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THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES



Academic Guide for Guest Students

**European Studies &
Communication Management**

Faculty of Management and Organisation

Academic Year 2019-2020

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 programmes European Studies & Communication Management of The Hague University, accept 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.

Mission Statement

The programmes of European Studies & Communication Management (ESCM) are firmly committed to maintaining and developing the international character of its educational programmes. They seek to broaden academic and vocational links with Institutions and Organisations both within Europe and beyond, through such diverse activities as student and staff exchanges, curriculum development and participation in other educational initiatives. By placing an international dimension at the centre of policy objectives, a learning environment will be fostered to increase and enrich the opportunities available to both students and staff of the Institute, and those of our partner institutions and organisations.

The mission of the programmes is to provide students with the broadest professional, academic and personal experience of the world during their time with us in order to equip them with the necessary tools to be able to operate successfully in the global community dealing with the emerging issues of the 21st century world.

Foreword

At the Faculty of Management and Organisation (M&O), we pride ourselves on our international atmosphere. Within our undergraduate programmes we have a large number of non-Dutch students who come to spend their entire study period with us. Add to this the 250 students who come and complete either a one-year or one-semester exchange programme, and at any given time some 35 nationalities can be found within our corridors. These exchange students form an important part of our institute and we refer to them as 'guest students'.

To reflect the international dimension our academic programme offers many courses with an international perspective; moreover, we have also taken particular care to provide language courses at various levels to ensure that students can take languages at their own level and further enhance their skills. We believe this is vital in helping you become global citizens that are able to meet the challenges of modern society, thus increasing both your employability and social awareness. These are important considerations in our university and ones we are happy to share with you.

This guide aims to outline the study programme and facilities available for our guest students. The information given in this guide is general and brief, more detailed module outlines are available upon request. The classes in Introduction to Dutch Culture & Society are obligatory for all students from abroad, because we think it is important that they should learn something about their host country.

We hope that all our guest students enjoy their stay in The Netherlands and that they will thrive from the challenges and opportunities we have to offer them. We shall certainly do everything possible to make their stay with us rewarding and look forward to having you here.

Martijn Verheus
Director Faculty Management and Organisation
March 2019

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Information about ESCM, The Hague University of Applied Sciences & The Netherlands

Introduction

The vast majority of institutions of higher education in The Netherlands are state-funded. They fall into two categories. There are around 20 traditional 'research' universities, and over a 100 Universities of Applied Sciences (*Hogescholen*), whose emphasis is on a more vocational approach.

These vocational universities adopt a practical approach and explicitly set out to train students for specific jobs or a range of jobs at an academic level. There are strong links between these universities and the world of work. A five/six-month traineeship is a compulsory part of the programme. Most study programmes at universities of applied sciences are four-year bachelor degree programmes, whereas bachelor degree programmes at the traditional universities normally take three years. In both cases graduates are awarded a bachelor degree.

The Hague University of Applied Sciences (THUAS) is a university with a vocational approach. European Studies and Communication Management (ESCM) are multi-disciplinary and internationally orientated educational institutes which aim to provide their students with qualifications enabling them to start a career in a wide range of jobs with international aspects.

Internal Organisation of ESCM

THUAS comprises 7 faculties, each with between 1000-5000 students. The programmes European



Studies and Communication Management are part of the Faculty Management and Organisation. The faculty has around 5000 students and around 260 staff members. We are run by a faculty director. The degree programmes offered by the faculty are run by programme directors and programme co-ordinators. The programme director and programme co-ordinators form the management of each of the programmes.

With over 100 exchange partners around the world, ESCM has compiled a team of dedicated and enthusiastic people to run its international affairs. We have a core organisational team and a number of so-called 'Country Tutors' who are on hand to assist our guest students settle into life in The Netherlands. THUAS also has a central International Office who receive application forms from potential guest students and help with visas, residency and accommodation matters; more information on them can be found on the website of THUAS.

Who's Who in Internationalisation 2019-2020

Name	Tasks
<p>Isabel Düsterhöft <i>Mobility Co-ordinator (Inbound)</i> Tel: +31 70 445 86 78 Email: I.K.Dusterhoft@hhs.nl</p>	<ul style="list-style-type: none"> • general responsibility for international development and administration • all general academic and social matters concerning guest students • responsible for social and integration activities for international students
<p>Refiya Scheltinga <i>Co-ordinator of Internationalisation International Activities Co-ordinator</i> Tel: +31 70 445 86 91 Email: R.Scheltinga@hhs.nl</p>	<ul style="list-style-type: none"> • responsible for internationalisation policy
<p>Rebecca Kleiweg <i>Mobility Co-ordinator (Outbound)</i> Tel: +31 70 445 86 56 Email: R.KleiwegdeZwaan@hhs.nl</p>	<ul style="list-style-type: none"> • responsible for information, selection and placing abroad of ESCM students
<p>ESCM Mobility Officers (Juraj Trouw & Wanda Faber) Tel: +31 70 445 86 78 Email: exchange-escm@hhs.nl</p>	<ul style="list-style-type: none"> • responsible for administrative matters of guest students

Country Tutors

Our Country Tutors are responsible for day-to-day contacts with partner institutions, contact persons for guest students for academic and social support.

Country Tutor	@	+ 31 70...	Country
Ms. M. Anghel	M.Anghel@hhs.nl	4458693	Bulgaria & Romania
Mr. R. Barroso	R.Barroso@hhs.nl	4458679	Spain, Argentina, Chile, Ecuador & Mexico
Ms. H. Bitton	H.Bitton@hhs.nl	4458565	Sweden & Norway
Ms. A. Diaz	A.Diaz@hhs.nl	4458668	Spain
Ms. I. Düsterhöft	I.K.Dusterhoft@hhs.nl	4458678	Georgia
Ms. A. Grebner	A.Grebner@hhs.nl	4458761	Russia
Mr. B. Groenemans	B.J.Groenemans@hhs.nl	4458657	France
Ms. K. Hilbers &	K.E.M.Hilbers@hhs.nl	4452423	Austria, Germany & Switzerland
Mr. G. Lord	G.W.Lord@hhs.nl	4458691	USA (incl. USAC) & Canada

Ms. Y. Overdevest	Y.Overdevest@hhs.nl	4458690	Belgium (Flanders) & Malta
Ms. M. Pau	M.P.Pau@hhs.nl	4458472	UK & Ireland (University of Derby, please contact Ms. R. Scheltinga (r.scheltinga@hhs.nl))
Ms. N. Schwan	N.H.H.M.Schwan@hhs.nl	4457190	Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland & Slovakia
Ms. A. Szabo	A.Szabo@hhs.nl	4457403	Denmark, Finland, Iceland
Ms. I. Theron	I.C.Theron@hhs.nl	4458565	France & Belgium (Wallonia)
Ms. N. van Campenhout	N.vanCampenhout@hhs.nl	4457063	Australia, China, Hong Kong, Japan, Korea, Taiwan & Thailand
Ms. E. van Driesum	E.L.M.vanDriesum@hhs.nl	4458697	Italy
Mr. M. van Munster	M.vanMunster@hhs.nl	4458695	Portugal, South Africa & Brazil
Mr. B. Verbeek	B.Verbeek@hhs.nl	4457586	Indonesia
Ms. U. Yugruk-Planken	U.Yugruk-Planken@hhs.nl	4458600	Albania, Greece & Turkey

Student Activities

Aside from the academic programme, ESCM also has a number of student-run bodies who help in the organisation and running of the faculty. Their purpose is to organise extra-curricular activities and to help promote the international atmosphere within the campus. These student bodies also take part in 'academic conversation' with the management to ensure the students' voice is heard. The bodies include:



HEBOS

HEBOS is the largest student organisation at ESCM. It caters for all student activities. Its most important aim is to stimulate friendship and understanding between its members. It also aims to establish good relationships with other student bodies within The Hague University. HEBOS tries to reach these aims by organising all kinds of social and cultural events, including sports activities. There are also a number of university-central student and study organisations that exchange students may wish to join upon their arrival.

Social Activities Committee

Every semester, a number of exchange and regular home students will be recruited to join the Social Activities Committee, which is in charge of organising a number of social events for exchange and home students. It aims at bringing exchange and home students closer, facilitating a better integration of exchange students in the Netherlands, and mostly, making the exchange experience an outstanding and fun one!

ESCM Student Council

The student council consists of an executive committee that regularly meets with student representatives on the one hand and with the Management Team on the other. Some of the board members also have a seat in the faculty commission. The council is there to listen to complaints from students about matters relating to ESCM and to make its own contribution towards improving the situation for students. One or two members of the student council take part in the Educational Committee.

Sports Office

THUAS organises a large number of sports activities, such as volleyball, football, basketball, badminton, yoga, Pilates, pump, Zumba, boxing, capoeira, body shape, futsal etc. Students can take part in these on the basis of a small contribution. The university gym is accessible for students with a sport and fitness pass, which can be purchased for a reduced amount for 3 months, a semester or an entire academic year. For further information you can contact fitness@hhs.nl.

The university is also home to various sport clubs (rowing, korfbal, lacrosse, rugby, tennis, football, volleyball, hockey, basketball, athletics etc.). More information is available via email at campus@hhs.nl.

Student Counselling & Supervision

European Studies & Communication Management have a counselling system in place to help students facing problems that may affect their study results. Our Guest Students are also encouraged to speak to their Country Tutor (see above) and/or the Mobility Co-ordinator in order to alleviate their problems.

THUAS has a central student counsellor, who is independent of the ESCM programmes. He advises students on all kinds of matters ranging from study grants and housing, to other programmes of study inside and outside THUAS. He 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, but in this case they can also choose to go to their Country Tutor or the Mobility Co-ordinator. They are there to listen to students and help them as best they can.

Any conversations with the central student counsellor or the faculty staff are strictly confidential. Students may be referred to expert agencies outside the university.

THUAS also has a student psychologist. The problems students see themselves confronted with are very diverse. Sometimes they lose the motivation to continue their studies or they suffer from a fear of failure; sometimes very serious things occur, such as psychiatric disorders. The psychologist provides short term care.

Attendance

In the case of a number of modules the final result is partly dependent on a student's active contribution during classes. In such cases of compulsory attendance (at least ten out of twelve or a comparable number of classes to allow for unforeseen illness or absence) this is clearly stated in the Blackboard pages of the course/s in question. If a student fails to attend the minimum number of times he is not 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 him/her entry.

Source Referencing

During your studies at ESCM you are expected to use the documentation style of the American Psychological Association (APA). These rules, known as APA style, are laid down in a student manual, which is published on the university student portal. 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 and will be referred to the ESCM Exam Board.

Communication & Facilities

ESCM can be reached through the general reception desk at:

Telephone +31 70 445 86 00
Fax +31 70 445 86 25
E-mail mo-frontoffice@hhs.nl

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 (fourth floor, Oval building) or via email/"Blackboard".
- Staff have certain office hours reserved to see students. During term-time students can go and 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 short questions through e-mail. Students can normally expect to get an answer to e-mail questions within 3 working days.

