bilateral agreements are not charged tuition fees at THUAS but remain registered with and pay tuition to their home university. Free movers, by contrast, are responsible for paying tuition fees and arranging their admission independently.

The Hague University of Applied Sciences also participates in the Erasmus+ Programme, which enables the mobility of students and staff, the organisation of Blended Intensive Programmes (BIPs), as well as participation in BIPs hosted abroad. In addition to BIPs, blended short-term and long-term mobility is available for studies and traineeships, as well as for staff mobility for teaching and training purposes.

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1. The Hague University of Applied Sciences

Welcome to The Hague University of Applied Sciences (THUAS)!

At THUAS, we encourage our students, lecturers and partners to develop into open-minded global citizens – to stand firm in their own convictions and face the world. We realise that our own professional commitment makes a difference, and we must work together to develop and apply creative solutions.

The Hague is the perfect location to become a global citizen. It is the capital city of the South Holland province and the International City of Peace and Justice – the political heart of the Netherlands. It is home to the Peace Palace, International Court of Justice, Binnenhof (parliament), 115 embassies, multinationals like Shell, Siemens, and ING, and many international NGOs.

These are the values that drive us at THUAS:

- **Curious:** We are curious, ambitious, and enterprising. We are keen to contribute with critical thinking.
- **Caring:** We are dedicated, and we care about your personal growth.
- **Connecting:** We invest significantly in our network in order to develop new insights together.
- **Committed:** Together, we keep moving forward, no matter the challenge.

At THUAS, we constantly need to apply new perspectives and solutions to resolve present and future challenges. We want to empower our students to change and improve the world they live in, but this can only happen if we work together – if we evolve and change.

So, let's change. You. Us. The world.

For the coming Academic Year, The Hague University of Applied Sciences (THUAS) once again opens its doors to you, exchange students, from our hundreds of partners around the world. We are looking forward to welcoming you all.

In this academic guide, you will find general information on everything you need to start your exchange at THUAS, like the ECTS and period of offering of each course, more information on that course, such as assessment type, criteria, learning outcomes, a social guide, contact information, etc.

We here at THUAS hope that you will find the best-suited combination of classes in order to not only complete your studies but also grow as an individual and as part of a group. Furthermore, we hope that after sharing a semester or a year with us, you will return to your home institution as a 'Global Citizen'.

1.1 General information

THUAS is a vibrant and international community, home to **24,948 students of 123 nationalities**. Our university spans four campuses across three cities: two in The Hague, one in Zoetermeer, and one in Delft, each offering modern facilities and inspiring learning environments.

1. **Location Main Campus:** Johanna Westerdijkplein 75, 2521 EN The Hague
2. **Location Sportcampus Zuiderpark:** Mr. P. Droogleever Fortuynweg 22, 2533 SR Den Haag
3. **Location Zoetermeer:** Bleiswijkseweg 37, 2712 PB, Zoetermeer
4. **Location Delft:** Rotterdamseweg 137, 2628 AL, Delft

The university has 2,521 employees representing 88 nationalities, all contributing to high-quality education and support for students. With over 100 Bachelor's and Associate Degree programs across seven Faculties, THUAS equips students with the skills, knowledge, and global perspective needed to succeed in today's world.

Diversity and inclusion are at the heart of who we are. With such multinationalism among our students and staff, we are committed to building an inclusive and supportive learning and working environment where everyone feels welcome, valued, and supported. Read more about what we mean by diversity and inclusion [here](#).

1.2 The Dutch Educational System

THUAS is a vibrant and international community, home to **24,948 students of 123 nationalities**. Our university spans four campuses across three cities: two in The Hague, one in Zoetermeer, and one in Delft, each offering modern facilities and inspiring learning environments.

Join us and experience a university where diversity, global perspectives, practical experience, and academic excellence come together!

Higher Education in the Netherlands

The vast majority of higher education institutions in the Netherlands are state-funded. There are around 13 traditional 'research' universities, 1 Open University, and 36 Universities of Applied Sciences.

The higher education system in the Netherlands is based on a three-cycle degree system, consisting of a Bachelor's, Master's, and PhD degree. The Netherlands has a binary higher education system. Binary in this context means there are two types of higher education:

- Research-oriented education, typically provided by research universities
- Higher professional education is offered by the Universities of Applied Sciences

Programmes at research universities focus on theoretical aspects of the field of study and prepare students for undertaking independent research. These also lead to a bachelor's or master's degree. At research universities, you can also pursue a PhD degree.

Programmes at universities of applied sciences prepare students for particular professions and tend to be more practically oriented. They lead to either a bachelor's or a master's degree. There are currently 36 Universities of Applied Sciences in the Netherlands, offering a wide variety of high-quality degree programmes in English. Thematic fields include economics, engineering, agro and food, healthcare, art, social studies, and teacher training (for primary education).

Credit and Grading System

Degree programmes and periods of study are quantified in terms of the European Credit Transfer and Accumulation System (ECTS). In this system, 60 credits represent one year of study, and one credit represents 28 hours of study. The focus of the programmes determines both the number of credits required to complete the programme and the type of degree that is awarded.

In the Netherlands, a ten-point system is used in higher education. A grade of 10 is the highest, and 6 is the minimum pass grade.

Grade meaning

10	Outstanding *	5	Almost satisfactory
9	Very good *	4	Unsatisfactory
8	Good	3	Very unsatisfactory *
7	More than satisfactory	2	Poor *
6	Satisfactory	1	Very Poor *

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National Qualification Framework and European Qualifications Framework

The Dutch Higher Education Qualifications Framework is based on the [Overarching Frameworks for Qualifications of the European Higher Education Area \(QF-EHEA\)](#), developed as a part of the Bologna process. The overarching EQF specifies the specific knowledge, skills, degree of independence and responsibility associated with each of the 8 levels, rather than individual qualifications.

The Dutch Higher Education Qualifications Framework consists of 3 stages:

- bachelor's
- master's
- PhD

These 3 stages correspond with EQF levels 6, 7 and 8. The associate degree corresponds to EQF level 5. More information on the level of Dutch Diplomas to be found on [Nuffic's](#) webpage.

1.3 Academic Calendar

The first semester runs from late August until late January/early February. The second semester runs from early February until July.

Check our [website](#) for the THUAS academic calendar and holiday schedule.

1.4 International Office

The International Office can assist you with practical, non-academic related matters. For example, we can help you look into arranging accommodation, registration at the municipality, collecting your residence permit, your health insurance, and answering any questions about working while studying.

Need help?

Our staff are here to help you with any questions about our services.

Location: OV1.10, main campus.

Opening hours: Monday to Friday, 9:00 AM – 4:30 PM

Telephone: +31 (0)70 445 85 85

If you are unable to visit us in person, you can also contact us by [e-mail](#).
Visit our [website](#) to get informed about all the topics above

Accommodation (accommodation@hhs.nl)

THUAS offers a housing service for first-year international degree students and exchange students. Most exchange students are accommodated through our trusted partner DUWO University Housing, a specialist in student accommodation in the Netherlands.

DUWO offers rooms located close to the THUAS campus, giving students the choice between shared accommodation with fellow THUAS students or a self-contained room. Rental contracts are offered in line with the student's exchange period, either one semester or a full academic year.

Because availability is limited, we recommend submitting your housing application as soon as possible; don't wait until you receive your admission offer to start looking. More detailed information about our housing service, accommodation types, and conditions can be found on our [housing page](#).

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Exchange (exchange@hhs.nl)

The exchange department handles all administrative matters for incoming exchange students who come to HHS for an exchange (for one semester or an entire academic year). The exchange department liaises with partner universities, overseeing nominations and the application process. This department also ensures that exchange students have sufficient health insurance and ensures visa applications for incoming exchange students are processed. The Exchange department also liaises with the Immigration and Naturalization Service (IND) for this latter purpose. It ensures that those who need to be reported to the Immigration and Naturalization Service (IND) (these are often international students who are already studying here and have a Dutch residence permit, but are going abroad) are also properly registered.

