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HRQM Study Programme

**Arnhem Business School
Faculty of Business and Management**

Human Resources & Quality Management

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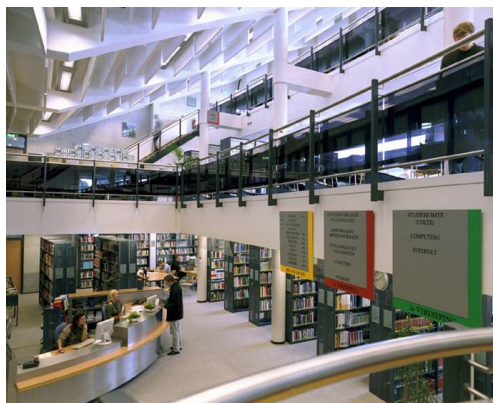
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Arnhem Business School

Arnhem Business School (ABS) is the international department of the Faculty of Economics and Management of HAN University of Applied Sciences. The campus is spread over the cities of Arnhem and Nijmegen, with ABS situated in Arnhem. The school offers bachelors and masters degree programmes taught in English, in business, logistics and management to about 600 students from more than 20 different countries.

ABS international focus is reflected in the international themes of the study programmes, and in the importance given to students spending part of their study abroad. The presence of foreign lecturers and the relationships with a large number of foreign companies and institutes of higher education are also of great importance to the international positioning of the programmes. ABS has agreements with about 80 partner institutes all over the world. Cooperation agreements include student and staff exchange programmes, joint research and the development of common projects and degree programmes.



Profile of the study programme

Human Resource and Quality Management are increasingly important functions, playing significant roles in the management of organisations: virtually every manager, regardless of the area of specialisation, has responsibility for managing the human resources and the quality of the organisation. The HRQM study programme was developed to train students for policy and management functions in industrial and governmental organisations in an international context.

The study enables students to explore the interrelationship between HRM and QM and the wider international business setting. It prepares students to be successful international (general) managers that can use HRQM theory and practices as “added value to the business”. The programme therefore is especially designed to provide students with in-depth knowledge, effective skills and sufficient competencies to reach these goals.

It is also designed to cover the theoretical and practical aspects of HRQM in contemporary international organisations. The study examines the role of HRQM in organisational changes and quality management with emphasis on selecting, developing, and compensating the organisation’s human resource and on managing the quality.

Important basic HRQM activities include all the processes in organisations related with analysing jobs and writing job descriptions, recruiting and hiring employees, rewarding motives and evaluating the job performance of employees, providing training, determining pay and benefits, ensuring safety and health and complying with employment laws and regulations. The underlying quality thinking plays an essential role in these processes in which measuring, monitoring and developing of quality systems will be practised.

The special focus of the study programme is on the important parts of modern Human Resource and Quality Management: ethical management, intercultural management, change management, strategic HRM, Total Quality Management, the environment and international aspects and organisational processes.

Lectures in the HRQM programme are held in small groups, and are taught by professionals from the field of business and Human Resources. The study is well linked to the actual business environment, and students get familiar with the newest trends in the global market.

After successfully completed the HRQM programme, you will obtain a certified bachelor degree in Human Resources and Quality Management.

Foundation year

All English bachelor programmes begin with the International Foundation Year (IFA), which starts at the end of August and at the end of January each year. In the first year,

you are introduced to the fundamentals of the business world, and receive a good basic knowledge of business and management. You will write a business plan based on the theories taught in Marketing, Business Communication, Finance, Macro-economics, Organizational Behaviour, Logistics, Human Resources, Statistics and Accounting.

Main phase

After successful completion of the foundation year, you will enter the main phase of the study programme, which lasts for 3 years.

The HRQM studies programme is practical oriented; applying skills and knowledge in projects and assignments is an essential part of the study. By working in groups, students simulate a real working environment. You will form your own company with fellow students, conduct research for a real company, and have the opportunity to compete with other students in the various projects offered during the 4 years of study. Additional skills, like business English and second foreign language are taught, which are useful for a future career.

The international orientation of the study is revealed in the content of the lectures and the projects. Furthermore, in order to expand the international experience, you will spend part of your study abroad, studying at one of the partner universities and doing a work placement in a country of your choice.

Through the work placement, the study abroad and the graduation assignment, you will have the possibility to gain more knowledge in a specific desired area.

In the following pages you can find a detailed description of each year in the main phase.

Main phase - 2nd Year

In the second year, you specialise in and receive a more detailed and broader picture of the Communication field. Six main study units are offered, which introduce the essentials of the field, and provide knowledge and skills through lectures and group projects.