How Staff Contact Students

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

- Through the Guest Student pigeonholes on the fourth floor of the Oval building.
- Through e-mail. All ESCM students have their own e-mail address. The Digital Learning environment "Blackboard" is also commonly used.
- Through study-related announcements published on the university portal (<http://intranet.hhs.nl/>).
- If necessary for reasons of confidentiality, ESCM will try to contact a student through other methods, for instance by phone or by post. For that reason it is absolutely necessary that ESCM 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 tell the International Office.

Computer Facilities

Besides general study plazas for students, there are several rooms containing computers used for classes and student purposes, all on the third floor.

- Room OV. 3.39 26 computers
- Room OV. 3.41 19 computers
- Room OV. 3.43 19 computers
- Room OV. 3.73 16 computers

Outside the periods during which classes take place, these computer rooms may be used by ESCM students for homework assignments related to ICT or other subjects. For this purpose computers must be booked through the helpdesk. The opening hours of the rooms are clearly indicated on the door of each room.

Everyone using the computer rooms must abide by the following rules:

- Eating or drinking in the computer rooms is not allowed.
- Prints have to be paid for. This is done by using the so called Campus Card which must be previously charged. Students will get a Campus Card upon arrival.
- Everyone who has worked in one of the computer rooms is obliged to log off correctly and to switch off the computer before leaving the room.
- Students who wish to complete an assignment on a computer are strongly advised **not** to wait until the very last moment; the number of computers is limited.
- Guest Students will receive their personal username, password and temporary e-mail address once they register at THUAS. These will give the students random access to all public computers (including free internet access) within the University premises during the daily opening hours.

Library and Multimedia Learning Centre

The library has a large collection of books, nearly 900 magazines, Dutch and foreign newspapers and a large collection of graduation essays. Because of its digital catalogue and excellent electronic sources of information, the library provides excellent facilities to students and staff. It is open to students registered at THUAS and to members of staff.



The Library is 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.

Opening hours Library:

Monday to Sunday 09.00 am – 10.30 pm

Opening hours Study Plaza:

Monday to Sunday 09.00 am – 10.30 pm

During the holiday periods opening hours may be different.

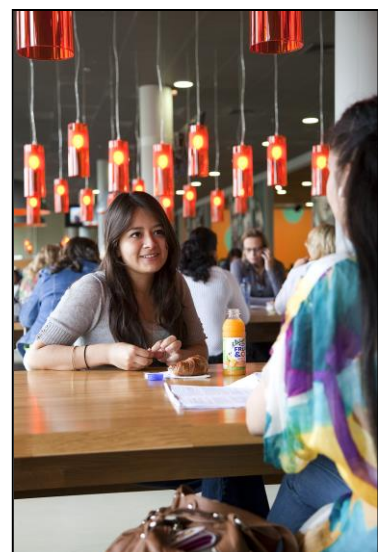
Most of the books, graduation essays and videotapes are available for borrowing. Magazines are not, but there are facilities for copying magazine articles. There is a limit to the number of items that can be borrowed the following items are allowed simultaneously.

There is also a digital library (for the most part accessible any time, from any computer, once you are logged in as a student) which includes (international) databases, E-journals, standards database, E-books, THUAS theses and publications in digital form, information about copyright regulations and tools available for managing references. Please check: <https://www.thehagueuniversity.com/practical-matters/library/search-and-find/a-z-databases-digital-resources>. For more information about borrowing library items, the library catalogue, workshop/training courses available for students, facilities and house rules, please consult: <https://www.thehagueuniversity.com/practical-matters/library>. If you have any questions you can visit the library and ask a staff member or contact the library via email: bibliotheek@hhs.nl

Catering

Food and beverages may be obtained from the central restaurant, from the Light House cafe and from vending machines. In all cases payment is through chip cards. The central food court has the largest selection of items, also serving vegetarian and halal products. It is open during term-time from 8am to 8pm (5 pm on Fridays). During the holiday periods the opening hours may vary. Moreover, the university has microwaves that can be used for heating up food, multiple coffee corners on various floors, and a restaurant called the “Lighthouse”. Please note that students can only pay by CampusCard (see below) or a Dutch (European) Maestro bank card. The university does not accept cash or credit cards.

There is also a small grocery store outside the main building called “Albert Heijn to go”, which sells a selection of cold meals and snacks, as well as drinks. There are also various vending machines with drinks and snacks on multiple floors of the university.



CampusCard

An electronic purse system has been introduced at THUAS for buying things like food and drinks at the canteen and making copies on the copy machines, so it is not possible to pay in cash inside the university. THUAS therefore supplies exchange students with a special student chip card (CampusCard), which they will receive during the orientation period. To add money on this card, you will need to have a PayPal account or a Dutch bank account (with a Dutch bank account you can charge your card using Ideal or the machines at the THUAS building). It is not possible to charge the CampusCard with foreign bank cards so make sure you get a PayPal account online so you can use it upon arrival at THUAS. Alternatively, food and drinks can be bought at THUAS with a Dutch bank card, which you will receive upon opening a Dutch bank account.

Copy Shop

The university has various printers and copy machines on multiple floors and also an official copy shop at which students can receive help with printing, copying and binding their reports. The copy shop is open between 8:30 am and 7:00 pm and students can pay with their CampusCard.

Medical Care

In case of illness, students can contact a General Practitioner. There are numerous General Practitioners around the university and in the areas of student housing. More information will be provided upon arrival and can be retrieved in our Survival Guide.

Information on campus security, printing/scanning/copying, storing bicycles, parking cars, prayer rooms and special assistance etc. will be provided upon student's arrival and during the introduction week.

Information About the Academic Programme

The European Studies and Communication Management programmes award a Bachelor's degree. Both programmes are offered in 2 formats – a 4-year programme and a more intensive 3-year programme. European Studies is fully taught in English and so is the 3-year programme of International Communication Management. The 4-year programme of Communication Management is taught in Dutch.

Timetables

There are four terms and timetables will differ from term to term. Students will be supplied with a timetable at the beginning of each term.



Class hours are the following:

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

In weeks with less than five working days the timetable is adjusted so that as many classes as possible can take place.

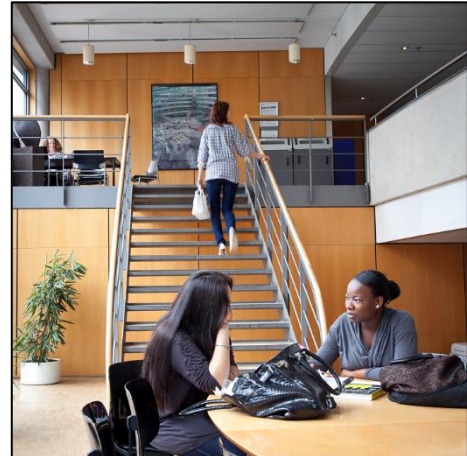
Year Calendar 2019-2020

The academic year is divided into two semesters. Each semester is divided into two terms of some nine-ten weeks. In each term there are six-seven weeks of lectures and students sit examinations at the end of each term. Resits of one term take place after the next term, except for term 4 where some of the resits are offered in August.

The **provisional** list of holiday dates is as follows:

26 Aug	Start Introduction Period Semester 1
21-27 Oct	Autumn Break
28 Oct-1 Nov	Exams term 1
23 Dec-6 Jan	Christmas Break
6-17 Jan	Re-sit exams term 1 & exams term 2
3 Feb	Start Introduction Period Semester 2
24 Feb-2 Mar	Spring Break
30 Mar-10 Apr	Re-sit exams term 2 (in the evenings) & exams term 3

10 April	Good Friday
13 April	Easter Monday
27 Apr-3 May	May Break
5 May	Liberation Day
11-22 May	Re-sit exams term 3 (in the evenings)
21 May	Ascension Day
1 June	Whit Monday
8-26 June	Exams term 4 & selected Re-sit exams term 4
20 July	Summer Break
(24-28 Aug)	Re-sit exams term 4)



**This calendar is subject to change. No rights may be derived from this information.*

Within the above calendar, the exact semester dates will be determined. Both the 1st and 2nd Semesters are opened by a week-long introduction period for Guest Students, thus students should be aware that they are required to be in The Hague one week before classes start.

Changes to the Academic Calendar

It is emphasised that when planning their holidays students must stick to the official holiday periods. **It is sometimes necessary for ESCM to change dates and schedule exams or lectures on dates originally planned as lecture-free or exam-free days.** However, no changes will be made to the official holiday periods.

Exam Dates

At the start of the academic year the academic calendar is published, so that students can plan ahead and know in which weeks their exams will take place. They can count on exams taking place in the exam periods in which they have been scheduled, but exams may be moved to other days and other times. 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 certain groups of students for whom the original schedule poses serious problems. Students will be informed of any changes through Osiris during the semester.

Exam Information

Students are required to be personally present for their written exams. Exams will not be sent abroad for students to complete at their home institution. Should students wish to take resit exams they will also need to be present in person for such.

Assessment Information

Assessment may take the form of assignments, presentations, essays and exams. The assessment by essay, assignment or presentations may be new to some students. Some courses will include a combination of different sorts of assessment. At ESCM it is also quite customary to use multiple choice exams. Students that need special arrangements for exams and have such at their home university, are required to inform their country tutor of such. He/she will then refer the student to responsible office in the university for such matters.

Students may only register and/or take one resit of any given exam per year. The maximum number of times a student can sit a particular exam is twice per academic year. If students register for exams/resits 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 students' own academic system, grades will be transferred to either numerical or letter grades. Further information can be obtained from students' home institutions.

Number of Modules & Credit Points

Nearly all our modules carry a study-load of approximately 60 hours. This includes preparation for classes, attending classes, self-study, sitting the exam or writing a paper.

Most of the subjects listed in this brochure are worth 2 to 5 ECTS (European Credit Transfer System). We consider a full semester programme to be from 27 to 30 ECTS points. 'Introduction to Dutch Culture and Society' is compulsory. Students who stay a whole year only have to follow this subject in the first semester. The minimum number of credits for an exchange at ESCM is 20 ECTS and the maximum number is 40 ECTS.

Most courses have around 10-12 contact hours. For Italian students this is far less than the hours usually studied per course, for Scandinavians it is reasonably similar. Some students feel that they do not have enough time to complete the content of each module, so be prepared to adapt your study habits to the new system. Group work may also be unusual practice to students, but many agree that this provides a great opportunity to work with other students.

Class size may vary quite a bit from smaller seminar-sized groups to large lecture audiences. Most modules run for 6/7 weeks with 1 or 2 classes per week. Some modules run for the whole semester, if you start a module in term 1 (3) you are expected to complete it in term 2 (4). Missing classes can become hazardous to your grades, since for most modules, missing a week is equal to 1/6 of a module.