1.5 Resources and Services

Whether you are studying in Delft, Zoetermeer, or at one of our campuses in The Hague, there are always lecture rooms, classrooms, workspaces, restaurants, libraries, and sports facilities available to you.

Library

The library has a diverse collection of books, nearly 900 magazines, Dutch and foreign newspapers, and a large collection of graduation essays. There is a digital library which includes (international) databases, e-journals, standards database, E-books, THUAS theses and publications in digital form etc.

The library provides excellent electronic sources of information to students and staff. It is open to students registered at THUAS and to members of staff. It's located on the first floor (entrance/exit, self-service unit for borrowing and returning items, Study Plaza) and ground floor (books, periodicals). Most library services are free of charge.

Study areas

When working on an assignment, preparing for an exam or meeting with other students, you can use a variety of specially designed work and study areas on all of our campuses. You can also log into 'our' wireless network with your laptop, tablet or smartphone. Of course, we also have 'fixed' computer workstations.

Campus Card

THUAS makes use of an electronic purse system for printing, accessing lockers (during exams), and buying food and drinks. You can pick up your Campus Card by presenting valid ID at the IT Front Office of your THUAS campus. Alternatively, during the Introduction Day, we will assist you with its procurement.

To load money onto the card, you need to have a PayPal account or a Dutch bank account. It is not possible to charge it with foreign bank cards unfortunately. Alternatively, you can also pay by European debit cards on university grounds.

IT Front Office

The FZ & IT Front Office provides integrated accommodation, facilities, and IT support across THUAS, striving to deliver the highest service standards. Its mission is to leverage the latest technologies, offer differentiated services and structures, and maintain an international perspective. The team focuses on relieving users of logistical concerns and ensuring a secure physical and digital environment.

The Front Office is happy to assist you with all IT-related questions. You can also borrow audiovisual equipment, for example, if you need to record a video for a class. Through the iFrontOffice self-service portal, you can find manuals and submit service requests. The Front Office can also assist you with any questions regarding your Campus Card.

Language support

For students who want to develop their Dutch language skills, the [Taalpunt](#) is available, while the [Language Point](#) offers support in English. To access these resources, you must first be registered at THUAS (via Osiris) to gain access to the Student portal (Studentennet in Dutch).

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Social Guide

This guide is designed to help you navigate the social landscape of The Netherlands seamlessly. From language essentials to cultural insights, social outings and important information on laws and healthcare, we've got you covered. Embrace diversity, explore the city's, and make connections that will last a lifetime. It will give some practical and hopefully useful information to survive your time at THUAS. Find it [here](#).

Canteen

Forgot your lunch box? No problem! There are various food providers and vending machines at THUAS. All of our campuses have one or more restaurants where you can buy hot and cold food and drinks. The main campus also has the West 75 café, a coffee corner and a cafeteria with a wide selection of fruit, dairy products, meals, halal dishes and more.

Please note that the university does not accept cash or credit cards. Payments can be made only via the Campus Card or a Dutch (European) Maestro bank card.

There is also a small grocery store outside the main building called "Albert Heijn To Go", which sells a selection of meals and snacks and drinks. There are also various vending machines with drinks and snacks on multiple floors of the university.

Studying with a disability or special circumstances

THUAS offers customized facilities that can help make studying easier for you. At our four locations we take your (im)possibilities into account as much as possible. We can help you as much as possible right from the start of your studies if you let us know. Read more [here](#).

Sports Centre, Gym & Student life

The main campus of THUAS has a Fitness Centre where you can work out and a gym for group classes (yoga, boxing, Zumba, bodypump). In the sportshalls at Zuiderpark campus, you can play various indoor sports (basketball, football, volleyball, badminton). A sports & fitness pass gives you unlimited access to all these studentsports activities. More information [here](#).

The main campus is also home to various sports clubs (rowing, korfbal, lacrosse, rugby, tennis, football, volleyball, hockey, basketball, athletics etc.) and organises events, activities, and parties for international students from time to time. The Hague, Delft and Zoetermeer offer lots of different opportunities to make your student days as epic as you want!

Campus Student Life and Sports is located across from the main entrance of THUAS at Johanna Westerdijkplein 66. You can also reach out via email at campus@hhs.nl or follow them on [Instagram](#) and to stay up to date with the latest news on [communities and associations](#), events and student sports.

Student counselling and supervision

We have a counselling system in place to help students facing problems that may affect their study results. The student counsellor advises students on all kinds of matters ranging from study grants and housing to other study programmes inside and outside THUAS. They can also help students with any appeals against decisions judged to be unfair or incorrect. The central student counsellor may also be approached when students have more personal problems affecting their studies and to apply for exam facilities in case students need extra exam time, etc.

THUAS also has a student psychologist. Students are confronted with a diverse range of problems: from losing the motivation to continue their studies or suffering from fear of failure to very serious situations such as psychiatric disorders. The psychologist can then provide short term care. The student counsellor will refer you to the student psychologist if deemed necessary.

Any conversations with the faculty staff, counsellors and/or psychologists are strictly confidential. Want to know more? Visit our [page](#) for details.

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Medical care

Physician / General Practitioner (GP)

In case of illness, you should contact a general practitioner (in Dutch: 'huisarts') first. They are your main link to any specialist or hospital. Most GP's speak English, but it is important to check if they participate in your health care system. The Hague International Centre can assist you in finding a general practitioner in The Hague. The website contains a wealth of useful information on health, and their staff speak various foreign languages. We recommend you find a GP as soon as you have arrived.

Medical emergencies

- For life threatening situations call: 112 (ambulance, fire department or police department) or visit the emergency room at the nearest hospital.
- If you are not feeling well and your symptoms are not life threatening, you can contact your general practitioner and make an appointment.
- For emergencies after 17.00 hrs and during weekends, you can contact the hadoks (in Dutch: 'huisartsenpost' via telephone number +31 (0) 70 34 69 669.

Payment

Make sure to bring proof of your health insurance to the appointment, otherwise you'll have to pay for the consult directly after you've visited the doctor. A regular consult costs around € 30 - € 50. Blood tests, psychological support e.g. cost a lot more. Do not forget to ask for a receipt, as after your visit you can declare these costs at your insurance company.

Pharmacies

In the Netherlands, you will need a prescription for most medication. With a prescription you can go to a pharmacy (apotheek) to collect your medication. You pay for it when it's ready, and if you have medical insurance, you can usually claim the expenses from the insurer. Certain medicines are available over the counter, either in a pharmacy or at a chemist (drogist). Pharmacies and chemists usually have the same opening hours as shops. There is always a pharmacy open, even on weekends.

Dentists

Dental treatment is not included in a standard medical insurance. If you need a dentist you should make an appointment first. After treatment the bill is usually sent to your address in the Netherlands. The cost of the consultation varies by type. Once again be sure to ask for a receipt in order to receive compensation from your insurance.

Bring along your passport or identity card, insurance papers and your address in The Hague.

1.6 Contact information

Faculty of Management & Organisation Global Office, OV2.49, MO-GlobalOffice@hhs.nl

For academic questions about your exchange programme, learning agreement and introduction week

THUAS International Office, OV1.10, exchange@hhs.nl

For any questions on your general application at THUAS, housing service through THUAS, residence permits and visas, health insurance, registration at the municipality, etc.

THUAS Front Office FZ IT, OV1.69 frontoffice@hhs.nl

For IT related questions and issues (such as your Campus card or Wi-Fi login details), borrowing audio/visual equipment

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2. Information on the Academic Programme

2.1 Attendance

In some modules, the final result is partly dependent on a student's active contribution during classes. If a student fails to attend the minimum number of times, they will not be awarded any credits for the module. Students are expected to be on time for classes. If a student comes to class late, the lecturer concerned may refuse their entry.