1. Human Resource & Quality Management (15)

The study unit Human Resource and Quality Management (HRQM) enables you to understand the principles of HRM and how to apply these appropriately. Furthermore, you learn the basic principles of Total Quality Management and how to manage quality in an organisation.

Study Unit Courses:

- Human Resource & Quality Management 1&2
- International Management
- Study Career Coaching

2. International Environment (7.5)

You are provided with knowledge of the existence of and relations between different constitutional law systems, economic systems, international treaties, international financial transactions and economic developments.

Study Unit Courses:

- International Economics 2
- Accounting & Finance 3
- International Law

3. International Communication & Culture

Cultural differences are important to understand when operating in the global market. You will learn to outline strategies for adapting to these differences. Furthermore, you will learn to express yourself fluently in English, and at an intermediate level in a second foreign language.

Study Unit Courses:

- Business Management Game
- Business Communication
- Dutch/ French/ German/ Spanish (choose one)

4. International Human Resource & Quality Management (15)

In this study unit you get an overview of international management from the perspective of HRQM, and develop a strategic approach of the role that HRQM plays in the international business context.

Study Unit Courses:

- International Human Resource & Quality Management
- HRQM Project
- Business Ethics, HRQM and Communication

5. Research (7.5)

You will execute research in the professional HRQM field in project groups and will present the results to the client. Students will have supporting lectures in research methods, statistics and management information systems. These supporting lectures will be given separately and will be assessed in an integrated or separate way.

Study Unit Courses:

- HRQM Research
- Research & Statistics 3
- Management Information Systems

6. Business Communication (7.5)

You continue with one of the four foreign languages. Attention will be paid to the use of language in a business environment. At the end of this study unit, you will not only be able to study or do your internship in an English speaking country, but also in a region of their second language.

Study Unit Courses:

- Business Communication 4
- Dutch/French/German/Spanish

Main phase - 3rd Year

In the third year, you expand your knowledge and international orientation by studying and doing a work placement abroad. Students are advised to do both of these semesters abroad, but they also have the possibility to complete the 1st semester at Arnhem Business School. Dutch students of HRQM are strongly advised to spend both semesters abroad.

There is no fixed order of these two semesters. It is thus possible to do the internship before the study abroad.

Study Abroad

The communication Studies program offers a unique opportunity to study at a partner institute abroad. Many students use the study abroad semester to specialize in a particular business discipline at a partner university, to learn more about the culture of the country, and to improve their language skills. The study abroad is a 'minor' program to stimulate students to deepen or broaden their knowledge. The program is flexible and you select the courses independently.

You can choose from a wide selection of partner universities across the globe, which offer interesting courses for HRQM students. Some institutions that participate in this programme are located, for example, in Australia, Spain, USA, UK, New Zealand and Mexico.

Work Placement

A placement abroad gives the study and the CV an added value. You will get first-hand experience of business life. You will learn not only about business practices, but also about your own performance in a professional situation. By doing the placement abroad, you are confronted with different language, culture and habits, and benefit from having an international work experience.

Students are free to choose a work internship in an HR and/or quality department of a company, in a governmental organisation, or in an HR and/or quality management consultancy. During their internship, students are expected to receive job-related training and experience in a range of departments, to perform tasks that challenge ability and creativity, and enhance their personal skills.

When doing the E-Cluster at Arnhem Business School, HRQM students can opt for one of the 7.5 EC courses offered to students of the IBMS E-Cluster as their “minor”. The term “minor” indicates that these study units do not belong to the “core” study units needed for the competencies and professional products in HRQM (“major”).

1. Change Management (15)

You will acquire in-depth knowledge, effective skills and sufficient competencies with respect to change management. The programme is designed to cover the theoretical and practical aspects of HRM and Quality Management in contemporary international organisations with emphasis on change management and the counselling and consulting function within the organisation.

Study Unit Courses:

- Change Management
- HRQM Project
- Human Resource Accounting 1
- Counseling and Consulting

2. International Labour Law (7.5)

This unit offers an understanding of the basic principles of labour law and social security law in an international setting. They learn to apply the most commonly used laws and conventions, and to do a thorough comparative legal research.

Study Unit Courses:

- International Labour Law

3. E-cluster Minor (7.5)

You can choose one of the 7.5 EC modules offered in the E-Cluster of the IBMS programme. For more information see the IBMS Prospectus and study guides from other international study programmes (Business Logistics Management, International Communication or International Finance and Control)

Study Unit Courses:

- To be chosen from other international study programmes: IBMS, Communication, International Finance &Control, Business Logistics & Management

Main phase - 4th Year

In the fourth year you will gain more knowledge and skills, by completing three study units in the first semester. The second semester will be dedicated to your graduation assignment.