Please also note that classes have restrictions on student numbers. Hence registration is very important; if you fail to register, you will lose your place in the course.

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

Course Material

ESCM publish module books and readers for most subjects via the electronic learning environment called 'Blackboard'. Details on required textbooks and materials will be made available to students upon arrival.

Many modules have a required textbook. Textbooks can be expensive and there are very limited numbers 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 from a student who has already taken the module. Ultimately, you may have to buy the brand new textbook. This being the case, you should order the book as soon as you know what your subject choice will be, particularly for subjects offered in the first half of the semester. However, we do not advise students to buy books before they confirm their course choice during the introduction week.

Registering for Courses

Students will make a **preliminary registration** online through the *Osiris* tool. Upon registration at THUAS, students will receive a link inviting them to pre-register for courses (as of 1 April for semester 1 and/or 1 October for semester 2). Once in The Hague, they will need to **confirm their registration** for those courses after publication of the timetable, at which point their course choice becomes final. It is important to note that courses have limited numbers and students should be prepared to register for alternative courses should a course be full at the moment of their registration and/or should their courses conflict in the timetable. It is essential that students register preliminarily via *Osiris* to reserve a spot in a course.

The Academic Programme

Course List 2019-2020

Year	Subject	Offered in term(s)		ECTS credits
		Semester 1	Semester 2	
Compulsory Course				
n/a	Introduction to Dutch Culture & Society COMPULSORY MODULE	1&2	3&4	2
Business Management				
4	Artful Business Creations	1	-	15
3	Consultancy Skills	2	-	5
3	Corporate Governance	-	3	5
4	Cost Accounting	2	4	5
4	European Business & Economic Competitiveness	1	-	5
4	Export Calculations	1	-	5
4	Financial Accounting	1	3	5
1	Foundations of Marketing	-	3&4	5
3	International Marketing	2	4	5
2	Introduction to Export Management	1&2	3&4	6
1	Management of Organisations in Europe	-	3	2
3	Marketing Planning & Strategic Management	1&2	3&4	5 (sem. 1) 6 (sem. 2)
2	Multicultural Consumer Behaviour	1	3	5
4	Social Entrepreneurship and Innovation in a Global Perspective	1&2	3&4	15
2	Strategic Export Marketing Plan Entry Requirement: registered for Introduction to Export Management	1&2	4	4 (sem. 1) 3 (sem. 2)
4	Strategic Management (Simulation Game) Entry Requirement: registered for Financial Accounting <i>25 Euros fee for license</i>	1&2	3&4	5
2	Strategic Planning in the Private and Public Sectors	1	-	2
1	The Business Dimension of Europe	2	-	3
Communication Management				
2	Budgeting and Project Management	1	-	3
3	Change Management	2	-	3
3	Communicating with Stakeholders Entry Requirement: registered for Introduction to Sustainability and Stakeholder case studies	-	4	4
1	Communication and Behaviour	2	-	3
2	Content Analysis	2	-	3
2	Corporate Communication	1	-	3
1	Critical Thinking Skills	1	-	3
1	Digital Communication	-	4	3
1	Digital Writing Skills	-	4	3
1	Ethical Communication	-	4	3
1	Integrated Marketing Communication	-	4	3
1	Intercultural Communication	1 & 2	3	4
4	Internal Communication	-	4	3
1	Introduction to Communication	-	3	3
1	Introduction to Marketing	-	3	3

3	Introduction to Sustainability and Stakeholder case studies	-	3&4	11
3	Journalism and Media	1	3&4	15
4	Media in Contemporary Society	1	3	5
2	Media Relations Theory	1	-	3
3	Media Theory	-	3	3
1	Organisational Communication I	1	-	3
1	Organisational Communication II Entry requirement: registered for Organisational Communication I	2	-	3
Cultural & Society Studies				
3	American Studies	2	4	5
3	Art & Globalisation	2	4	5
3	Cultural Theory & Popular Culture	1	3	5
2/3	Issues in 21 st -Century European Society	1	3	3
4	Italian Politics and Society: The legacy of the past	1	-	5
4	Italian Politics and Society: Recent and contemporary developments	1	-	5
4	Italian Politics and Society: Italian Society & mass culture	1	-	5
3	Personal Leadership & Core Principles of European Integration	1	4	5
4	Philosophy, Art and Culture: Aesthetics	-	4	5
4	Philosophy, Art and Culture: Art History Entry Requirement: registered for Philosophy of Art	-	3	7
4	Philosophy, Art and Culture: Philosophy of Art Entry Requirement: registered for Art History	-	3	3
4	Powerhaus Germany: Post-war Politics & History	-	3&4	5
4	Powerhaus Germany: Post-war Economy	-	3&4	5
4	Powerhaus Germany: Post-war Culture	-	3&4	5
4	Religion in a Globalised World	1	3	5
4	Sex and Business	2	-	5
4	Sex and Culture	1	-	5
4	Sex and Society	1	-	5
3	Society and Culture in the English Speaking World: Australasia and Africa	-	4	5
3	Society and Culture in the English Speaking World: Great Britain & Ireland	-	3	5
3	Society and Culture in the English Speaking World: The Americas	-	3	5
1	The Cultural Dimension of Europe	1	-	3
3	The History of Europe through Music	1&2	3&4	5
3	Women & Society	1&2	3&4	5
Law, Politics and Administration				
4	Business Lobbying: Research and design a case study lobbying campaign	1&2	-	5
2/3	Contemporary European Politics	1&2	4	5
2	Decision Making in the EU	1&2	3&4	5
4	Democracy in the European Union	1	-	5
4	Eastern European Politics I	1	-	8
4	Eastern European Politics II	2	-	7
2	European Public Policy	1&2	-	5
3	Global Development Issues	2	4	5
1	IGOs and INGOs – World Citizenry at Work	-	3&4	5
1	Institutions of the EU	-	3	2
4	International Human Rights Law	1&2	-	5
4	International Humanitarian Law and International Criminal Law	1&2	-	5
2	International Relations	1&2	3	5

4	Media & Politics I	1	3	5
4	Media & Politics II	1	4	5
2	Nation and Identity in Contemporary Europe	2	4	5
4	NGO Advocacy: Research and design your own advocacy campaign	1&2	-	5
4	Political Ideology	1	3	5
4	Public International Law	1&2	3&4	5
4	Strategic Public Affairs: Designing strategic and measurable public affairs strategies	1&2	-	5
3	The Legal Dimension of Europe	1&2	3&4	5 (sem.1) 4 (sem.2)
1	The Political Dimension of Europe	2	-	3
Modern Foreign Languages				
na	English for Guest Students (intermediate)	1&2	3&4	2
na	German for Beginners (provisional course offer)	1&2	3&4	5
na	French for Beginners (provisional course offer)	1&2	3&4	5
na	Spanish for Beginners (provisional course offer)	1&2	3&4	5
1	Survival Dutch	1&2	3&4	2
na	Language partner programme	1&2	3&4	1
Project				
3	Europe 21	-	4	6
2	The Hague Summit +20	1&2	-	5

**Other courses may still be added for the academic year 2019-2020 and some of the courses mentioned above may be dropped after the publication of this guide. European Studies and Communication Management cannot guarantee that where a course is oversubscribed students will be offered a place in it. Final course choices will be confirmed during the introduction week.*

***All courses are offered in English and are part of the 1st cycle of education (Bachelor level). Students are required to choose a minimum of 20 ECTS and a maximum of 40 ECTS, with "Introduction to Dutch Culture and Society" being a mandatory 2 ECTS component.*

COMPULSORY MODULE

Introduction to Dutch Culture & Society

Course Code	ES-ISDUTSOC-19
Credits	2 ECTS
Module Manager	Paul Treanor & Nathalie Schwan p.a.treanor@hhs.nl & n.h.h.m.schwan@hhs.nl
Entry Requirements	This course is compulsory for all exchange students.
Method	Guest seminars, with an opportunity for class discussion, organised field trips, practical teamwork assignment together with home students to explore Dutch culture together.
Assessment	Project (grade) and participation in lectures and field trips (pass/fail)
Course Material	Module book available online
Course Outline	The students will be familiarised with Dutch history, art, media, political system and economy. Moreover, students will acquire a basic knowledge of the Dutch people and Dutch culture. The course is split up in a group project in terms 1 and 3 (Europe@Home), where students explore the Dutch culture with the help of home students, and in a more theoretical part in terms 2 and 4, where students will be going on field trips and listen to lectures regarding Dutch culture and society.

BUSINESS MANAGEMENT

Artful Business Creations													
Course Code	ES-ISHMVT19-ABC												
Credits	15 ECTS												
Module Manager	Corine Barendregt c.i.barendregt@hhs.nl												
Entry Requirements	Strong English skills (level B2). This course is very intensive and no (or very limited) classes should be taken next to it in term 1.												
Method	<p>Lectures, Field trips, Bootcamp, Projects, Personal development</p> <p>This minor is designed for students who believe that businesses should be more creative in the way they run, are organised, and the goals they set. Open-minded students who are curious to learn hands-on what businesses can learn from the arts. People who like to experiment and examine why and how things work. Individuals who want to turn left when all the others turn right. Students that want to push themselves and others. Please note that it is not necessary for participating students to be art connoisseurs.</p> <p>Artful Business Creations is open to all students with an interest in business issues and who want to experiment with new, creative ways to tackle these issues. Within the minor, we start with the fact that everyone has a different flight path. Participants are welcome from the 'traditional' business courses (and need innovative, more creative business tools) and from the creative studies (and if they are interested in working with business issues as a designer-in-training).</p>												
Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 60%;">Tests:</th> <th style="width: 35%;">Method:</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">A</td> <td>3 partial tests with elements of content, project and personal development (12 ECTS):</td> <td>Assessment Grade week 4 (25%), 7 (25%), 9 (50%) Resit week 10</td> </tr> <tr> <td style="text-align: center;">B</td> <td>Field trips (2 ECTS)</td> <td>Practicum (attendance 80%) Pass/fail week 9</td> </tr> <tr> <td style="text-align: center;">C</td> <td>Bootcamp and closure (1 ECTS)</td> <td>Practicum (attendance 100%) Pass/ fail week9</td> </tr> </tbody> </table>		Tests:	Method:	A	3 partial tests with elements of content, project and personal development (12 ECTS):	Assessment Grade week 4 (25%), 7 (25%), 9 (50%) Resit week 10	B	Field trips (2 ECTS)	Practicum (attendance 80%) Pass/fail week 9	C	Bootcamp and closure (1 ECTS)	Practicum (attendance 100%) Pass/ fail week9
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B	Field trips (2 ECTS)	Practicum (attendance 80%) Pass/fail week 9											
C	Bootcamp and closure (1 ECTS)	Practicum (attendance 100%) Pass/ fail week9											
Course Material	<p>Mandatory literature: <i>Frame Innovation, Create New Thinking by Design</i>, Kees Dorst ISBN 978-0-262-32431-1</p> <p>We make use of 21st century skills and learning through experience: https://www.envisionexperience.com/blog/13-essential-21st-century-skills-for-todays-students Students will have to research actively for other relevant literature and sources as part of the learning experience.</p>												
Course Outline	<p>Project-based learning is an important part of this minor. Students will participate in a project given by an outside provider. This creates a valuable opportunity for students to work on real-life problems and experience of working together in an international team. The learning environment includes lectures, self-study, workshops, experiences, projects and field trips.</p> <p>Artful Business Creations offers both an intense and rich learning environment which asks for self-driven students who take responsibility for their learning process.</p>												