2.2 Source Referencing

During your studies at THUAS, you are expected to use the documentation style of the American Psychological Association (APA). All essays and assignments should have in-text references and a separate reference list. An essay and/or assignment without correct referencing will not be marked.

2.3 How Students contact Lecturers

If students wish to contact staff outside class hours or want to hand in an essay or paper, there are the following rules:

- Handing in essays is normally through staff pigeonholes or via email/"Brightspace".
- Staff have certain office hours reserved to see students. During term-time students can see staff then. In weeks in which there is no teaching, they can make appointments directly with the lecturer they wish to speak to or via e-mail.
- Members of staff can be asked brief questions through e-mail. Students can normally expect to get an answer to e-mail questions within 3 working days.

2.4 How Staff contact Students

If a member of staff wishes to contact a student, the following methods are used:

- Through e-mail. All students have their own THUAS e-mail address. The Digital Learning environment Brightspace is also commonly used, as is MS Teams.
- Through study-related announcements published on the university portal.
- If necessary, for reasons of confidentiality, THUAS will try to contact a student through other methods, for instance by phone or by post. For that reason, it is necessary that THUAS has up-to-date information about a student's address and phone number. Should any changes occur in the course of the academic year, please inform the International Office (internationaloffice@hhs.nl).

2.5 Timetables

Exchange students will have access to the exchange programme timetable at the beginning of each semester. More information about the timetable will be provided during the introduction week.

Classes are allotted by slots. Some classes last 45 minutes, and others 90 minutes. The slots are as follows:

1. 08.45 am – 09.30 am
2. 09.30 am – 10.15 am
3. 10.30 am – 11.15 am
4. 11.15 am – 12.00 pm
5. 12.15 pm – 13.00 pm
6. 13.00 pm – 13.45 pm
7. 13.45 pm – 14.30 pm
8. 14.45 pm – 15.30 pm
9. 15.30 pm – 16.15 pm
10. 16.30 pm – 17.15 pm
11. 17.15 pm – 18.00 pm

2.6 Year Calendar

The academic year is divided into two semesters. Each semester is divided into 2 terms of 9-10 weeks. There are 6-7 weeks of lectures, and students will mostly take their examinations at the end of each term.

- Exchange students are required to be in The Hague in person one week before classes start.
- This calendar is subject to change. No rights may be derived from this information.

The first semester runs from 24 August 2026 until 5 February* 2027

24 Aug – 28 Aug	Start Mandatory Introduction week (semester 1)
31 Aug	Start of Semester 1 classes
19 Oct – 23 Oct	Autumn Break
26 Oct – 30 Oct	Midterm Exams semester 1
21 Dec – 1 Jan	Christmas Break
January	Final and resit exams semester 1

The second semester runs from 3 February 2027 until 9 July 2027

3 Feb – 5 Feb	Start Mandatory Introduction week (semester 2)
8 Feb	Start of Semester 2 classes
22 Feb – 26 Feb	Spring Break
26 Mar – 29 Mar	Easter Weekend (national holiday)
5 Apr – 9 April	Midterm Exams Semester 2
26 Apr – 2 May	May Break
27 Apr	King's Day (national holiday)
5 May	Liberation Day
6 May – 7 May	Ascension Day (national holiday)
17 May	Pentecost (national holiday)
June – July	Finals and resit exams semester 2
19 July	Summer Break

2.7 Exam Dates

At the start of the academic year the academic calendar is published so that students can plan ahead. They can count on exams taking place **in the exam weeks** in which they have been scheduled, **but exams may be moved to other days and times within those weeks**. A final exam timetable is only available shortly before the exam period due to the multiplicity of exams. When this happens, it is to accommodate specific groups of students for whom the original schedule poses serious problems. Students will be informed of any changes through Osiris during the semester.

2.8 Exam Information

Both regular and resit exams must be taken in person. Exams (both regular and resit) will not be sent abroad for students to complete at their home institution. **During your exchange, the exams from the host university (THUAS) always have first priority.**

Identification

You are required to take a valid identification with you to the exam sessions. You will be asked to show your ID before entering the exam room (either digitally or physically). If you are an exchange student from outside the EU, Norway, Switzerland, Liechtenstein, or Iceland, please have your **Dutch residence permit** ready **before** the exam starts. Without your ID, you are not allowed to sit any exams!

Attendance at On-Campus Examination

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If examinations take place on-campus, you must be in the exam room at least 15 minutes before the start of the exam in order for your identity to be verified. You will also need to sign an attendance list at the start and the end of the exam.

2.9 Assessment Information and extra facilities

Assessment may take the form of assignments, presentations, essays and/or exams, and some courses will include a combination of different sorts of assessment. It is also customary to use multiple choice exams.

Students are entitled to two exam opportunities per course per academic year. If a student is registered for an exam, but do not show up to take them, this is officially counted as one of the two chances per academic year.

Grades are from 1 to 10, a grade of 5.5 or higher is a pass. Depending on the student's academic system, grades will be transferred to either numerical or letter grades. Another useful resource is [Nuffic on the Dutch education system](#). Further information can be obtained from the home institutions of students.

Extra facilities

Students who need special facilities for exams and have such at their home university, are required to inform their Area Coordinator. The student should then contact a student counsellor to set up a meeting where possible exam facilities will be discussed. **We advise students to book an appointment with the counsellor in their first week after arrival as the waiting list can take up to 4 weeks.**

2.10 Number of Modules & Credit Points

Nearly all our modules carry a study load of approximately 140 hours (5 ECTS) or more. This includes preparation for classes, attending classes, self-study, sitting the exam or writing a paper.

The subjects listed below have various ECTS (European Credit Transfer System) weights. We consider a full semester programme to be 25-30 ECTS points. **Exchange students are required to select courses with a total between 20-40 ECTS per semester.**

2.11 Course Material

THUAS publishes module books and readers for most subjects via the 'Brightspace' electronic learning environment. Details on required textbooks and materials will be made available to students upon arrival.

Many modules have a required textbook and these can be expensive. Note that there are a minimal number of copies in the library (there is always a copy to be consulted and which cannot be lent out). It is sometimes possible to buy a second-hand copy of the textbook, but ultimately you may have to buy the textbook new in which case you should order the book as soon as you know your subject choice, particularly for subjects offered in the first half of the semester. We advise students not to buy books before confirming their course choice during the Introduction Week.

2.12 Pre-registering for Courses

Students will make a **preliminary registration (pre-registration)** online through the *Osiris Student* platform. Upon applying at THUAS, students will receive a link inviting them to pre-register for courses.

During the introduction period, they will need to **confirm their pre-registration** after publication of the timetable, at which point their course choice becomes final. It is important to note that courses have limited spots available and students should be prepared to register for alternative courses. It is essential that students register preliminarily via Osiris to reserve a spot in a course. Should you fail to confirm your pre-registrations upon arrival, you will lose your reserved place in the course.

It is possible that you may be unable to follow one or more of your chosen subjects for reasons such as timetable-clashes, limited class sizes, a subject not being offered due to insufficient demand, etc.

3. The Academic Programme

Below you will find a list of the courses within the exchange programme on bachelor level. These courses are all offered in English and you may select from all courses.

The Fall semester (semester 1) is divided into two terms: term 1 and term 2.
The Spring semester (semester 2) is equally divided into two terms: term 3 and 4.

If in the below overview a course is shown to run for terms 1&2 or 3&4, which means that the course takes place over the entire semester.