1. Strategic Human Resource and Quality Management (15)

This course provides conceptual and analytical frameworks to help you understand different strategies and approaches for managing human resources and quality. You will also apply the knowledge and critical thinking in the area of strategic HR and Quality management.

Study Unit Courses:

- Strategic Human Resource and Quality Management
- Project Management
- Human Resource Accounting 2

2. Intercultural Management (7.5)

You learn to describe, discuss and apply various cross-cultural and intercultural research models, relate the issues of company structure and culture to international management issues. Furthermore, you learn to describe and reflect upon the perceived behaviour of yourself and of others.

Study Unit Courses:

- To be chosen from other international study programmes: IBMS, Communication, International Finance & Control, Business Logistics & Management

2. Operational Plan IBP (7.5)

You work with IBMS students in project groups, and learn how to compose an International Business Plan on a strategic, tactical and operational level, including all relevant topics such as management, marketing, legal issues, finance & accounting, HRM and logistics.

Study Unit Courses:

- Operational Plan IBP

Examples of Graduation Assignment results:

- Strategic HRM
- Quality management
- HR Policy and Process Improvement
- Change management
- International HRM
- Performance and reward systems
- Improvement of HR skills

Graduation Assignment

In the second semester of the final year you will undertake a graduation assignment for a company. You will give an advice on a policy level to a company, using the knowledge, insight and skills you have gained during the education.

It can be carried out in a company or a governmental organisation. Here, students can be seen as taking on the role of a junior consultant, identifying, analysing and solving problems related to HR and Quality Management. The graduation assignment results in an HRQM plan.

Professional opportunities

The HRQM graduates hold the title of a “Bachelor of Business Administration” and are qualified for various job positions such as: training officer, recruitment officer, staffing consultant in an employment agency, management consultant in organisations and quality control officer.

Not only will HRQM graduates develop within their own specialisation, but they can also develop toward several positions in the general management of organisations or companies. Their specialisation in the field of HRQM gives them the extra knowledge, skills and competencies to use human resource and quality systems as added value to their companies and business in general.

HRQM graduates are characterised by being reliable, creative, empathetic, and adaptive and by demonstrating correct manners. They are also stress-resistant, have analytical and problem-solving skills and they know when to call in outside experts.

The characteristic responsibilities and expertise of experienced HRQM graduates are:

- Developing, preparing, implementing and assessing the (international and strategic) human resource and quality processes and policies in their firms
- Planning and evaluating of national and international regulations, legal aspects and case laws
- Defining and managing international human resource and quality instruments and processes
- Knowledge, skills and competencies to integrate their expertise in HRQM in other disciplines in the business like marketing and sales, finance, logistics, communication and ICT.

HRQM graduates are aware of current social and political developments and can make use of relevant international legislation and regulations for management and organisations. They can bring the HRQM to and keep it at an integrated international level and are able to make balanced decisions on the basis of knowledge, skills and competencies. They are specialised in dealing with cultural differences in general and are specified in intercultural management. This makes the graduates good negotiators at an international level. Their management competencies are based on being a team player with leadership capacities, stimulating people to achieve company goals.

Appendix / course description

C cluster

Human Resource & Quality Management

1. Human Resource and Quality Management 1 (CHQHRM1B)

Course

- Human Resource and Quality Management (1)
- Process Management

Weighting Factor 5 EC

Objectives

- Explain the strategic importance of HRM to achieving corporate objectives
- Describe and apply the principles of HR planning and job analysis
- Explain and evaluate good practice in recruitment, selection and introduction
- Explain the strategic importance of QM
- Describe several QM models
- Practice QM on their own (study) situation
- Work with an European QM model (EFQM)
- Provide an overview of principles, concepts and techniques of process management
- Learn how to develop a business process strategy that meets stakeholder needs
- Apply the values of HRQM to improve business processes and drive continuous improvement

Concrete Competency

- Understanding the principles of HRM
- Understanding the meaning of quality as an important topic
- Learning how to manage quality in an organisation
- Explaining the strategic importance of QM
- Applying the principles of HRM appropriately and gaining insight into issues and situations that will occur at the workplace
- Identifying, clarifying and managing business benefits arising from process change
- Understanding the meaning of 'process-thinking' and be able to explain why process-thinking is practised
- Knowing process management steering-methods
- Being able to explain the connection between 'strategic goals' and 'result areas'
- Having an understanding of the SqEME® methods and be able to describe the enterprise according to the SqEME® method
- Being able to explain the terms 'top down' and 'bottom up' in relation to performance-management

Topic

- HRM instruments for the main features: planning, job analyses, recruiting, testing and selecting, orientation, training and development, appraising performance
- Strategic issues in HRM and QM
- Managing employee safety and health
- International and comparative perspectives in HRM
- Managing processes in organisations
- The practice of QM
- QM models
- Best practices in HRQM

Professional Products

- Delivery and defence of an operational trainings plan to a (simulated) management team
- Presentation of the basic knowledge of quality systems in form of a paper
- Experience with a management team
- Teamwork and team presentation
- Process descriptions and flow diagrams.