	<p>Participation in Artful Business Creations requires eagerness, engagement and a willingness to go the extra mile. Students who participate in Artful Business Creations do not just <i>take</i> the course, they help <i>shape</i> it. Perhaps most importantly is the willingness for students to postpone judgement on the values throughout the program. Some elements will be directly applicable, other elements will be food for thought, without a clear or immediate value.</p> <p>Through observing arts and business models, visiting art organisations and seeing artists at work, through experiencing different locations and approaches, students will develop a unique and artful approach to expecting the unexpected and feeling comfortable with discomfort.</p>
Learning Outcomes	<p>This minor is related to the Dublin Descriptors:</p> <p>1. Knowledge & understanding <i>Provides a basis or opportunity for originality in developing or applying ideas often in a research context</i></p> <ul style="list-style-type: none"> • Improve his or her English • Know methods and means to connect art and business, to connect new ways of thinking to established concepts and to connect innovations to old products and services. <p>2. Applying knowledge & understanding <i>Problem solving abilities applied in new or unfamiliar environments within broader (or multi-disciplinary contexts)</i></p> <ul style="list-style-type: none"> • Apply the knowledge and skills in a real-life setting • Demonstrate that he or she is capable of applying the insights of design thinking, models and techniques from the arts and creative industries to the world of business; the student will have to show <ul style="list-style-type: none"> ○ which elements of the program he or she has found useful and why ○ how these elements have found their way into the final product (the project proposal/end presentation for the client) <p>3. Making judgements <i>Ability to integrate knowledge and handle complexity, and formulate judgments with incomplete data</i></p> <ul style="list-style-type: none"> • Elaborate on the experience of the chain of re-think/ use/ connect/ frame/ sell/ invent in organisations, companies and institutes • Critically evaluate own research findings to arrive at feasible recommendations for the external assignment provider. <p>4. Communication <i>Communicate the conclusions, the underpinning knowledge and rationale (restricted scope) to specialist and non-specialist audiences (monologue)</i></p> <ul style="list-style-type: none"> • Present findings in a coherent and professional manner in writing, orally and utilising appropriate visual aids. <p>5. Learning skills <i>Study in a manner that may be largely self-directed or autonomous</i></p> <ul style="list-style-type: none"> • Think creative (skills), out-of-the-box, • Work effectively in multicultural and interdisciplinary groups (project-based), • Reflect on how he or she has challenged himself/herself to think out of the box and step out of his or her comfort zone • Get to know others and him/herself,

	<ul style="list-style-type: none"> Acquire (intercultural) communication and collaboration skills as part of his or her personal development.
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Consultancy Skills	
Course Code	ES-ISBMCONSKL-19
Credits	5 ECTS
Module Manager	Agota Szabo a.szabo@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures and workshops
Assessment	<ul style="list-style-type: none"> Presentation (30%) Written report (70%)
Course Material	PowerPoint slides and handouts
Course Outline	The module will provide an introduction to business consultation and different consulting roles. The students will learn about different types of clients and how cultural differences play an important role in business negotiations. Various theories will be presented about consulting methods and the students put their knowledge into practice through role-play exercises in the seminars.
Learning Outcomes	After completing this course students should be able to: <ul style="list-style-type: none"> Discuss the process consulting principles and the different consulting roles Choose the most appropriate working style based on the type of clients Apply the theory of intervention to everyday situations Identify the different positions and roles during the negotiating process Deal with conflicts in an international business environment Describe the positive/negative sides of verbal/non-verbal communication

Corporate Governance	
Course Code	ES-ISBMCORGOV-19
Credits	5 ECTS
Module Manager	Agota Szabo a.szabo@hhs.nl
Entry Requirements	Basic knowledge of Marketing and Management. This course is for semester 2 only!
Method	Lectures
Assessment	Essay
Course Material	Academic articles and PowerPoint slides
Course Outline	Corporate governance, the set of policies, processes and customs by which an institution is directed, is a topic of increasing importance in business management. How a company is governed influences rights and relationships among organisational stakeholders, and ultimately how an organisation is managed. This course teaches the fundamentals of Corporate Governance from a variety of angles – the board of directors, senior management, investors, the media, regulator and other stakeholders – and focuses on assessing the effectiveness and execution of governance roles and responsibilities. The Financial Crisis Inquiry Report (January 2012) stated that the crisis was avoidable and was a result of human action and inaction and misjudgements; that warning signs were ignored; and that there was a “dramatic breakdown in corporate governance.”

Learning Outcomes	<p>Upon successful completion of this course students will be able to:</p> <ul style="list-style-type: none"> • Gain insight into the basic international theories of corporate governance • Identify the different players and their roles in corporate governance • Develop awareness on critical board issues • Relate the theory of corporate governance to everyday business situations • Build arguments on selected governance themes in an essay form
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Cost Accounting

Course Code	ES-ISBMCOST-19
Credits	5 ECTS
Module Manager	Philip Koelemij p.m.koelemij@hhs.nl
Entry Requirements	None.
Method	Lectures and seminars
Assessment	Written exam (open questions)
Course Material	Brouwers R., Koetzier W. <i>Basics of Financial Management</i> , Groningen: Noordhoff, 3rd edition, 2015, ISBN 978-90-01-83914-7
Course Outline	This module is designed to provide students with an overview of one of the two main branches of accounting that managers deal with, i.e. Financial Accounting, and Cost Accounting. Cost Accounting is for internal use by managers and is used as a tool in planning and control and is used internally within the business.
Learning Outcomes	<p>Upon successful completion of this course students will have:</p> <ul style="list-style-type: none"> • Knowledge and understanding of Management Accounting. • Understanding of the importance of costs for decision making as to be in; <ul style="list-style-type: none"> ○ Setting selling price; ○ Future activities; ○ Production level; ○ Production method; ○ Determining profit. • Knowledge and understanding of Fixed Costs and Variable Costs and how to determine the costs of a product using: <ul style="list-style-type: none"> ○ Absorption Costing; ○ Direct Costing. • Knowledge and understanding of Direct Cost and Indirect Costs and how to allocate these costs to the products by using: <ul style="list-style-type: none"> ○ Process costing for mass production; ○ Equivalent method for heterogeneous mass production; ○ Overhead application rates for heterogeneous products; ○ Activity-based costing. • Knowledge and understanding of Budgeting, when to use a Fixed Budget, Variable Budget or Mixed Budget and how to explain the differences between forecast and realisation by applying: <ul style="list-style-type: none"> ○ Budget variance; ○ Volume variance; ○ Price variance; ○ Efficiency variance. • Knowledge and understanding of Capital budgeting. <ul style="list-style-type: none"> ○ Time preference ○ Average Book rate; ○ Payback Period

	<ul style="list-style-type: none"> ○ Present value ● Knowledge, understanding and application of <ul style="list-style-type: none"> ○ Break-even point; ○ Safety margin; ○ Differential Costing.
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European Business & Economic Competitiveness

Course Code	ES-ISBMEUBECO-19
Credits	5 ECTS
Module Manager	Bart Kuijpers b.a.m.m.kuijpers@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures
Assessment	Exam (open questions + case study)
Course Material	Radha Jethu-Ramsোধ & Maud Hendrickx, <i>International Business</i> , Noordhoff, 2 nd edition, 2016, ISBN: 978-90-01-85083-8
Course Outline	<p>This module studies the competitiveness of European companies in a global perspective. Topics to be dealt with include:</p> <ul style="list-style-type: none"> ● Globalisation and regionalisation and their impact on economies ● The impact of international business on economies ● The nature and determinants of economic competitiveness ● Productivity, innovation and performance of European companies
Learning Outcomes	<ul style="list-style-type: none"> ● Understand the changing European business environment ● Understand the concept of economic integration ● Identify the effects of the freedom of free movement of goods, services, labour and capital for international business strategy ● Analyse the challenges of European integration for international business

Export Calculations

Course Code	ES-ISBMEXCAL-19
Credits	3 ECTS
Module Manager	Bart Kuijpers b.a.m.m.kuijpers@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures and seminars
Assessment	Exam (open questions with calculations)
Course Material	Reader (available on Blackboard)
Course Outline	<p>This course analyses the financial situation of (export) companies. This is vital for the decision whether or not to internationalise. To achieve the needed insight an internal analysis will be conducted using the balance sheet and income statement. Ratios will be the tools to guide this analysis and the Dupont chart will be applied. Furthermore, cost accounting will be introduced briefly while gathering a more in-depth knowledge of direct costing and overhead application methods. This will give the necessary information for the export price setting. Finally, country and market selection will be discussed shortly.</p>

Financial Accounting	
Course Code	ES-ISBMFINAN-19
Credits	5 ECTS
Module Manager	Gijs Vermeulen G.G.J.C.Vermeulen@hhs.nl
Entry Requirements	None.
Method	Lectures and seminars
Assessment	Written exam (MC and open questions)
Course Material	Brouwers R., Koetzier W. <i>Basics of Financial Management</i> , Groningen: Noordhoff, 3rd edition, 2015, ISBN 978-90-01-83914-7
Course Outline	This module is designed to provide students with an overview of Financial Accounting, one of the most important branches of accounting that managers deal with. Financial Accounting deals with the provision of financial information to external users indicating the company's performance and status in the previous period.
Learning Outcomes	After successfully completion of the course, students should be able to: <ul style="list-style-type: none"> • Discuss financial management and how this relates with the legal form of the company, the company's structure and the size of the company. • give examples of financial accounting (reporting principles, component of the annual report) • Construct a Balance sheet, Profit and loss account or Cash flow statement • Draw conclusions on ratio analysis: <ul style="list-style-type: none"> ○ Profitability ratios; ○ Solvency ratios; ○ Liquidity ratios. ○ Calculate share value

Foundations of Marketing	
Course Code	ES-ISBMFOUMAR-19
Credits	5 ECTS
Module Manager	Lee Harris l.j.harris@hhs.nl
Entry Requirements	None; please note this is a 1 st -year module and should only be chosen by students who do not have a background in this subject. This course is for semester 2 only!
Method	Lectures
Assessment	Exam (multiple choice questions) (80%) and in class assignment (20%)
Course Material	Armstrong and Kotler, <i>Marketing: An introduction</i> , Pearson, 13th or latest edition.
Course Outline	<ul style="list-style-type: none"> • To define the Marketing Process • To outline the Marketing environment • To identify a customer driven Marketing strategy • To select a customer value-driven Marketing mix
Learning Outcomes	After successful completion of this course students are better prepared for a career as a marketer in a private or public organisation. They are able to demonstrate the importance of Marketing as a field of study for a profession in an international context and to interpret cultural differences as a drive for differentiation in Marketing. <p>Students are able:</p> <ul style="list-style-type: none"> • To define the Marketing process.