3.1 Course overview

**M&O reserves the right to change or cancel the courses on offer and cannot guarantee that when a course is oversubscribed, students will be offered a place in it. Final course choices will be confirmed during the Introduction Week.*

Course code	Course name	Field	ECTS	Semester	/Term
BK-HVTPI-22 BK-HVTSCM-20 BK-HVTEXP-20 BK-HVTMOW-22 ES-2MARKCOM-23 ES-1MOEU-E4-23	International Semester Business Administration	Business Management	30	2 - Spring	3&4
MO-HMVT24-TFW	The Future of Work	Facility Management	15	1 - Autumn	1
CO-ICM-CIBC-F-26	Communication, Influence & Behaviour Change	Communication Management	5	2 - Spring	3&4
CO-ICM-MVL-M-23	Consulting with Impact	Communication Management	5	2 - Spring	3&4
MO-HMVT-25-CRC	Crisis Communication	Communication Management	30	1&2	1&2, 3&4
CO-ICM-DTP1-F-22 CO-ICM-DTP2-F-22	Design Thinking Project 1 and Design Thinking Project 2	Communication Management	10	2 - Spring	3&4
CO-ICM-DS-F-22	Digital Skills	Communication Management	5	1 - Autumn	1&2
MO-HMVT23-SUB	Embedding Sustainability in Business	Communication Management	15	1 - Autumn	2
CO-ICM-FOR-F-22	Foundations of Research	Communication Management	5	1 - Autumn	1&2
CO-ICM-IIC-F-24	Intercultural Communication	Communication Management	5	1 - Autumn	1&2
MO-HMVT25-JML	Journalism & Media	Communication Management	15	1 - Autumn	1
CO-ICM-MAR-F-22	Marketing and IMC	Communication Management	5	2 - Spring	3&4
CO-ICM-MVL-M-23	Media & Storytelling	Communication Management	5	2 - Spring	3&4

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CO-ICM-ORC-F-22	Organisational Communication	Communication Management	5	1 - Autumn	1&2
CO-ICM-PJM-F-22	Project Management	Communication Management	5	2 - Spring	3&4
CO-ICM-GIMS-F-25	Project: Global Issues	Communication Management	5	1 - Autumn	1&2
CO-ICM-PRE-M-26	Public Relations	Communication Management	5	2 - Spring	3&4

Course descriptions

3.2 Business Management

International Semester Business Administration	
ECTS credits	30 ECTS Note that this is a package of several modules for which you register for all of the course codes below.
Code	BK-HVTPI-22 International project (7ECTS) BK-HVTSCM-20 Supply chain management (5 ECTS) BK-HVTEXP-20 Export (5 ECTS) BK-HVTMOW-22 Global Development (3 ECTS) ES-2MARKCOM-23 Marketing and Communications in the EU (5 ECTS) ES-1MOEU-E4-23 Managing Organisations in the EU (5 ECTS)
Year / Semester / / Term	Year 2 / Semester 2 / Term 3&4
Mode of delivery	Teaching methods: interactive, individual assignments, group assignments, field trips, personal development and guest lectures will be part of the learning process. This minor is designed for students who are interested in international communication, supply chain management, export, global developments, EU marketing and communication and Dutch culture
Lecturer(s)	Wil Pruijssers (w.m.pruijssers@hhs.nl)
Language of instruction	English
Prerequisites and co-requisites	English skills (level B2)
Course content / outline	Project-based learning is an important part of this semester. Students will participate in an international project in an international team and in an Supply Chain Management Game. The learning environment includes lectures, self-study, workshops, experiences, projects and field trips. <ul style="list-style-type: none">• 1. International project (7 EC): During this project the student will collaborate with students of a foreign university on a joint international online project (COIL). You will work on an international project about a value chain in an agricultural market. The aim is that students collaborate to define the characteristics of the value chain and to propose improvements for the value chain in terms of sustainability (SDG's): The student writes an individual summary/ reflects on an Open Learn (OU-UK) online course in Business, Management and Finance under guidance in a series of workshops. Students interview fellow student on a subject in English. The student explores The Hague as the City of Peace and Justice. After this fieldtrip the students will organize a cultural market. The students demonstrates skills in dealing with cultural diversity in an international / intercultural context by means of an open, respectful, and curious attitude. The student can apply various aspects of

communication effectively and in an integrated manner in an international / intercultural business setting.

- **2. Supply Chain Management (5 EC):** This module provides an introduction to the principles of supply chain management (SCM) and insight into this topic. In order to encourage clarity in supply chain management, a game will be included in this module: *The Fresh Connection* (TFC). The student can think in processes and analyse operational practices in the field of supply chain management (SCM) and understands the most important concepts related to SCM. The student can make connections from an interactive practical perspective with goals and results described. The student is familiar with current international developments in relation to supply chains.
- **3. Export (5 EC):** The student can carry out external analysis for an organization in an international context and can draw up an export plan for the organization based on the results of the research, taking into account the cultural diversity encountered. The aim is to apply theoretical knowledge to a business case. During this module the student will develop an export plan in the form of a PowerPoint presentation with spoken text per sheet for the chosen company and product.
- **4. Global Developments (3 EC):** This course is structured around interactive workshops. You'll have the chance to pick a company and play detective, following the footprints in the sand of these political ideologies. You will dissect domains such as culture, economics, politics, society, philosophy and technology, and see how these have been shaped by companies and shaped themselves.
- **5. Marketing and Communications in the EU (5 EC):** During Marketing & Communications for Organisations in Europe, students will learn the basics of marketing, both for the private and the public sector. They will learn how to use several marketing tools and methods to do research into proper marketing & communications approaches for organisations and will learn how to draw up their own marketing communications plan for an organization active within Europe.
- **6. Managing Organisations in the EU (5EC):** This course will explore the management of European organisations, businesses and institutions. It will give students insight into the types of organisations that employ European Professionals, in terms of how they set, pursue and evaluate their goals in an ethical and sustainable manner.

Course material

Mandatory literature will be provided

	Tests:	Literature:
1	International project	to be provided
2	Supply Chain Management	Licence for My Inchange https://inchange.com/
3	Export	Leeman, J. (2017). Export Planning 2nd Edition. Amsterdam: Pearson Benelux.

4	Global Developments	Reader global developments
5	Marketing and Communications in the EU	To be provided
6	Managing Organisations in the EU	Van Riel, K. (2020). Sustainable Business Management. Gent: Owl Press ISBN: 9789463932578

Assessment methods & criteria

	Tests:	Method:
1	International project (7 EC):	Oral assessment English COIL participation Intercultural portfolio
2	Supply Chain Management (5 EC)	Project Portfolio and assessment
3	Export (5 EC)	Assignment
4	Global Developments (3 EC)	Assignment
5	Marketing and Communications in the EU (5 EC)	Individual report + debriefing
6	Managing Organisations in the EU	Multiple Choice exam of 40 questions

Learning outcomes

Applying knowledge & understanding

Problem solving abilities applied in new or unfamiliar environments within broader (or multi-disciplinary contexts)

The student

- can participate in a fluent and spontaneous conversation in English
- can speak clearly and in detail in English about a chosen topic.
- can reflect orally in English by naming advantages and disadvantages and explaining his views on a chosen topic.
- has insights in cultural similarities and differences regarding intercultural collaboration and communication and can map these cultural similarities and differences in relation to COIL partner(s).
- works together in an intercultural team where curiosity towards different points of view is considered and can reflect/revise personal viewpoints/judgement in light of new knowledge.
- anticipates difficulties and opportunities within the team and takes initiative to manage these – in specific situations, in process or in collaboration.
- can co-create a professional Business Administration (related) product that reflects different cultural perspectives
- can reflect on own behaviour in teams, the impact it has (had) on collaboration and suggest (possible) other strategies to take next time.
- is able to analyse a societal subject (cultural, business, economic, social) from the perspective of a different culture through both desk -and field research.