2. Human Resource and Quality Management 2 (CHQHRM2B)

Course Code CHQHRM2C

Weighting Factor 5 EC

Objectives

- During the period of the semester students will make an operational HRQM–plan for a business organisation. This part of the study unit is related with the project that the students followed in the foundation year (OPL1). The focus will be on the implementation of the individual operational HRQM plan that the students made as part of that project.
- Examine and learn the impact, which environmental factors have on the management of HRQM practices, processes and policies in an organisation
- Give consideration to the links between HRQM and current debates on topics such as employee relations, quality management (TQM), entrepreneurship, downsizing and employee commitment

Concrete Competency

- Describing and applying the principles of HR planning and job analysis
- Describing and applying the principles of quality
- Identifying appropriate HR approaches to developing the workforce
- Explaining the strategic importance of QM
- Describing several QM models
- Applying knowledge to manage process projects effectively
- Identifying, clarifying and managing business benefits arising from process change
- Understanding the meaning of ‘process-thinking’ and being able to explain why process-thinking is practised
- Knowing process management steering-methods

Topic

- Employee relations
- Quality management (TQM)
- Entrepreneurship
- Downsizing
- Employee commitment

Professional Products

- Delivery of an operational Human Resource and Quality Management plan
- Presentation to a (simulated) management team
- Individual paper on HRQM topic
- Independent work on topic
- Group presentation
- Integration of quality systems and use of process management in operational plan

3. International Management (CHQ-INM1B)

Course Code CHQ-INM1B

Weighting Factor 5 EC

Objectives

- Be aware of and have insight into the relationship between one's personality and the organisation in which one works
- Communicate personal and organisational interests effectively, both internally and externally
- Reflect on one's behaviour in work-related situations
- Integrate and communicate insight, awareness and reflection into a practical approach in work-related situations

Concrete Competency

- Managing oneself in an international business environment
- Communicating and integrating personal and organisational interests effectively both internally and externally
- Being able to reflect on self-behaviour in work-related situations

Topic

- Learning styles
- Organisational models and systems
- Personal SWOT
- Team building
- Motivation
- Preparation for a year abroad
- Application procedure
- Personal and organisational culture
- Personal Development Plan

Professional Products

- Personal Development Plan (PDP)
- Professional attitude towards internship abroad
- Reflection papers

4. Study Career Coaching (CHQSCC1A)

Course Code CHQ-SCC1A

Weighting Factor n/a

Objectives

- Understand the common theme in one's learning process of professional competencies: How do I obtain professional and BBA competencies? How much progress have I made? What are my strengths and weaknesses? Etc.
- Receive support for standard matters involving the development of competencies, reflecting on study progress and development, study planning, making choices, managing study career, etc.
- Gain full responsibility of oneself, one's choices, one's career, etc.

Concrete Competency

- Becoming responsible for one's choices, actions and the consequences of all of these

Topic

- Analysis of the entire study career
- Skills and competencies
- Progress and development
- Personal SWOT

Professional Products

- Personal Development Plan (PDP)

International Environment

1. International Economics (CEVECN2C)

Course Code CEVECN2C

Weighting Factor 2.5 EC

Objectives

- Be able to analyse the international dimension of (open) economies
- Be able to apply a number of trade-theories and their implications for trade policies, also in combination with the Balance of Payments
- Describe the influence of exchange rates (systems) on the Balance of Payments
- Understand EMU, Euro and optimum currency areas

Concrete Competency

- Having the ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions on international business

- Assessing the impact of these trends on his own activities as well on the business policy

Topic

- Trade theories and trade policy
- The Balance of Payments
- Exchange rates and exchange rate systems
- Exchange rates: the EMU and the Euro

Professional Products

- An economic analysis of the international environment

2. Accounting and Finance 3 (CEVACF4A)

Course Code CEVACF4A

Weighting Factor 2.5 EC

Objectives

- Understand key features of international finance of companies and institutions,
- Gain skills to formulate a financial basis for business plans and reports with a relevant and clear (international) financial chapter

Concrete Competency

Due to the high level of integration of this study unit the competencies for the separate courses are equal to those for the study unit as a whole.