	<ul style="list-style-type: none"> • To outline the Marketing environment. • To identify a customer value-driven Marketing strategy. • To select a customer value-driven Marketing mix.
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International Marketing

Course Code	ES-ISBMINTMAR-19
Credits	5 ECT
Module Manager	Ernst van Weperen E.J.vanWeperen@hhs.nl
Entry Requirements	Basic marketing knowledge
Method	Lecture
Assessment	<ul style="list-style-type: none"> • Exam (open questions and case study) • Individual portfolio
Course Material	Business articles/ case studies
Course Outline	<p>The course introduces students to international marketing. It will do so by specifically looking at the challenges many multinationals face in markets of countries at “the Bottom of the Pyramid”.</p> <p>In this context a number of fundamental questions are asked, such as:</p> <ul style="list-style-type: none"> • What are the foundations of marketing? • How does international marketing differ from domestic marketing? • What is sustainability in business and what is sustainable marketing? • How do successful and unsuccessful companies approach the bottom of the Pyramid, that is the poorest 3 billion people?
Learning Outcomes	<p>They should be able to:</p> <ul style="list-style-type: none"> • Define and describe the key concepts of (international & sustainable) marketing • Explain the difference between marketing and international marketing • Explain sustainability, the Bottom of the Pyramid, and CSV (Creating Shared Value) • Apply foundational and international marketing knowledge to “the bottom of the pyramid” markets (portfolio) • Compare above mentioned concepts and explain how they relate to each other

Introduction to Export Management

Course Code	ES-ISBMEXPMAN-19
Credits	6 ECTS
Module Manager	Agota Szabo a.szabo@hhs.nl
Entry Requirements	None.
Method	Lectures
Assessment	Exam (open questions and case study)
Course Material	Joris Leeman, <i>Export Planning</i> , Pearson, 2 nd edition, 2016, ISBN: 978-90-43-03570-5
Course Outline	To be successful in the export business, companies have to rely on the knowledge, expertise, insight and cooperation of everyone involved in the process. This module focuses on the integration of all aspects of the export business and the implementation of export strategies in the daily business practice. Students will learn:

	<ul style="list-style-type: none"> • Why a European entrepreneur needs to export • How to write an export plan
Learning Outcomes	<p>After completing this course students should be able to:</p> <ul style="list-style-type: none"> • Discuss the most common management models • Describe the most important theoretical frameworks for export formulation • Discuss the most important elements of export marketing mix • Construct an export plan for a company • Understand the financial sides of export

Management of Organisations in Europe

Course Code	ES-ISBMMANOE-19
Credits	2 ECTS
Module Manager	Ernst van Weperen E.J.vanWeperen@hhs.nl
Entry Requirements	None; please note this is a 1 st -year module and should only be chosen by students who do not have a background in this field. This course is for semester 2 only!
Method	Lectures
Assessment	Exam (multiple choice questions)
Course Material	Ebert RJ & RW Griffin, <i>Business Essentials</i> , Pearson, 10 th edition, or a more recent edition
Course Outline	The module gives an introduction to the main elements of management theory. The principles of management apply to all kinds of organisations. Although the focus is often on management in business enterprises, remember managers also work in charities, social organisations, educational institutions, government agencies etc. Remember, too, that managers bring to small organisations much the same kinds of skills – the ability to make decisions and respond to a variety of challenges – which they bring to large ones. Regardless of the nature and size of an organisation, managers are among its most important resources. As a result, management is of importance to everyone who comes into contact with these kinds of organisations. This can be as a manager, but also as employee, customer, supplier, volunteer etc. The module deals with all kinds of management issues in organisations in Europe.
Learning Outcomes	<p>After completing this course students should be able to:</p> <ul style="list-style-type: none"> • Discuss the concepts of management and organisation and explain why these are important • Identify the various stakeholders of an organisation and describe what induces them to make their contribution • Explain the importance of setting goals and formulating strategies • Name the different organisational structures and their advantages and disadvantages • Define human resource management and workforce diversity • Outline the most important theories of motivation

Marketing Planning & Strategic Management

Course Code	ES-ISBMMPSTM5-19 & ES-ISBMMPSTM6-19
Credits	Semester 1: 5 ECTS Semester 2: 6 ECTS
Module Manager	Lee Harris l.j.harris@hhs.nl

Entry Requirements	An introductory course in Marketing
Method	Lectures
Assessment	Exam (open questions)
Course Material	Wood, <i>Marketing Plan Handbook</i> , Pearson, 5th or latest edition Johnson et al., <i>Fundamentals of Strategy</i> , Prentice Hall, 3rd or latest edition
Course Outline	<p>Part 1: Marketing Planning-focus on Chapters 1,4,6, 8 and 10</p> <ul style="list-style-type: none"> • Marketing Planning • Markets and STP • Product and Brand Strategy • Pricing Strategy • Metrics <p>Part 2: Strategic Management-focus on chapters 1,2,3,5,6 and 8</p> <ul style="list-style-type: none"> • Introduction to Strategy • Environment • Business Strategy • Corporate Strategy and Diversification • Innovation Strategies
Learning Outcomes	<p>After completing the course students should be able:</p> <ul style="list-style-type: none"> • To explain the concepts of Marketing strategy as constructed in an effective Marketing Plan • To describe Marketing tactics and metrics as related to an effective Marketing Plan • To discuss the fundamental issues of Strategic Management • To match the best practices of Strategic Management to organisations

Multicultural Consumer Behaviour

Course Code	ES-ISBMMCB-19
Credits	5 ECTS
Module Manager	Lee Harris l.j.harris@hhs.nl
Entry Requirements	An introductory course in Marketing
Method	Lectures
Assessment	Exam (open questions)
Course Material	Schiffman et al., <i>Consumer Behaviour A European Outlook</i> , Prentice Hall, 2nd or latest edition
Course Outline	<p>Chapters 1,3,4,5,9 and 13.</p> <ul style="list-style-type: none"> • Technology-Driven Consumer Behaviour • Consumer Motivation and Personality • Consumer Perception and Learning • Environmental Influences on Consumer Behaviour • Cross-Cultural Consumer Behaviour
Learning Outcomes	<p>After completing the course students should be able:</p> <ul style="list-style-type: none"> • To relate the steps of Consumer Decision Making to the development and interpretation of Marketing Strategy • To describe the individual determinants of Consumer Behaviour • To explain the environmental influences of Consumer Behaviour • To discuss methods of influencing Consumer Behaviour

Social Entrepreneurship and Innovation in a Global Perspective	
Course Code	ES-ISHMVTSEIG-19
Credits	15 ECTS
Module Manager	Titus van der Spek T.C.vanderSpek@hhs.nl
Entry Requirements	None.
Method	Lectures and seminars
Assessment	Individual and group assignments
Course Material	Students need to be able to find their own, relevant information. An extensive list of sources is available. Blackboard is used as the intermediary between students and staff.
Course Outline	The aim of the minor is to help students better understand the intricacies of solving social and environmental problems using business model-thinking. This will be tackled by introducing them to the 'social enterprise model' and the idea of being a 'social entrepreneur'. During the minor, students will take on the identity of a 'social entrepreneur' in a group formation. Each group will be tasked with developing a social business plan to tackle a real-life social or environmental challenge of their choosing. Students will work in groups of 3-5 to develop a social business plan. Each group will need to present a chapter of their business plan each week. At the end of the course, students will need to 'pitch' their idea to a panel of practitioners and submit a final business plan report.
Learning Outcomes	A student who has successfully completed the minor should be able to: <ul style="list-style-type: none"> • Recognise and develop an innovative and distinctive idea to tackle a social or environmental problem. • Understand the concept of social/environmental value creation within a financially sustainable business model. • Use professional entrepreneurial skills effectively in a team setting. • Understand the process of developing a social business plan from idea to innovation • Learn how to pitch a business plan to a panel of judges

Strategic Export Marketing Plan	
Course Code	ES-ISBMSTREX4-19 & ES-ISBMSTREX3-19
Credits	Semester 1: 4 ECTS Semester 2: 3 ECTS
Module Manager	Agota Szabo a.szabo@hhs.nl
Entry Requirements	Students can follow this module <u>only</u> in combination with Introduction to Export Management
Method	Seminars
Assessment	Export plan
Course Material	Joris Leeman, <i>Export Planning</i> , Pearson, 2nd edition, 2016, ISBN: 978-90-43-03570-5
Course Outline	Based on the lecture materials of Introduction to Export Management students will put theory into practice and work on a project-based assignment in small groups resulting in an Export Policy Plan.
Learning Outcomes	After completing this course students should be able to: <ul style="list-style-type: none"> • Apply international management models to an export case • Describe the appropriate market entry methods

	<ul style="list-style-type: none"> • Discuss the most important elements of export marketing mix • Construct an export plan for a company • Understand the financial sides of export
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Strategic Management (& Simulation Game)

Course Code	ES-ISBMSTRMAN-19
Credits	5 ECTS
Module Manager	Bart Kuijpers b.a.m.kuijpers@hhs.nl
Entry Requirements	Students can follow this module <u>only</u> in combination with Financial Accounting. A 25 Euros licence fee will be imposed.
Method	Lectures and seminars
Assessment	<ul style="list-style-type: none"> • Exam (open questions and case study) (50%) • Simulation game (online project) (50%)
Course Material	Bob de Wit, <i>Strategy Synthesis</i> , Cengage Learning, 5 th edition, 2017, ISBN: 9781473725188
Course Outline	<p>The basic question of strategic management is: How does a company become and stay successful? Certainly not by playing it safe and following the traditional ways of business. Strategic management is that set of managerial decisions and actions that determines the long-run performance of a corporation. It includes environmental scanning, strategy formulation, strategy implementation and evaluation and control.</p> <p>The simulation game focuses on the management of economic processes in a business. Micromanagement is emphasised in this game. The interest lies in the accurate simulation of real-world events as well as the close tying of players' actions to expected or plausible consequences and outcomes. Within this project you should become a self-sufficient firm, earning substantial profits from your operations.</p>
Learning Outcomes	<ul style="list-style-type: none"> • Develop strategic planning and execution skills within a rapidly changing environment. • Crystallise the linkages between business decisions and financial performance. • Internalise how important it is to use market data and competitive signals to adjust the strategic plan. • Understand how decisions can affect the performance of an organisation as a whole. • Experience the challenges and rewards of the entrepreneur by starting up and running a new business venture.