- is able to gather research results based on or gathered from several different viewpoints and illustrate the cultural influence of results. Experiences how the supply chain of an international company works and the business (supply chain) forces a response to this situation
 - carries out external analysis for an organization in an international context and can draw up an export plan for the organization based on the results of the research, taking into account cultural diversity. The student should then be able to convince stakeholders of their views.
 - Applies the Cone Futures to develop future scenarios related to a chosen theme within global development and a company, taking into account likely, plausible, possible and preferably foreseeable futures.
 - Develops a creative report together that effectively communicates the analysis, scenarios, critical thinking and strategic recommendations.
 - applies their knowledge of Europe to analyse complex challenges related to Europe and its changing role in the world.
 - researches and critically evaluates contemporary issues, linking theory and practice to formulate concrete recommendations for organisations active in a European context.
 - can support organisations, businesses and institutions active in Europe in facing challenges related to Europe by analysing issues, evaluating processes, offering advice and solving problems with attention to European business, politics and culture.
 - can connect the disciplines of European business, politics and culture to solve problems with multi-stakeholder collaboration.
 - can assist and advise organisations, institutions and businesses on navigating and interacting with the multi-level policy, regulatory and financial frameworks in Europe and managing their impact on organisational operations and goals. Level of development:
-

3.3 Facility Management

The Future of Work	
ECTS Credits	15 ECTS
Code	MO-HMVT24-TFW
Year / Semester / Term	Year 3 / Semester 1 / Term 1 (or 2, depending on the year)
Duration	Approximately 7 weeks of classes + exam period
Mode of Delivery	Face-to-face masterclasses, workshops, COIL (online international collaboration)
Lecturer(s)	Reinout Klamer h.r.klamer@hhs.nl
Language of Instruction	English
Prerequisites	Completed first year certificate (propedeuse) Openness to working internationally (self-assessed) Flexibility (self-assessed) Solid understanding of basic (year 1–2) research methods When in doubt, contact the module manager
Course Content / Outline	<p>The minor has a strong multidisciplinary focus with lecturers from HRM (workforce), ICM (AI/connectivity), and Facility Management (workplace). These three areas shape the workplace of the future.</p> <p>Content: Theory is shared through interactive masterclasses from external speakers and lecturers, combining theory and practice.</p> <p>Research: Individual research report on one of the issues discussed in theory. Support provided through work colleges, feedback moments, and access to MOOCs and trend reports (Harvard Business Review, OECD, Deloitte). A poster presentation shares findings. The Knowledge Centre Global & Inclusive Learning is a research partner.</p> <p>Workshops and site visits: An initial workshop by lecturers, followed by student-led workshops on course topics. Some may be externally organised with site visits.</p> <p>Collaboration: COIL project with at least one partner university. Students create the ideal future workspace highlighting work, workforce, and connectivity through an online presentation/simulation.</p> <p>Reflection: Students track their learning throughout the minor. End-of-minor assessments include a presentation and discussion with lecturers.</p>
Course Material	<p>Provided through open-access articles, websites, and library resources:</p> <ul style="list-style-type: none"> • Trend reports on Future of Work and Future of Education • Masterclass materials

	<ul style="list-style-type: none"> • Trainings on AI tools • Books and articles related to the topic
Assessment Methods & Criteria	<p>Exam 1 (5 ECTS, 33%): Abstract + Research Poster. Individual. Presentation format. Minimum grade 5.5. Week 2.7, resit week 2.10.</p> <p>Exam 2 (5 ECTS, 33%): COIL Group Project. Group. Minimum grade 5.5. Week 2.8, resit week 2.10.</p> <p>Exam 3 (5 ECTS, 33%): Personal Learning Journey. Individual assessment. Minimum grade 5.5. Week 2.7, resit week 2.10.</p>
Learning Outcomes	<ul style="list-style-type: none"> • Explain and apply theories and trends related to the future workforce (HRM), workplace (FM), and connectivity (COM) • Express opinions and engage in critical discussions to offer a substantiated view on the future of work and future-ready education • Carry out an individual research project resulting in an abstract and research poster suited for academic publication • Present research outcomes and substantiate choices related to theory and methodology • Actively participate in a COIL project, demonstrating intercultural understanding and online teamwork management • Reflect on own learning in terms of teamwork and self-competency development

3.4 Communication Management

Change Management	
ECTS credits	5 ECTS
Code	CO-ICM-CM-M-24
Year / Semester / Term	Year 3 /Semester 1 / Term 1
Mode of delivery	Lectures and workshops
Lecturer(s)	TBD
Language of instruction	English
Course content / outline	<p>We are continually asked to manage change in our own lives and organisations. Yet, change unfolds through personal and organisational resistance. This course focuses on managing change and provides frameworks and tools to implement it. Participants examine personal and organisational approaches to dealing with change through case studies and group activity.</p> <p>Blending theory and practice, students will work in small groups, applying course material in the analysis of real-world change management challenges. The aim is to produce critically thinking, proactive change managers who have the tools to respond to the range of organisational issues emerging in workplaces today.</p>
Course material	<p>Peter M. Senge, <i>The Fifth Discipline – the Art & Practice of the Learning Organisation</i>, Random House Business Books, (2006 edition) ISBN 97 81905211203</p> <p>Materials from a set of Readers</p>
Assessment methods & criteria	Written exam
Learning outcomes	<p>Context & Strategy 1: A communication professional understands an organization’s strategy and the broader (international) environment in which it operates. They have a clear understanding of internal developments, industry trends, and the media landscape, enabling them to develop communication strategies that align with the organization's objectives.</p> <p>Target group & Behaviour 1 & 2: A communication professional actively gathers insights through listening, conversations, and monitoring, including online data analysis, to understand the target audience. They analyze audience audience behaviour and needs, assess the effectiveness of communication strategies, and adapt accordingly to enhance impact of change.</p>

Communication, Influence & Behaviour Change

ECTS credits	5 ECTS
Code	CO-ICM-COB-F-22
Year / Semester / Term	Year 1 / Semester 2 / Term 3
Mode of delivery	Lectures
Lecturer(s)	Madelief Bertens, M.G.B.C.Bertens@hhs.nl
Language of instruction	English
Course content / outline	<p>This course introduces students to the theory and practice of persuasive communication, with a focus on designing mass multimedia behaviour change campaigns. Students explore how behaviour works and which factors influence it, using widely applied behavioural and information-processing models. The course examines how communication professionals can encourage positive behavioural change - such as healthier eating, increased physical activity, or recycling - by applying evidence-based strategies and techniques. Students learn to translate theory into practice by developing targeted campaigns, guided by the Communication Activation Strategy Instrument (CASI) used by the Dutch government.</p>
Course material	Yet to be decided on. Assigned articles (Provided in class)
Assessment methods & criteria	Written exam
Learning outcomes	<p>In this course, students develop the ability to analyse behaviour and apply persuasive communication in a strategic way. By the end of the course, students are able to:</p> <ul style="list-style-type: none">• Understand and apply key behaviour models and information-processing theories to analyse target audiences• Map and analyse a specific communication target group• Translate insights about the target group into a communication strategy aimed at influencing behaviour• Select and apply appropriate behaviour change strategies and techniques• Critically analyse existing mass multimedia campaigns, evaluating how persuasive communication techniques are used in practice.

Consulting with Impact

ECTS credits 5 ECTS

Code CO-ICM-CWI-M-25

Year / Semester / Term Year 2 / Semester 2 / Term 1&2

Mode of delivery Workshops

Lecturer(s) Han de Looper H.J.H.deLooper@hhs.nl

Language of instruction English

Course content / outline In a competitive professional landscape, technical brilliance is only half the battle; the ability to translate that expertise into **meaningful influence** is what defines a successful consultant.

In this module you will learn how to shift your role from being a "tactical order-taker" to a **trusted strategic partner**. You will master the high-stakes interpersonal dynamics required to navigate complex client relationships, build rapid rapport, and practice the art of empathetic negotiation. By learning to frame communication through the lens of client needs, you will gain the tools to persuade even the most skeptical stakeholders.

Ultimately, this course is about **agency and authority**. Whether you are pitching a new campaign to a CEO or managing a long-term account, your success depends on your ability to command a room and inspire confidence. You will leave this course not just with the ability to communicate a message, but with the skills to ensure that message drives organisational change and delivers measurable impact.