Topic

- Cost allocation
- Cost information
- Balanced Score Card
- Decision Models
- Financing & Capital Structure

Professional Products

- Management financial briefings

3. International Law 1 (CEVILW1C)

Course Code CEVILW1C

Weighting Factor 2.5 EC

Objectives

Receive a general introduction to international business law

Understand the legal families of the world, international law, contracts and corporate law

Be able to recognise, diagnose and solve business-related legal problems

Concrete Competency

- Being able to assess legal problems that may arise while doing business internationally
- Being aware of the differences in the legal systems of countries around the world in comparison with the Dutch legal system

Topic

- Legal families of the world. Legal principals of Dutch law
- International law: the Vienna Convention on the International Sales of Goods
- Compare Contract law of several countries
- Corporate law

Professional Products

- A legal analysis of the international environment

International Communication & Culture

1. Business Communication 3 (CCBBUC3F)

Course Code CCBBUC3F

Weighting Factor 3.75 EC

Objectives

- To experience all steps in an application procedure
- To write a formal business report
- Level of Common European Framework to be obtained: B2/C1

Concrete Competency

- Being able to express oneself fluently and correctly in English, both in speech and writing
- Understanding the ethical, normative and social issues related to the professional practice and accepting the responsibility for one's actions
- Leading discussions, expressing ideas, making proposals, drafting reports and giving presentations
- Being able to make proper use of audio-visual aids in presentations

Topic

- Writing a letter of application
- Taking part in a job interview, both as an interviewer and as an interviewee
- Report writing
- Giving feedback

Professional Products

- Letter of application
- Curriculum Vitae

- Job interview
- Business report

2. Business Management Game 1C (CCBBMG1C)

Course Code BMG1C

Weighting Factor n/a

Objectives

- Hold business meetings;
- Negotiate in an English speaking environment
- Write letters, reviews, complaints, summaries, etc.
- Level of Common European Framework to be obtained: B2/C1

Concrete Competency

- Running a company by making strategic and tactical decisions according to rules representing the economic laws to which many Western companies are subject
- Gaining insight into financial and economic aspects, into interaction of business sections
- Developing teamwork skills

Topic

- Decisions concerning procurement, production
- Marketing and personnel
- Finance, how to make a liquidity survey
- Advertising, negotiations

Professional Products

- Business meetings
- Business negotiations
- Letters of complaint
- Reviews
- Summaries

3. Dutch/ German/ French/ Spanish

D Cluster

**International Human Resource and
Quality Management**

1. International HRQM (DIQIHM1A)

Course Code DIQIHM1A

Weighting Factor 5 EC

Objectives

- To overview international management from the perspective of HRQM, and to develop a strategic approach of the role that HRQM plays in the international business context

Concrete Competency

- Developing the knowledge and skills to plan and manage international human resource strategies
- Developing a basic understanding of the concepts and theories of international Human Resource Management
- Being able to conduct research of specified features of selected countries, including political and economic context, institutional frameworks, cultural features, approaches towards and developments in recruitment, training and development and compensation

Topic

- HRQM **policies and processes** across international boundaries, including strategic international HRM, Total Quality Management, country cultures, staffing the global enterprise, training for international assignments and compensation
- The host **context** through provision of insights into HRM and Quality management in selected regions, including the U.S., Western and Eastern European countries, China, Japan and Africa

Professional Products

- Paper with a comparison of the Human Resource and Quality Management of two countries
- Group presentation
- Research on HRQM practise and policies

2. HR Project (DPJHRP1A)

Course Code DPJHRP1A

Weighting Factor 5 EC

Objectives

- Create a learning environment in which everyone in the class can learn from each other and test each other's thinking
- Apply critical thinking skills to a variety of advanced HR and QM issues

- Run a Human Resource and Quality Department so as to meet the most critical needs of the organisation while operating within a predetermined budget
- Experience managing a Human Resource department

Concrete Competency

- Being able to run a (computer) simulated human resource department
- Being able to lead management team meetings
- Being able to write management reports and annual reports

Topic

- HRQM **policies and processes** across international boundaries, including strategic international HRM, Total Quality Management, country cultures, staffing the global enterprise, training for international assignments and compensation
- The host **context** through provision of insights into HRM and Quality management in selected regions, including the U.S., Western and Eastern European countries, China, Japan and Africa

Professional Products

- Simulated role as HR director
- Decision-making and result responsible for HRQM department
- Accountability for HR and Quality budget in a simulated organisation
- Management reports
- Annual reports
- Quality systems
- Management team meetings

3. Business Ethics, HRQM and Communication (DEM-BHC1A)

Course Code DEMBHC1A

Weighting Factor 5 EC

Objectives

- Understand the main features of human resource and quality management, managing business ethics and intercultural communication
- Understand appropriate policies, concepts and instruments to handle all topics
- Develop skills concerning all topics in an integrative way
- Develop general skills like problem solving, working in groups, interviewing, discussing and presenting
- Develop a sensitivity related to the awareness of cultural influences in all the topics discussed