Strategic Planning in the Private and Public Sectors

Course Code	ES-ISBMSTPPPS-19
Credits	2 ECTS
Module Manager	Agota Szabo a.szabo@hhs.nl
Entry Requirements	Basic knowledge of Marketing and Management. This course is for semester 1 only!
Method	Lectures
Assessment	Strategic Plan (essay)
Course Material	Business cases and articles
Course Outline	The module consists of six seminars of 90 minutes each.

	<ul style="list-style-type: none"> • Week 1: What is strategy? • Week 2: Strategies in the public and private sectors • Week 3: Management models for the public and private sectors • Week 4: Strategies in shared economy • Week 5: Strategic planning in the public sector • Week 6: Public-private partnerships
Learning Outcomes	<p>After completing this course students should be able to:</p> <ul style="list-style-type: none"> • Discuss the most common management models in strategy • Describe the most important theoretical frameworks for strategy formulation • Compare strategy formulation between the public and private sectors • Explain the historical development of schools of strategy • Construct a strategic plan for public and private organisations

The Business Dimension of Europe	
Course Code	ES-ISBMDIMEUR-19
Credits	3 ECTS
Module Manager	Bart Kuijpers b.a.m.kuijpers@hhs.nl
Entry Requirements	None. Please note this is a first year module and should only be chosen by students who do not have a background in Business Studies. This course is for semester 1 only!
Method	Lectures and seminars
Assessment	<ul style="list-style-type: none"> • Exam (multiple choice questions) (65%) • Case study (report) (35%)
Course Material	Ebert RJ & RW Griffin, <i>Business Essentials</i> , Pearson, 10 th edition, or a more recent edition
Course Outline	<p>The main themes to be explored in the module are:</p> <ul style="list-style-type: none"> • Key facts and figures about Europe • The economy of the EU • The EU trade policy • The business system and business environments • The global context of business • Entrepreneurship and new ventures
Learning Outcomes	<p>After completing this course students should be able to:</p> <ul style="list-style-type: none"> • Understand current economic developments within the European business environment • Finding, analysing and interpreting data from relevant economic publications by banks, national governments, the European Union and international organisations • Making a country selection model for a European firm

COMMUNICATION MANAGEMENT

Budgeting and Project Management

Course Code	ES-ISCMBUPRMA-19
Credits	3 ECTS
Module Manager	Carla Wood c.wood-oostveen@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures & Workshops
Assessment	Written exam
Course Material	Material will be provided in class
Course Outline	<p>The theoretical part of Project Management focusses on:</p> <ul style="list-style-type: none"> • Basic understanding of how a project is developed and managed. • Understanding the phases of a project • Use of appropriate project management terminology • Develop a helicopter view of how to manage a project <p>Budgeting: The theoretical part of Financial Management focusses on:</p> <ul style="list-style-type: none"> • Budgeting • Excel • Balance Sheets • Cash Flow Statements • Profit & Loss Account • Break Even Analysis
Learning Outcomes	This course prepares students (at an introductory level) to manage projects and to budget properly for projects.

Change Management

Course Code	ES-ISCMCHMAN-19
Credits	3 ECTS
Module Manager	Zah Kahar z.kahar@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	The module consists of six meetings of 90 minutes each and 4 seminars of 45 minutes each. Clarification of theory will focus on the views and publications of several authoritative strategists and writers on the subject of leadership and change. These theories will be related back to current affairs and case studies.
Assessment	Written exam
Course Material	Peter M. Senge, <i>The Fifth Discipline – the Art & Practice of the Learning Organisation</i> , Random House Business Books, (2006 edition) ISBN 97 81905211203 Materials from a set of Readers

Course 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>
Learning Outcomes	<ul style="list-style-type: none"> • To understand the importance and inevitability of change as it affects individuals and organisations; • To create awareness about the process of change and about the different schools of thought on how to manage such change processes within organisations; • To development in-depth comprehension of the theories and models (from various schools of thought) for change management , and how they are applied to an actual situation; • To understand methods and knowledge on reputation management, risk and crisis communication , and relation management; • To develop knowledge, skills, and analyse issue for the communication of change both internally and externally; • Able to critically assess isolated issue related to managing change, and provide some possible solutions as a change agent.

Communicating with Stakeholders

Course Code	ES-ISCMCMSTAK-19
Credits	4 ECTS
Module Manager	Barry Verbeek b.verbeek@hhs.nl
Entry Requirements	This course can only be followed in combination with Introduction to Sustainability and Stakeholder case studies. This course may follow a different academic calendar. This course is for semester 2 only!
Method	Lectures and group work
Assessment	Report
Course Material	Molthan-Hill, P. (2014). <i>The Business Student's Guide to Sustainable Management. Principles and practice</i> . Sheffield: Greenleaf Publishing. 400p ISBN 978-1-78353-120-2
Course Outline	Students will write a Sustainability Report for a real organisation in groups. If possible we will visit the organisation or get a guest lecture from the organisation.
Learning Outcomes	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Understand the importance for an organisation 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

Communication and Behaviour	
Course Code	ES-ISCMCOMBH-19
Credits	3 ECTS
Module Manager	Dominique Darmon D.Darmon@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures
Assessment	Exam
Course Material	Book: Lull, J. (2000). <i>Media, Communication, Culture</i> (2 nd Edition). New York: Columbia University Press. Assigned articles (Provided in class)
Course Outline	<p>Ever since Gutenberg invented the movable type and the printing press around 1440, people have been trying to understand how mass media influences human behaviour. Some scholars argue that media has the power to persuade people to buy products they don't need, to convince honest citizens to vote for dodgy politicians, and to make us see the world in a certain way so that the interests and privileges of the ruling class are maintained... But is this really the case?</p> <p>This module will answer the following central question: To what extent can media influence human behaviour?</p> <p>This course will examine several media theories, as well as persuasion techniques, such as propaganda and subliminal advertising. We will apply these theories to current situations.</p>
Learning Outcomes	<ul style="list-style-type: none"> • Describe various types of media and their characteristics. • Understand how media's influences have evolved over time. • Define communication theories such as the giant hypodermic needle theory, the two-step flow model, agenda setting theories, and critical theories such as the Frankfurt School. • Apply these theories to current situations in the media. • Describe mass media's and digital media's ability to create social trends. • Examine one's own media consumption critically. • Apply theories for changing behaviour to various situations in the environment. • Understand the mechanisms of certain persuasion techniques used in advertising, propaganda and in current media platforms and outlets.

Content Analysis	
Course Code	ES-ISCMCONTAN-19
Credits	3 ECTS
Module Manager	Olivier Nyirubugara O.Nyirubugara@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Workshops
Assessment	Paper

Course Material	Krippendorff, K. (2013). <i>Content Analysis: An Introduction to Its Methodology</i> . Los Angeles: SAGE. Third Edition.
Course Outline	One important task of a communication professional is to advise on actions to be taken in response to mass media reports. Organisations are often in newspapers, on TV, on blogs, among other mass media channels, and in many cases, they are reported about because of an issue that concerns the public. To be able to respond, organisations need to understand how media messages portray that issue. This course introduces students to content analysis, and covers all its stages including defining an issue, determining categories and variables, coding media articles using appropriate software, and analysing, interpreting as well as reporting those data in a report.
Learning Outcomes	At the end of this course students will be able to: <ul style="list-style-type: none"> • Define an issue from an organisational perspective • Establish categories and variables • Code media messages using appropriate software • Analyse, interpret and report data

Corporate Communication

Course Code	ES-ISCMCORCM-19
Credits	3 ECTS
Module Manager	Barry Verbeek b.verbeek@hhs.nl
Entry Requirements	Only open for students with an academic background in Communication or for students who are following Organisational Communication I. This course is for semester 1 only!
Method	Lectures
Assessment	Exam
Course Material	Ind, N. (2007). <i>Living the Brand: How To Transform Every Member Of Your Organization Into A Brand Champion</i> (third edition). London: Kogan Page. ISBN: 9780749450830.
Course Outline	Corporate Communication will explore the tools and strategies available for a corporate communication department to build a favourable reputation. The module consists of seven lectures of 90 minutes each. Clarification of theory will use current news, case studies and practical examples, encouraging students to interact and participate in recognising corporate communication at work in organisations. Weekly lectures: Week 1: Recap of introduction course + more in-depth Week 2: Corporate Story Week 3: Visual Identity vs. Corporate Identity Week 4: Living the Brand Week 5: Reputation Management Week 6: Business-to-Business Communication Week 7: recap and Q&A
Learning Outcomes	On successful completion of this module you will be able to: <ul style="list-style-type: none"> • Identify the critical role of corporate communication in building and maintaining relationships with the various stakeholders of an organisation • Discuss the importance of an integrated approach to managing corporate communication, aligning internal and external communication • Describe the key corporate communication topics for an organisation – reputation management, corporate identity, internal branding, corporate story and business-to-business communication - and know how to deal with them

	<ul style="list-style-type: none"> • Understand the importance of Corporate Story and are able to discuss some examples • Understand and analyse the unique communication dimensions in business-to-business communication and discuss the tools used for business-to-business communication
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Critical Thinking Skills

Course Code	ES-ISCMCTS-19
Credits	3 ECTS
Module Manager	Carla Wood c.wood-oostveen@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Workshops
Assessment	Group presentation 50% Individual essay 50%
Course Material	No compulsory literature, handouts will be provided
Course Outline	<p>Critical Thinking is a core skill and basic competency of the international communication manager. It is left-brain based and focused on sharp analysis, logical reasoning, and being objective in selecting and evaluating information.</p> <p>The module has a hands-on, practical approach rather than an abstract, theoretical approach, in order to offer students immediate and practical benefits during their studies.</p>
Learning Outcomes	<ul style="list-style-type: none"> • To acknowledge the importance of critical thinking in the practice of communication planning. • To understand and recognise the most important quality standards of critical thinking • To learn how to apply the quality standards of critical thinking to student products (papers, essays, etc.) and professional communication products (interview, media article, etc.) • To understand and recognise obstacles (barriers) to critical thinking.