Course material TBD

Assessment methods & criteria Oral Exam (100%)

Learning outcomes **Persuasion & Support**
Carrying the organisation's message to inform, advise and or persuade communication target groups to achieve objectives.

- The student acts as a representative of the organisational unit and safeguards its interests.
- The student generates support and commitment by empathising with the stakeholder(s) and developing a suitable approach for the client and environment.

Crisis Communication	
ECTS credits	30 ECTS
Code	MO-HMVT-25-CRC
Year / Semester / Term	Year 2 / Semester 1 and 2 / Term 1&2 and 3&4
Mode of delivery	Lectures and workshops
Lecturer(s)	Diederik Brink d.j.brink@hhs.nl and Han de Looper h.j.h.deloooper@hhs.nl
Language of instruction	English
Course content / outline	Deal with risk, issues, and crises. Learn by watching, reading, and DOING. Develop individual skills and work in dedicated teams. Practice being a spokesperson, dealing with press. Develop concepts, create content, reach out to people.
Course material	TBA
Assessment methods & criteria	Portfolio
Learning outcomes	<ol style="list-style-type: none"> 1. Making an analysis of stakeholders relevant to the client's organization during a crisis. 2. Deciding on a crisis communication strategy that serves the interests of the client. 3. Making a crisis communication plan including timetable, sender, channel, type of message, duration and/or frequency of messages and resources required. 4. Drafting crisis messages in line with the chosen strategy. 5. Developing an effective spokesperson's approach in line with the set strategy and safeguarding the client's interest. 6. Interacting effectively with representants of the press. 7. Justifying all choices made during crisis situations to be accountable and learn for future occasions.

Design Thinking Project 1 and Design Thinking Project 2

ECTS credits	10 ECTS (2 x 5)
Code	CO-ICM-DTP1-F-22 (Design Thinking Project I) CO-ICM-DTP2-F-22 (Design Thinking Project II)
Year / Semester / Term	Year 1 / Semester 2 / Term 3&4
Mode of delivery	Workshop
Lecturer(s)	Azar Jurriaanse
Language of instruction	English
Prerequisites and co-requisites	You have to be familiar with research methods as interviews and focus groups, you need to do those for this DTP course.
Course content / outline	<p>The Design Thinking Project is about developing a 'strategic creative communication concept' using the Design Thinking process. This project follows the Design Thinking process which is a 'human-centered', innovative process to solve (business) problems – very similar to User Experience Design framework.</p> <p>The project has two parts: the first part focuses on the research and gaining insights (first 7-8 weeks), and the second part on developing and testing a creative concept (last 8-9 weeks). The assignment and the assignment provider – a real company – are the same for both parts.</p> <p>For this project you will be working in groups, with the same group in both parts. It is not possible to follow only one of the two parts, if you want to follow this module you need follow both parts (total 10 ECTS).</p>
Course material	TBA
Assessment methods & criteria	Group presentation for both parts, the presentation for the second part is a pitch to the client (the assignment provider). There will also be an individual component of the assessment whose details to be communicated later.
Learning outcomes	<p>Throughout the course you will learn to:</p> <ul style="list-style-type: none"> • identify the communication target group(s), • design and conduct relevant Design Thinking research for insight into the target group behaviour, • synthesize and process the research results into user insights, • translates those insights into a communication strategy to influence the behavior of the target group, • apply Design Thinking Ideation tools to develop creative communication concepts and interventions based on user insights. <p>Body of knowledge (BOK) & Professional Skills:</p> <ul style="list-style-type: none"> • Corporate Communication • Accountability • Language • Investigative capacity • Empathy • Agility

Management & Organisation

Digital Skills	
ECTS credits	5 ECTS
Code	CO-ICM-DS-F-22
Year / Semester / Term	Year 1 / Semester 1 / Term 1&2
Mode of delivery	Lectures/Workshops
Lecturer(s)	Paul Schuchhard p.schuchhard@hhs.nl
Language of instruction	English
Course content / outline	<p>This semester course introduces students to the way that technology influences communications and impacts both the sender and receiver. In Digital Skills, students will learn about the difference between traditional communications and digital communications. Following, they will start to learn how to develop an appropriate concept and how to express it through different digital communication channels. This will involve introducing students to the elements of creating (audio)visual products. Students will learn create a podcast, a video, and an edited image from creative design to technical production.</p> <p>In addition, students will learn to give and receive feedback as they peer review each other's work. This stimulates their critical thinking and allows them to use constructive (peer) criticism. It also an emphasises of the importance of giving and receiving feedback in a professional setting. Students will be able to apply feedback lessons directly at the digital skills course.</p> <p>Weekly courses will consist of a newsroom segment and the application of digital skills. The newsroom segment serves as a way to discuss the news and current events with students. It also schedules discussions around the use of the digital skills of the course. By starting the course every week by bringing the outside world in, students will learn the importance of following the news and thinking creatively, more broadly, and critically about the tools they are learning.</p>
Course material	Audacity Da Vinci Resolve Canva Photoshop
Assessment methods & criteria	Portfolio consisting digital products and a logbook
Learning outcomes	<ul style="list-style-type: none"> • Concept & Creation 1: The student develops appropriate, creative communication concepts. → The student uses creative and critical thinking in the development of digital products. The student develops digital products through group work and (peer) review. • Concept & Creation 2: Based on the creative concept, the student creates communication tools and/or a briefing. → The student creates a podcast, a video, and to edit an image. These tasks will be completed within the framework of a course assignment. The student will use digital tools to create the products out of the creative concepts.

Embedded Sustainability in Business

ECTS credits	15 ECTS
Code	MO-HMVT23-SUB
Year / Semester / Term	Year 3 / Semester 1 / Term 2
Mode of delivery	Lectures and group work
Lecturer(s)	Barry Verbeek: b.verbeek@hhs.nl
Language of instruction	English
Course content / outline	<p>General concepts related to sustainability in business will be discussed using a multiple stakeholder approach. Several stakeholder case studies will be discussed and guest lectures from different organisations will explain how they approach sustainability. In previous editions of the minor guest lecturers came from organisations like BMW, Philips, Shell, ING, TNT, Greenpeace, Fairtrade and GRI (Global Reporting Initiative).</p> <p>For the third test (report), students will write a benchmark report in groups. Students choose a sector and then compare and contrast a number of sustainability reports (each student one report). Students develop their own framework of assessment indicators based on the GRI guidelines. In the conclusions, the students present which company communicates better about their sustainability than others, and why.</p>
Course material	Molthan-Hill, P. (2023). <i>Sustainable Management. A Complete Guide for Faculty and Students</i> (third edition). Routledge. ISBN 978-1-032-27920
Assessment methods & criteria	<ul style="list-style-type: none">• Exam (week 6) – individual, 10 open questions about book and lectures (50% of grade)• Portfolio (between week 1 and 5) – individual, one assignment to measure own footprint and one in-class presentation about an article or documentary that interests you (25% of grade)• Benchmark Report (week 6-10, coaching can be done online in January) – group (25% of grade)
Learning outcomes	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none">• Discuss the general concepts of sustainability• Understand the multi-stakeholder approach when it comes to sustainability• Understand the role that corporate communication and stakeholder communication play in communicating about sustainability• Recognise the different approaches to sustainability in business• Discuss the importance of the value chain for sustainability in business• Link sustainability articles to theories that were discussed in the lectures or in the book• Understand the importance for an organization to communicate with stakeholders on their sustainability efforts• Develop a sustainability report• Do research on an organisation's sustainability efforts and translate that into a communicative report• Understand and apply the guidelines of the Global Reporting Initiative (GRI) in a report