Concrete Competency

- Being able to recognise and explain cultural and related ethical issues
- Being able to explain the function of communication and ethical arguments in relation to human resources in management
- Developing general intercultural communicative, ethical and HRQM skills

Topic

Human Resource Management

- Strategic issues in HRM
- Managing quality, productivity and employee safety and health
- International and comparative perspectives in HRM
- HRM instruments for the main features: planning, job analyses, recruiting, testing and selecting, orientation, training and development, appraising performance and firing in relation to BE and HCD

Human Communication Development

- Communication models
- Verbal and non-verbal communication
- Directive and non-directive conversation
- Interviewing / questioning
- (Inter-)Action in intercultural environments

Business Ethics

- Basic ideas on ethics: important theories and practices
- Personal ethics and Business ethics
- Ethics on the workfloor: ethics and HRM
- International ethical developments
- Ethics and sensitivity
- Dilemma's

Professional Products

- Sensitivity related with the awareness of ethical issues in Business situations
- Self-confidence and self-reliance
- Reflecting on ethical dilemma situations

Research

1. Research (DRSRES1D)

Course Code DRSRES1D

Weighting Factor 7.5 EC

Objectives

- Understand the role of HRQM research in (international) business
- Know to apply research techniques and methodologies so as to translate the results of research and analysis into relevant recommendations including suggestions for further areas of research

Concrete Competency

- Designing and executing a research project
- Managing the project including planning, control, budget
- Conducting formal meetings

- Dealing with research problems (conceptualization)
- Acting carefully and punctually and produce output that is literate, numerate and coherent
- Applying research methodologies
- Reflecting on strengths and weaknesses and indicating how and when any weaknesses can be improved
- Developing a critical evaluation of one's own actions

Topic

- HRQM research
- Project skills

Professional Products

The final report and presentation of the research project.

Sub-products:

- Debriefing
- Project plan
- Applied research methodology
- Code book and primary analysis

2. Research and Statistics 3 (DRSRST3B)

Course Code DRSRST3B

Weighting Factor n/a

Objectives

- Master the fundamentals of gathering, editing, analysing and presenting the data that are collected while conducting research surveys.
- Apply the survey and statistical techniques from the foundation year modules RST1 and RST2 in the real-live context of the research project
- Master the software package SPSS for Windows as to apply it in the research project
- Develop a critical attitude towards the actions of gathering, editing, analyzing and presenting data and towards the results that are obtained

Concrete Competency

Profession-related competencies

- Developing organisational policies
- Entrepreneurial management
- International marketing management

Generic IBMS competencies

- communication
- analysing and processing information
- planning and organising
- learning and self-development
- being ethically responsible

Topic

- Measurement in research
- Determining the size of a sample
- Non-sampling error in market(ing) research
- Basic data analysis: descriptive statistics
- Testing of hypotheses
- T-test and Anova
- Association and Chi Square test

Professional Products

The final report and presentation of the research project.

Sub-products:

- Debriefing
- Project plan
- Applied research methodology
- Code book and primary analysis

3. Management Information Systems (DRSMIS1A)

Course Code DRSMIS1A

Weighting Factor n/a

Objectives

- Have insight into and knowledge about modern information systems and how to use these to maximise performance of several departments of an organisation

Concrete Competency

- Due to the high level of integration of this study unit the competencies for the separate courses are equal to those for the study unit as a whole.

Topic

- Definitions and terminology
- HRQM related Information Systems within the enterprise
- HR Scorecard and strategic alignment
- BPR (Quality management and Six Sigma)
- E-Business, E-HRM

Professional Products

- Analysis of an information system

Business Communication

1. Business Communication (DCFBUC4F)

Course Code DCBBUC4F

Weighting Factor 3.75 EC

Objectives

- Hold business meetings;
- Negotiate in an English speaking environment
- Write letters, reviews, complaints, summaries, etc.
- Level of Common European Framework to be obtained: B2/C1

Concrete Competency

- Expressing oneself fluently and correctly in English, both in speech and writing
- Understanding the ethical, normative and social issues related to the professional practise and accepting the responsibility for one's actions
- Being able to lead discussions, express ideas, make proposals, draft reports and give presentations
- Making proper use of audio-visual aids in presentations

Topic

- Meetings
- Negotiations
- Writing exercises

Professional Products

- Business meetings
- Business negotiations
- Letters of complaint
- Reviews
- Summaries

2. Dutch/ German/ French/ Spanish

E cluster

Change Management

Course Code HRQCHM (4 EC)
HRQCOU (4 EC)
HRQHRE (3 EC)
HRQHRA1 (4 EC)