Digital Communication

Course Code	ES-ISCMDIGITA-19
Credits	3 ECTS
Module Manager	Robert Cartwright R.F.Cartwright@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Lectures
Assessment	Portfolio: 100%
Course Material	Online articles and videos (see module format)
Course Outline	In this module students will learn about the impact of digital communication. They will learn how to use digital communication in the network society, understanding the influences of particular channels on audiences, and strategy behind choosing the

	<p>appropriate channel. Trends in digital communication and near-future trends will be discussed.</p> <p>Digital Communications is a core cluster of skills that are used by international communication managers from entry to C-suite level, cross-industry and competencies. It requires a mixture of both creative and strategic thinking skills (pertaining to message, intention, and audience) for success, and thus is relevant to the ICM curriculum and future academic and practical skills.</p>
Learning Outcomes	<p>Evaluating different mediums and their usages for communication</p> <ul style="list-style-type: none"> • Selecting appropriate communication methods based on audiences • Creating digital communications: text, audio, video • Understanding the role of digital communications in cross-global communications • Learning different digital collaborative tools

Digital Writing Skills	
Course Code	ES-ISCMDWSK-19
Credits	3 ECTS
Module Manager	Robert Cartwright R.F.Cartwright@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Workshops
Assessment	Portfolio: 100%
Course Material	Online content
Course Outline	<p>This course offers an introduction to writing for digital publications with a focus on blogs and other long form web-based content.</p> <p>Students will learn to create and maintain a (personal) brand, to assess and play to their audience, and to write goal-oriented, SEO-friendly copy that drives discovery, interaction, and conversions.</p> <p>This entails selecting a platform, creating reader personas, crafting a bio and contact page, and writing three unique blog posts.</p> <p>The course will also explore themes unique to digital writing such as audience interaction, data driven content, platform selection, the importance of micro content (social media, etc.), and SEO.</p>
Learning Outcomes	<p>Students will learn to:</p> <ul style="list-style-type: none"> • Define personal brand and online voice • Identify desired audience and adjust tone and language to engage said audience • Maintain a clear, consistent voice • Ideate content relevant to a company brand • Compose blog posts with an emphasis on effective online consumption and utilising blogging formats • Use SEO-friendly tagging, hyperlinks, and language • Rework/summarise blog posts to create shareable micro-content to drive engagement/grow audience

Ethical Communication	
Course Code	ES-ISCMETCOM-19
Credits	3 ECTS
Module Manager	Dominique Darmon D.Darmon@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Lectures of 90 minutes each.
Assessment	Exam: 100%
Course Material	Online articles
Course Outline	<p>Imagine. You are working for a PR agency and one of your clients asks you to tweet from his account as if you were him. Would you do this? Or - you are working as a researcher for a TV station and your executive producer suggests you use hidden microphones to reveal one company's fraudulent practices. Should you accept the assignment?</p> <p>This module will answer the following central question: <i>How should communications professionals respond to ethical issues they may come across in their fields?</i></p> <p>This course will examine the various ethical issues that frequently come up in areas such as PR, marketing, journalism, and research. The course will not give you clear cut answers on how to solve various problems. Rather, the focus will be on the quality of the deliberative process. As Plaisance (2009) says in his book <i>Media Ethics</i>: "It's about the journey, not the destination."</p>
Learning Outcomes	<ul style="list-style-type: none"> • Students can define ethics and morality; • Understand the types of ethical issues that can occur at the micro, meso, and macro levels, in the various fields of communication. • Apply theories to concrete cases and dilemmas that communications professionals are faced with in the fields of PR, marketing, journalism and research. • Discuss students' own attitudes to ethics and morality according to their experiences and cultural backgrounds.

Integrated Marketing Communication	
Course Code	ES-ISCMIMC-19
Credits	3 ECTS
Module Manager	Danielle Walsh D.M.Walsh@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Interactive lectures
Assessment	Exam (multiple choice)
Course Material	Book: Zook, Z.E. & Smith, P.R. (2016). <i>Marketing Communications Offline and Online Integration, Engagement and Analytics</i>

Course Outline	<p>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. Examine carefully 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, taking into account 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
Learning Outcomes	<ul style="list-style-type: none"> • Define terminology used (including in different regions) in marketing communication plans • Describe the different components of a marketing communication mix • Give examples of how different communication tools/techniques can be used to achieve different communication objectives • Associate the advantages and disadvantages to different media channels • Indicate the content formats that are appropriate for different communication tools/techniques and media channels.

Intercultural Communication	
Course Code	ES-ISCMINTCUL-19
Credits	4 ECTS
Module Manager	Yvonne Overdevest y.overdevest@hhs.nl
Entry Requirements	None.
Method	This course will use lectures and seminars
Assessment	Evaluation will be based on a portfolio (possibly also an exam).
Course Material	James W. Neuliep, <i>Intercultural Communications: A contextual approach</i> , 6th edn., Sage Publications Inc., ISBN: 9781452256597
Course Outline	<p>This module deals with communication from an intercultural point of view. Students will be introduced to the major concepts used in the study of Intercultural Communication, in order to:</p> <ul style="list-style-type: none"> • Achieve a basic understanding of the cultural factors that affect the process of interpersonal communication; • Examine some of the difficulties that may arise during intercultural encounters; • Suggest a new understanding of similarities as well as differences across cultures.
Learning Outcomes	<p>Upon successful completion of the course the student will be able to:</p> <ul style="list-style-type: none"> • Understand and use intercultural communication theory as well as terminology related to language, culture, identity and power • Situate themselves within a diversity framework and reflect on the implications in their personal and professional life

	<ul style="list-style-type: none"> • Apply effective verbal and non-verbal cross-cultural engagement in personal and professional contexts • Effectively communicate within diverse group settings • Critically analyse and manage contemporary social and cultural conflicts that affect them or their chosen professional field
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Internal Communication

Course Code	ES-ISCMINRNAL-19
Credits	3 ECTS
Module Manager	Carla Wood c.wood-oostveen@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Lectures
Assessment	One assignment – pass/fail Individual written exam 1-10
Course Material	<i>Corporate Conversations. A guide to crafting effective and appropriate internal communications</i> , by Shel Holtz, 2003 IC toolkit Additional selected articles
Course Outline	External and internal communication are inextricably linked. Companies and organisations are increasingly aware of the importance of systematic attention for internal communication. Organisations have to renew themselves constantly if they are to survive in a changing economic and social environment. One of the tasks of a communication expert is to reinforce parallel communication, that is to say: a flow of information which reaches all employees without exception. Furthermore their task is to advise the organisation's management and to give support in supervising processes of change. Improvement of a company's image usually requires improvement of identity and therefore processes of change in the organisation. During this series of lectures students will acquire an insight into the way internal communication operates.
Learning Outcomes	<ul style="list-style-type: none"> • Analysing and Researching • Knowledge and understanding of internal communication in a professional context. Level 1 • Knowledge and understanding of how to apply internal communications in a professional context. Level 1

Introduction to Communication

Course Code	ES-ISCMINTRCO-19
Credits	3 ECTS
Module Manager	Zah Kahar z.kahar@hhs.nl
Entry Requirements	None. Please note that this is an introductory course and is not suitable for students with a Communications Studies background. This course is for semester 2 only!
Method	Lectures
Assessment	Multiple choice exam
Course Material	Compulsory: Windahl, S., Signitzer, B. & Olson, J.T. (2009): <i>Using communication theory: an introduction to planned communication</i> .

	London: Sage. ISBN 978-1-4129-4839-5
Course Outline	The lectures aim at making students recognise the power of communication to shape perception and behaviour of consumers and other groups in society, such as employees or shareholders. Basic models and theories of communication are clarified as a basis for understanding how communication works, and how it can be used strategically as a management tool. Throughout the course many examples are used so that students are helped to recognise communication issues in the world around us, in mass media, in the public environment and in interactions between people and organisations. The examples are demonstrations of the different professional areas in communication management.
Learning Outcomes	<p>Loco Competency 1 – Analysing and Researching</p> <ul style="list-style-type: none"> • Knowledge and understanding of the essence of managed communications and how it is used in different professional contexts. Level 1 • Knowledge and understanding of how communication works, and factors that influence the effectiveness of managed communication. Level 1

Introduction to Marketing	
Course Code	ES-ISCMINTRM-19
Credits	3 ECTS
Module Manager	Danielle Walsh D.M.Walsh@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Interactive lectures
Assessment	Exam
Course Material	Philip Kotler / Kevin Keller / Mairead Brady / Malcolm Goodman / Torben Hansen (3 rd ed.), 2016, <i>Marketing Management</i> , Pearson, ISBN: 9781292093239
Course Outline	<p>This course is an introduction into Marketing as an academic discipline. 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.</p>
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 • To describe a customer value-driven Marketing mix

Introduction to Sustainability and Stakeholder case studies	
Course Code	ES-ISCMINTSS-19
Credits	11 ECTS points
Module Manager	Barry Verbeek b.verbeek@hhs.nl
Entry Requirements	None. This course may follow a different academic calendar. This course is for semester 2 only!
Method	Lectures (6,5 hours per week)
Assessment	Exam (7 ECTS) and portfolio (4 ECTS)
Course Material	Molthan-Hill, P. (2014). <i>The Business Student's Guide to Sustainable Management. Principles and practice</i> . Sheffield: Greenleaf Publishing, 400p ISBN 978-1-78353-120-2
Course Outline	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).
Learning Outcomes	On successful completion of this module, students will be able to: <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

Journalism & Media	
Course Code	ES-ISCMJM-19 & ES-ISCMJML-19
Credits	15 ECTS
Module Manager	Olivier Nyirubugara O.Nyirubugara@hhs.nl
Entry Requirements	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; in semester 2 it runs in both terms 3 and 4 as a longer version and can be combined with other classes. This course may follow a different academic calendar.
Method	Lectures and workshops
Assessment	Portfolio and Master-proof
Course Material	Randall, D., (2011). <i>The Universal Journalist</i> , London: Pluto Press (ISBN-13 978 0 7453 3076 1) Kovach, B., & Rosenstiel, T. (2014). <i>The Elements of Journalism: What Newspeople Should Know and the Public Should Expect</i> . Revised and updated 3 rd edition. New York: Three Rivers Press

Course 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. In the theoretical part, you will examine:</p> <ul style="list-style-type: none"> • What is news? • Different aspects of journalism: newspapers, radio, television, new media, civic journalism; • Defining audiences and target groups, • The ways media and journalists work, • Compare and contrast different types of journalism, • Comparing public and private broadcasters, • Journalists' use of new media. <p>In the practical part, you will:</p> <ul style="list-style-type: none"> • Write newspaper articles; • Learn how to focus your story; • Learn storytelling techniques; • Produce other journalistic products, such as blogs and editorials; • Conduct interviews; • Create news items for television; • Create websites and work with online tools
Learning Outcomes	<p>At the end of this course students will be able:</p> <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

Media in Contemporary Society	
Course Code	ES-ISCMMECOSO-19
Credits	5 ECTS
Module Manager	Geoffrey Lord g.w.lord@hhs.nl
Entry Requirements	None.
Method	Lectures, discussions, and presentations
Assessment	Two in-course assignments and a final exam
Course Material	Textbook <i>Media Culture and Society</i> (Hodkinson 2 nd edition 2017) material on Blackboard and audio/visual materials used in class
Course Outline	The purpose of this course is to provide students with knowledge and skills to critically analyse the media in contemporary society using a sociological approach. Topics examined in the course include, but are not limited to, media economics, media and political regulations, globalisation and media
Learning Outcomes	In this course students will be presented with a sociological approach to media and gain an understanding of the political, economic, and social aspects of the media in contemporary society.