Foundations of Research

ECTS credits	5 ECTS
Code	CO-ICM-FOR-F-22
Year / Semester / Term	Year 1 / Semester 1 / Term 1&2
Mode of delivery	Workshops
Lecturer(s)	Dr. Olivier Nyirubugara (o.nyirubugara@hhs.nl)
Language of instruction	English
Course content / outline	<p>Foundations of Research [FoR] is basically a skills module that helps students build and strengthen the “university mindset”. It introduces students to the university as an environment where information is filtered based on certain criteria, actively sought via specific channels, critically processed and analysed before being turned into knowledge that can be reported. All that requires not only information seeking and processing skills, but also research skills and AI literacy as well as critical thinking skills.</p> <p>FoR is divided into three main parts: The first part covers “information seeking skills” and deals with the types of information there are, the characteristics of each, and the sources to which researchers and professionals go for information. The second part covers the “information processing skills” and takes students through the reading and mapping of academic and professional literature.</p> <p>The third delves into “target group research skills” to introduce students to interviewing and focus groups as research methods and to theoretical (behavioural) research. Throughout the semester, special attention is paid to AI literacy (where it’s helpful, where it might be problematic, and ethical considerations).</p>
Course material	TBA
Assessment methods & criteria	Portfolio
Learning outcomes	<ul style="list-style-type: none">• TARGET GROUP & BEHAVIOUR 1: The student maps out the communication target group(s).• TARGET GROUP & BEHAVIOUR 2: The student translates the insights about the target groups into a communication strategy to influence the behaviour of the target group.

Management & Organisation

Intercultural Communication

ECTS credits 5 ECTS

Code CO-ICM-IIC-F-24

Year / Semester / Term Year 1 / Semester 1 / Term 1&2

Mode of delivery Lectures and workshops

Lecturer(s) Han de Looper H.J.H.deLooper@hhs.nl

Language of instruction English

Course content / outline Professionals increasingly find themselves operating in intercultural environments, working for and with people who have different perspectives. Knowledge and understanding of leading theories and practical frameworks on cultural diversity help students prepare for this reality. In the course Intercultural Communication students from different cultural backgrounds sit together and work together to explore leading theories in intercultural communication, focussing on practical business situations. Students are invited to add diverse sources to the leading theories that form the core of the course: Hofstede's Six Dimensions of Culture, Bennetts' Scale of Intercultural Sensitivity and Meyer's Culture Map. Assessment is based on individual effort, achieved through effective work in groups of culturally diverse composition.

Course material

- Nunez, C., Nunez Mahdi, R., Popma, L. (2014). *Intercultural sensitivity: From denial to intercultural competence* (3rd Edition). Royal Van Gorcum, Assen, The Netherlands.
- Meyer, E. (2014). *The culture map: Breaking through the invisible boundaries of global business*. New York: Public Affairs.

Assessment methods & criteria Written exam (100%)

Learning outcomes Upon successful completion of the course the student will be able to:

- Define culture and intercultural communication.
- Describe Hofstede's intercultural communication theory.
- Describe the 8 steps of Meyer's culture map.
- Describe the Bennetts' Model of Intercultural Sensitivity
- Apply these theories to current situations in the real world.
- Examine one's own intercultural experiences critically.

Journalism & Media	
ECTS credits	15 ECTS (minor)
Code	MO-HMVT25-JML
Year / Semester / Term	Year 2,3 or 4, semester 1 Term 1
Mode of delivery	Lectures and workshops
Lecturer(s)	Olivier Nyirubugara / Dominique Darmon o.nyirubugara@hhs.nl / d.darmon@hhs.nl
Language of instruction	English
Prerequisites and co-requisites	Students in the 2 nd , 3 rd . or 4 th year of their programme. Interest and curiosity in how media and journalism work. In semester 1 this course only runs in term 1 as an intensive version, no (or very limited) classes should be taken next to this course in term 1.
Course content / outline	<p>This course explores the roles of journalists in an ever-increasing complex media environment. The goal of this course is to help the communication professional gain a solid understanding of how journalists function in order to work with them efficiently.</p> <p>In the theoretical part, you will examine:</p> <ul style="list-style-type: none"> • Identify media professionals' rights and legal responsibilities. • Define freedom of expression. • Explain the key principles of media ethics. • Reflect on the ethical challenges posed by new technologies, such as generative AI. • Map media systems & their implications • Explain the media power theory • Outline the most important aspects of media economics. <p>In the practical part, you will:</p> <ul style="list-style-type: none"> • Write newspaper articles. • Learn how to focus your story. • Conduct journalistic research. • Learn storytelling techniques. • Conduct interviews. • Produce a mini documentary.
Course material	Randall, D., (2021). <i>The Universal Journalist</i> , (6 th ed), Pluto Press. Weekly readings will be assigned.
Assessment methods & criteria	Portfolio (50%) and Master-proof (50%)
Learning outcomes	At the end of this course students will be able: <ul style="list-style-type: none"> • To define news and journalism • To identify the main tasks of journalists • To map the current developments and discussions around journalism • To produce news stories

Marketing and IMC

ECTS credits	5 ECTS
Code	CO-ICM-MAR-F-22
Year / Semester / Term	Year 1 / Semester 2 /Terms 3&4
Mode of delivery	Interactive lectures
Lecturer(s)	Lee Harris l.j.harris@hhs.nl
Language of instruction	English
Course content / outline	<p>The aim of this course is to provide a broad overview of the marketing process and to help students build a foundation upon which they can build more in-depth knowledge and skills. Established marketing concepts and principles will be introduced and students will apply the theory and models to practical marketing situations.</p> <p>Issues addressed are the roles and importance of marketing, core marketing theories and concepts and contemporary marketing issues. Topics discussed during lectures include gaining an understanding of the consumer and the marketing environment (e.g. consumer behaviour and environmental analysis), customer relationship management, marketing strategy (segmenting, targeting, and positioning), branding, the marketing mix elements (4-P's), marketing of services, marketing in a digital environment, corporate social responsibility. IMC is an approach to achieving the brand and communication objectives of a marketing communication campaign, through the well-co-ordinated use of different communication tools/techniques across different communication channels and using appropriately developed content - that are intended to reinforce each other in delivering a unified message and provide a seamless brand experience.</p> <p>In this module, we examine the IMC framework and processes. Carefully examine the different types of communication tools/techniques, communication channels and content formats - available to create an integrated communication campaign. While at the same time, considering challenges of IMC within an international context, ethical issues, and sustainability.</p> <p>This module will cover a variety of situations, considering the following:</p> <ul style="list-style-type: none">• Communication objectives• Target audience – consumer, business, employee• Value proposition – product, place, person, service• Industry – FMCG, Electronics, Telecommunications, etc.• Related ethical, international, sustainability issue
Course material	<p>Book: Zook, Z.E. & Smith, P.R. (2016). <i>Marketing Communications Offline and Online Integration, Engagement and Analytics</i></p> <p>Philip Kotler / Kevin Keller / Mairead Brady / Malcolm Goodman / Torben Hansen (3rd ed.), 2016, <i>Marketing Management</i>, Pearson, ISBN: 9781292093239</p>
Assessment methods & criteria	Exam
Learning outcomes	<ul style="list-style-type: none">• To define Marketing and the Marketing process• To outline the Marketing environment• To identify a customer value-driven Marketing Strategy

Management & Organisation

Media & Storytelling

ECTS credits	5 ECTS
Code	CO-ICM-MVL-M-23
Year / Semester / Term	Year 2 / Semester 2 / Term 3&4
Mode of delivery	Workshops
Lecturer(s)	Dr. Olivier Nyirubugara o.nyirubugara@hhs.nl
Language of instruction	English
Course content / outline	<p>Storytelling has often been described as one of the most important features that distinguish humans from non-humans. Telling stories happens naturally and mostly in a spontaneous way. At the same time, communication professionals have taken it to a different level by deploying it for tactical and strategic purposes. This module aims to walk students through three processes that, taken together, offer a full picture of how storytelling works. The “Telling” part focuses on the different aspects and techniques that characterize effective storytelling. The “Analysis” component explores the different research methods that professionals use to investigate stories that are told around an issue or a problem. On its part, the “Trend Mapping & Visualization” element explores the ways in which the trends in social media stories are both reported and visualized for executives in a corporate setting.</p>
Course material	TBA
Assessment methods & criteria	Portfolio
Learning outcomes	<ul style="list-style-type: none">• TARGET GROUP & BEHAVIOUR 1: The student maps out the communication target group(s).• TARGET GROUP & BEHAVIOUR 2: The student translates the insights about the target groups into a communication strategy to influence the behaviour of the target group.• CONCEPT & CREATION 1: The student develops appropriate, creative communication concepts.• CONCEPT & CREATION 2: The student creates communication tools and/or a briefing based on the creative concept