Weighting Factor 15 EC

Objectives

- Research and analyse adaptability organisation
- Use styles of counselling and consulting
- Understand change management theories
- Do the budgeting and accounting of HRQM-related issues
- Train consultancy and counselling skills
- Train communication, acquisition and contracting skills
- Understand Balanced Scorecard and HR Scorecard, HRQM investment
- Handle resistance

Concrete Competency

- Running a company by making strategic and tactical decisions according to rules representing the economic laws to which many Western companies are subject
- Gaining insight into financial and economic aspects, into interaction of business sections
- Developing teamwork skills

Topic

- Decisions concerning procurement, production
- Marketing and personnel
- Finance, how to make a liquidity survey
- Advertising, negotiations

Professional Products

- Change management plan
- Role of HR and Quality manager of a department
- Budget responsibility
- Management team experience
- Decision making as responsible manager
- Annual report making

International Labour Law

Course Code HRQILLW
Weighting Factor 7.5 EC

Objectives

- The course will focus on a broad range of topics concerning labour law and social security law. The students will get an understanding of the basic principles of labour law and social security law in an international setting. Besides the basic principles, attention will be paid to comparative labour law and social security law in two European countries.
- Understand the importance of law as it relates to HRM
- Identify the sources of legal obligations in employment law
- Understand the importance of the contract of employment and its essential terms
- Identify the legal requirements at various stages of employee recruitment and selection
- Discuss the procedures for terminating employees
- Understand the employee's rights of review upon dismissal

Concrete Competency

- Being able to recognise, diagnose and solve social security related legal problems
- Having knowledge about various laws and conventions about social security in The Netherlands and in the European Union
- Being able to give a lesson/instruction about a subject of social security law of a certain country

Topic

- introduction into Dutch labour law
- principles of European labour law
- principles of International labour law
- the influence of labour unions and work councils
- various types of labour contracts
- comparative labour law
- expatriates
- concepts of social security law
- social security in Europe (ESC, EC- and EU treaty)
- unemployment
- sickness
- disability
- retirement
- children / maternity
- comparative analysis

Professional Products

- Presentation
- Written report

F cluster

Placement

Course Code PLA1A.R
Weighting Factor 30 EC

Objectives

- Develop job-search skills
- Provide an extended period of work experience which has some element of responsibility and challenge
- Foster an ability and the self-confidence to operate in an employment context
- Consolidate and apply academic learning and skills in a work environment

Concrete Competency

- Recognising and assessing developments in and surrounding the organisation
- Planning and doing work connected with organisational and legal problems within a company
- Analysing, diagnosing and assessing company processes in order to make the organisation more effective and efficient
- Giving advice with regard to execution and change processes
- Communicating within the organisation

Professional Products

- Company description, including a plan of approach
- A final report with a solution to the problem to be solved
- A reflection report about the student's own behaviour and personal progress during the Internship
- The student will make a portfolio, containing his/her PDP, feedback forms, proof of attending the workshops and the assessment of the professional products. The entire portfolio will serve as proof of having acquired the competencies.

G cluster

**Strategic Human Resource and
Quality Management**

- 1) Strategic Human Resource and Quality Management (SHRSHR)
- 2) Project Management (SHRPRM)
- 3) Human Resource Accounting 2 (SHRHRA2)

Course Code SHRSHR
SHRPRM
SHRHRA2

Weighting Factor 15 EC

Objectives

- Provide conceptual and analytical frameworks to help understand different strategies and approaches to managing human resources and quality
- Examine key specific strategic HR and QM issues
- Be able to select and justify appropriate approaches to Human Resource and Quality Management in different organisational contexts
- Develop the intellectual skills commensurate with producing carefully researched strategic analysis
- Apply knowledge and critical thinking in the area of strategic HR and Quality management
- Develop research, analysis, organisational, presentation and written skills

Concrete Competency

- Analyzing the business and competitive environment, macro-environment
- (PEST), competitive environment, strategic group analysis, competitive positioning, strategic fit
- Evaluating the strategic assets and capabilities of an organisation: value chain, value system/network, resource and capabilities audit, threshold and core competences, threshold and unique resources, dynamic capabilities, strategic stretch
- Assessing the organisational context: stakeholders, corporate governance, business ethics, culture, organisational structure, parenting, mission, vision, values and objective
- Developing, evaluating and recommending strategic options: portfolio strategy, generic strategy, competitive strategy, evaluation of options – suitability, feasibility, acceptability, linking options to environmental analysis and organisational capability, recommendation of option
- Drawing up an implementation plan: short-, medium- and long-term, barriers to implementation (force field analysis), milestones, change management (change methods), functional strategy, measuring performance (Balanced Scorecard and HR Scorecard)
- Understand the legislative, cultural and institutional framework in which human resource and quality management takes place

Topic

- All employment issues under the heading of Human Resource and Quality Management related to reward, recruitment and selection
- The Employment Relationship and the Psychological Contract
- Types of Human Resource and Quality Management
- Employee Involvement and Participation
- Human Resource Planning
- Human Resource accounting
- Diversity Management
- Ethical Issues in HR
- Work Life Balance
- Labour Flexibility
- Performance Management
- Labour Management and Control
- Appraisal and appraisal-related pay

Professional Products

- Strategic Human Resource and Quality Management plan
- Presentation in a management team meeting

Intercultural Management and Negotiation Training

Course Code GHRICU
Weighting Factor 7.5 EC

Objectives

- Gain insight into one's own culturally based assumptions and behaviour as well as those of other cultures.
- Become aware of communication aspects of cultures (including inter-cultures)
- Reflect on special forms of communication throughout the training
- Prove understanding of the categories used for description

Concrete Competency

- Being able to describe, discuss and apply various cross- and intercultural research models (amongst others: Hofstede, Trompenaars, Gannon and Bolten)
- Relating the issues of company structure and culture to international management issues especially focusing on communication, describe perceived behaviour of self and others and reflect upon it, using the terminology of the models mentioned

Topic

- The course focuses on practical subjects such as negotiations, meetings, communication, planning, management and leadership, which are affected by cultural differences.
- Intercultural communication
- Intercultural negotiation
- Social-communicative skill
- Self-communicative skill
- Time management
- Self-organisation
- Negotiation skill

Professional Products

- Presentation
- Conversation in groups
- Written assignments
- Self-reflection report

Operational Plan

1. International Business Plan (GHROPL)
2. International Marketing Management (GHRIMM)

Course Code GHROPL
GHRIMM

Weighting Factor 7.5 EC

Objectives

- Understand different strategies and approaches to give HR and QM an added value to the business
- Examine key specific strategic HRQM issues and select and justify appropriate approaches to human resource and quality management in different organisational contexts
- Develop the intellectual skills commensurate with producing carefully researched strategic analysis
- Learn to apply knowledge and critical thinking in the area of strategic HR and Quality management and they will be able to place HRQM within the wider organisational and business context

Concrete Competency

- Explaining differences in strategic approaches to managing human resources and quality, and make professional decisions and recommendations within different contexts

- Through acquired knowledge, identifying the connection between specific HRQM decisions and strategy to be able to promote good practice
- Contributing to HRQM policy and strategy development in a business plan
- Explaining and developing a strategy and policy, demonstrating knowledge of resource techniques including recruitment and selection, and human resource planning
- Advising on employment flexibility and 'work life balance' policy
- Showing awareness of diversity and ethical issues in the employment context and their practical consequences
- Devising an overall reward strategy, including benefits
- Critically analysing the relevance of different types of job evaluation and undertake job evaluation
- Collecting and synthesizing HRQM information relating to an organisation's strategy
- Applying cognitive skills in undertaking research into the strategy of an organisation
- Recommending strategic options and developing an implementation plan
- Understanding organisations and the choices they are making

Topic

- Strategic process
- Analytical tools
- International marketing environments
- Global marketing and foreign market entry strategies
- International marketing product, distribution, price and promotion decisions
- Developing and implementing international marketing programmes

Professional Products

- Written reports
- Group presentation

H Cluster

Graduation Assignment

Course Code GRA1A
Weighting Factor 30 EC

Objectives

- Apply the knowledge and skills learned during the studies in an integrated way
- Bring about organisational change
- Create a management summary

Concrete Competency

- Acting as an independent advisor in carrying out the research
- Adhering to the agreements made with other parties involved and handing in reports in time
- Showing that theoretical knowledge can be applied in doing research throughout the GA period
- Being solution- and result-oriented during the research
- Being able to create support for the research, solutions and the implementation of the solutions
- Being able to deal with resistance within the organisation
- Being able to communicate clearly and decisively at various levels in the organisation
- Being able to reflect on one's own work critically and being open to (positive) feedback
- Having the attitude that can be expected of a starting BBA professional

Topic (*The student is responsible to find a company and design a research on an appropriate HRQM topic.*)

Professional Products

The student works on a project basis and hands in a concrete end product. This end product contains a description of the problem, an analysis of the information gathered, an interpretation of the material and conclusions and recommendations.

The student has to submit a number of professional products:

- a plan of approach, research reports and solution plan, resulting in a final report
- a management report of no more than four A-4 pages, as well as an anonymous version for educational or publication goals
- a reflection report
- a presentation
- a critical justification of the findings and the research process during the oral examination session