Organisational Communication

ECTS credits	5 ECTS
Code	CO-ICM-ORC-F-22
Year / Semester / Term	Year 1 / Semester 1 / Term 1&2
Mode of delivery	Interactive lectures
Lecturer(s)	Barry Verbeek b.verbeek@hhs.nl
Language of instruction	English
Course content / outline	<p>Weekly lectures on:</p> <p>Week 1: Corporate Identity and Corporate Image Week 2: Corporate Reputation Week 3: Stakeholder Management Week 4: Sustainability/ CSR Week 5: Issues Management Week 6: Corporate Branding Week 7: The role of public communication in a democratic society Week 8: Key theories and concepts related to public communication Week 9: The importance of internal communication Week 10: Developing strategies for internal comms, tools and tactics used in internal comms Week 11: Internal communication in times of change and learned helplessness Week 12: Negotiating across cultures Week 13: Corporate image and advertising internationally Week 14: Consult lecture (Q&A)</p>
Course material	<p>To be bought by students: Cornelissen, J. (2020). <i>Corporate Communication. A guide to theory & practice</i> (6th edition). SAGE. ISBN: 978-1526491978.</p> <p>Will be made available for students digitally:</p> <ul style="list-style-type: none">• Pasquier, M & J.P. Villeneuve. (2012). <i>Public Communication. An introduction</i>. In: Marketing Management & Communications in the Public Sector (pp. 149-167). Routledge.• Leach, R. (2009). <i>Public Relations and Democracy</i>. In: Exploring Public Relations (pp. 78-92). Tench R. & L. Yeoman. Pearson Education.• De Mooij, M. (2004). Translating Advertising; Painting the Tip of an Iceberg. <i>The Translator</i>, 10(2). 179-198• CIVICUS Internal Communication Toolkit
Assessment methods & criteria	Cumulative Exam: three part tests in weeks 8, 12 and 16.
Learning outcomes	<p>On successful completion of this module, students have covered the following Learning Outcomes on level 1:</p> <ul style="list-style-type: none">• The student identifies internal and external developments and issues, identifies and prioritises stakeholders, and translates the implications into communication policies.• The student can develop and shape a communication strategy that is in line with the communication goals, which in turn are derived from the organisational goals.

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- The student organises interaction and collaborations and arranges meetings with the aim of making employees more communicative and/or stimulating bonding with the organisation.
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Project Management

ECTS credits	5 ECTS
Code	CO-ICM-PJM-F-22
Year / Semester / Term	Year 1 / Semester 2 / Term 3&4
Mode of delivery	Workshops and Self study
Lecturer(s)	Dan Diojdescu d.diojdescu@hhs.nl
Language of instruction	English
Course content / outline	<p>The popularity of project-based working in organizations has grown in recent decades. Projects are not only used for the development of new products, but also for the implementation of reorganizations, the implementation of information systems and the organization of events. As a student in higher education and later in professional practice, you often have to deal with multidisciplinary project work.</p> <p>During this module you will work on a concrete event plan via a project-based approach. You learn what makes project-based working different from 'ordinary' working.</p>
Course material	1. Project management. A Practical Approach. 5e druk, Roel Grit – Noordhoff Uitgevers Assigned articles (Provided in class and on Brightspace)
Assessment methods & criteria	Portfolio
Learning outcomes	<ul style="list-style-type: none">• The student makes plans for the communication strategy that take into account the target group(s), objectives, budget and time in which it has to be achieved.• The student organises, guarantees and evaluates the implementation and effectiveness of the planned communication activities. <p>At the end of the module:</p> <ul style="list-style-type: none">• You know different types of project management methods.• You know the steps within project management.• You are able to apply the steps of project management.• You are able to make a plan of approach for organizing an event;• You are able to calculate the risks of a project;• You are able to develop an event plan;• You are able to execute an event according to the event plan;• You are able to evaluate the event.• You are able to analyse the composition of their team using the Belbin roles.

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Project: Global Issues

ECTS credits	5 ECTS
Code	CO-ICM-GIMS-F-25
Year / Semester / Term	Year 1 / Semester 1 / Term 1&2
Mode of delivery	Workshops
Lecturer(s)	Diederink Brink d.j.brink@hhs.nl
Language of instruction	English
Course content / outline	<p>This is a module about world problems, challenges, and adventures. Throughout the course we will dive into what's happening in the world around us and look at major trends and developments in relation to the United Nation's Sustainable Development Goals (SDGs) and the education and research priorities of The Hague University of Applied Sciences. For this year's edition, we will in particular focus on NATO and the upcoming NATO summit in The Hague on one hand, and greenwashing on the other hand.</p> <p>Furthermore, you will work on developing a communication strategy step by step in the context of the upcoming NATO summit. The exact assignment changes every year.</p>
Course material	TBA
Assessment methods & criteria	Individual oral assessment. Students are required to participate in the assessment in person in January, so this is not for the students who will return home during Christmas and won't be able to come back for the assessment.
Learning outcomes	<ol style="list-style-type: none">1. The student identifies internal and external developments and issues relevant for the assignment.2. The students describes and prioritizes stakeholders and translates the implications into the communication policy.3. The student formulates an organizational issue/ problem/ ambition and a communicational goal that's derived from the organizational issue/ problem/ ambition.4. The student develops a communication strategy that is informed by the external and internal analyses. The strategy aligns with the organizational issue/ problem/ ambition and the communicational goal and that is informed by the (target group) analyses they've conducted.5. The student communicates their strategy in a structured and clear manner both orally and written; their presentation and written work follows the APA guidelines (7th edition).

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Public Relations	
ECTS credits	5 ECTS
Code	CO-ICM-PRE-M-24
Year / Semester / Term	Year 2 / Semester 2 / Term 3&4
Mode of delivery	Workshops
Lecturer(s)	TBA
Language of instruction	English
Course content / outline	<p><i>Public relations (PR) have evolved to become more complex and dynamic. PR is no longer about creating a positive image for an organization, but also about managing communication namely building relationships with stakeholders and the public (Moss & DeSanto, 2011). Therefore, the umbrella of PR opens an opportunity to integrate relevant areas of organizational communication such as issue & reputation management, issue management, and crisis communication.</i></p> <p>*This module mainly aims to equip students with the knowledge and skills required to create effective communication strategies that resonates with stakeholders.</p> <p>Students will identify the critical role of corporate communication in building and maintaining relationships with the various stakeholders of an organization. This involves providing students with an understanding of the role of public relations professionals in the current environment and how they can leverage PR to champion important causes.</p> <p>By the end of the course, students should be equipped with the knowledge and skills to navigate the dynamic field of Public Relations, employing strategic thinking to positively impact organizational communication and relationships.</p>
Course material	TBA
Assessment methods & criteria	Portfolio
Learning outcomes	<p>Core Area: Context & Strategy (C&S) Learning outcome 1 The student identifies internal and external developments and issues, identifies and prioritizes stakeholders, and translates the implications into communication policies.</p> <p>Core Area: Target Group & Behaviour (TG&B) Learning outcome 1 The student maps out the communication target group(s).</p> <p>Core Area: Planning & Organizing (P&O) Learning outcome 1</p>