Media Relations Theory	
Course Code	ES-ISCMMEDREL-19
Credits	3 ECTS
Module Manager	Olivier Nyirubugara O.Nyirubugara@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures
Assessment	Exam
Course Material	Stanton, R. (2007). <i>Media Relations</i> . South Melbourne: Oxford University Press.
Course Outline	Media Relations is an important part of a communication advisor's work. Any organisation needs to maintain a healthy and strategic relationship with the press and, to do so efficiently, must have Media Relations experts who understand how journalism works and what journalists need. Once one knows that, one knows how to meet the needs of journalists, how to react to their reporting activities, how to attract their attention, and how to handle issues relating to news media, among others. This theoretical part of the course (conducted in parallel with the practical part) defines and explains the main aspects of Media Relations and zooms in on the most commonly used Media Relation tools.
Learning Outcomes	At the end of this course students will be able: <ul style="list-style-type: none"> • To outline the main aspects and principles of how journalists work • To identify a communication objectives and the target audience based on a problem • To strategically compile a press list and classify contacts • To select one of the different media relations tools depending on the nature of the problem and circumstances • To make an overview of the steps needed for a Media Relations strategy

Media Theory	
Course Code	ES-ISCMMEDAT-19
Credits	3 ECTS
Module Manager	Olivier Nyirubugara O.Nyirubugara@hhs.nl
Entry Requirements	Students are expected to have completed 'Introduction to Communication' & 'Corporate Communication'. This course is for semester 2 only!
Method	Lectures (7 x 90 minutes per week)
Assessment	Written, end-of-term exam (100%)
Course Material	Each class has one or many compulsory texts that you must read the week preceding the class in question. Materials are made available by the lecturer.
Course Outline	The focus of this module is on important trends in international media and communication in a global context. Apart from the historical and technological background, we will examine the social, economic and political aspects of the profound changes that are taking place in today's media landscape. This module is an introductory course on the media landscape and will look into the following topics: <ul style="list-style-type: none"> • Key media concepts • Media Effects • Media economics • Media power in a global environment

	<ul style="list-style-type: none"> • Cultural dimensions of media systems
Learning Outcomes	<p>Upon completion of this module you should be able:</p> <ul style="list-style-type: none"> • To define media and related concepts like mediation • To explain the effects media systems have on the public • To identify the main aspects of media economics • To distinguish different components of media power in a global environment • To critically detect the cultural dimensions of media systems

Organisational Communication I

Course Code	ES-ISCMORGCC1-19
Credits	3 ECTS
Module Manager	Barry Verbeek b.verbeek@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Workshops and lectures
Assessment	Exam
Course Material	Book: Cornelissen, J. (2014). <i>Corporate Communication. A guide to theory & practice</i> (4th edition). London: SAGE. ISBN: 978-1-4462-7495-8.
Course Outline	<p>Weekly lectures and workshops on:</p> <p>Week 1: Corporate Identity and Corporate Image</p> <p>Week 2: Corporate Reputation</p> <p>Week 3: Stakeholder Management</p> <p>Week 4: Sustainability/ CSR</p> <p>Week 5: Issue Management</p> <p>Week 6: Corporate Branding</p> <p>Week 7: Consult lecture (Q&A)</p>
Learning Outcomes	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Identify the critical role of organisational communication in building and maintaining relationships with the various stakeholders of an organisation; • Recognise the strategic importance of building and maintaining a favourable reputation of an organisation. • Discuss the importance of an integrated approach to managing organisational communication, aligning internal and external communication; • Describe the key issues for an organisation – reputation management, corporate identity, corporate branding, issue management and sustainability - and know how to deal with them; • Recognise the professional role of a communication manager in an international environment.

Organisational Communication II

Course Code	ES-ISCMORGCC2-19
Credits	3 ECTS
Module Manager	Carla Wood c.wood-oostveen@hhs.nl

Entry Requirements	Complete Introduction to Organisational Communication I. This course is for semester 1 only!
Method	Lectures and workshops
Assessment	Exam
Course Material	<p>1. Cornelissen, J. (2014). <i>Corporate Communication. A guide to Theory & Practice</i> (4th edition). London: SAGE. ISBN 978-1-4462-7495-8.</p> <p>2. Adler, N (2008). <i>International Dimensions of Organizational Behavior</i> (5th edition). Mason: Thomson South-Western. ISBN 13: 978-0-324-36074-5.</p>
Course Outline	Combination of Lectures and weekly workshops.
Learning Outcomes	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Understand the role and functions of internal communication within a range of organisations; • Describe key internal communication concepts, theories and techniques for analysing a variety of internal communication situations; • Recognise the most appropriate internal communication tools to be used in a particular company; • Identify the internal communication strategies needed during change processes; • Understand the role and functions of cross cultural issues within a range of organisations; <p>Describe key cross cultural issues concepts, theories and techniques for analysing a variety of cross cultural issues situations;</p>

CULTURE & SOCIETY STUDIES

American Studies

Course Code	ES-ISCSAMERIC-19
Credits	5 ECTS
Module Manager	Dave van Ginhoven d.vanginhoven@hhs.nl
Entry Requirements	Students should have a basic knowledge of political and cultural studies.
Method	The course consists of 6 interactive, 90-minute lectures in which the weekly themes and reading will be discussed. Students are expected to study the material before coming to class in order to facilitate maximum participation in these discussions.
Assessment	Students will be assessed with a written exam consisting of open questions. To prepare for this exam, students, working in small groups, will prepare a study guide summarising chapters of the textbook and defining key terms. <ul style="list-style-type: none"> • Study guide (pass/fail) • Written Exam (100%)
Course Material	Required Reading: <i>The American Civilization: an Introduction</i> , by David Mauk & John Oakland, 7 th Edition, Routledge. ISBN-10: 0415481627 / ISBN-13: 978-0415481625 Additional reading material may be published on Blackboard during the course.
Course Outline	In this course, students will develop their knowledge and insight about the United States of America, its history, politics and culture, as well as its relationship to Europe and its impact on world affairs. The US is the subject of a lot of strong opinions, both positive and negative, and often these opinions are based on subjective information and stereotyping. This course aims to assist students in coming to their own conclusions about the US based on acute information placed in the appropriate context.
Learning Outcomes	By the end of this course, students can: <ul style="list-style-type: none"> • Identify and describe institutions and events, as well as political, cultural and economic factors that are significant to understanding the culture and society of the United States of America. • Analyse the political, cultural and economic systems of the United States and coming to an informed opinion that takes cultural differences into consideration.

Art & Globalisation

Course Code	ES-ISCSARTGL-19
Credits	5 ECTS
Module Manager	Ben van der Sluijs b.c.vandersluijs@hhs.nl
Entry Requirements	None.
Method	Lectures & Workshops
Assessment	Essays & in-class assignments
Course Material	<i>"But is it Art?"</i> C. Freeland OXFORD ISBN 0-19-285367-8
Course Outline	The module gives an introduction to art in general, referring to art of all types, namely pictures, sculptures, movies and music. It involves an overview of art history, whilst the main focus is on the philosophy of art. Students will be encouraged to share their

	viewpoints on actual pieces of art, both historical and contemporary, as the module endeavours to answer the question ‘what is art?’
Learning Outcomes	Students can analyse an artwork with the help of art theories and philosophers.

Cultural Theory & Popular Culture

Course Code	ES-ISCSCTPC-19
Credits	5 ECTS
Module Manager	Ben van der Sluijs b.c.vandersluijs@hhs.nl
Entry Requirements	None.
Method	Lectures & class discussions
Assessment	Essay
Course Material	<i>Cultural theory and popular culture, an introduction</i> , John Storey, ISBN978-1-4058-7409-0
Course Outline	In this course students will: <ul style="list-style-type: none"> • Be introduced to major theoretical and methodological perspectives used in cultural studies and examine their use in understanding contemporary popular culture; • Explore how cultural material acquires meaning in everyday life and the role of culture in shaping individual identity and social relationships; • Apply the acquired insights and methodology in practical criticism.
Learning Outcomes	Students acquire basic knowledge about the key concepts of cultural studies. Students can analyse cultural phenomena with mayor cultural theories.

Issues in 21st Century European Society

Course Code	ES-ISCSISSUES-19
Credits	3 ECTS
Module Manager	Dave van Ginhoven d.vanginhoven@hhs.nl
Entry Requirements	None.
Method	Interactive Lectures.
Assessment	In groups of a maximum of five, students create an advocacy video addressing an important 21 st -century issue.
Course Material	Module book and information on Blackboard
Course Outline	This is an interdisciplinary course that explores important (European) Issues from different political, economic and cultural perspectives. Working in small groups, students choose an issue of interest and produce a short film that could be used to draw attention to the issue and to promote solutions. Along the way, students are introduced to different 21 st Century dilemmas that are discussed in and out of class.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Analyse present practice and envisage future scenarios of change in relation to the course themes. • Present their findings in a cogent manner • Create their own teaching and learning materials which can be observed and utilised by their peers • Critique the value of such materials through peer review and commentaries

	<ul style="list-style-type: none"> Show the ability to work productively in a small group environment
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Italian Politics and Society – The Legacy of the Past

Course Code	ES-ISITALEG-19
Credits	5 ECTS
Module Manager	Emma van Driesum-Cantarelli e.l.m.vandriesum@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures Seminars Discussions
Assessment	Written exam
Course Material	tba
Course Outline	<ul style="list-style-type: none"> Implications of the Fascist past and the civil war (1943-1945) in contemporary Italian politics. The Italian Constitution: A mixture of catholic, socialist and communist ideals and the coexistence of these ideologies in post-war Italy. How the Christian Democrats and their coalition partners managed to dominate Italian politics for 50 years: Anti-communism and anti-fascism as psychological weapons for electoral success. Italy and international politics. Italy in the EU: A love/hate relationship. 50 years of uninterrupted power and its drawbacks: Corruption and collusion with organised crime. The crucial role international events played for domestic politics in post-war Italy. The end of the First Republic: Collapse of the post-war political party system and the controversial role of the judiciary as catalyst in changing a modern democracy.
Learning Outcomes	<ul style="list-style-type: none"> Interpreting Italian affairs in a way corresponding to reality and not to prejudice or stereotype Acquiring knowledge about political and economic developments in Italy from 1920 until 1994

Italian Politics and Society – Recent and Contemporary Developments

Course Code	ES-ISITADEV-19
Credits	5 ECTS
Module Manager	Emma van Driesum-Cantarelli e.l.m.vandriesum@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures Seminars Discussions
Assessment	Portfolio
Course Material	tba
Course Outline	<ul style="list-style-type: none"> 1994: The beginning of the Second Republic; the year of Silvio Berlusconi and his centre-right alliance

	<ul style="list-style-type: none"> • Berlusconi: Political power as a personal challenge; negative liberty vs positive liberty; managing a country like a successful family business: A party as part of one's company and of one's clan • Communication strategies for the masses • Lega Nord and Alleanza Nazionale: Italy coming to terms with its fascist past? • The 'Berlusconisation' of international politics • Latest developments: From 'Lega Nord' to just 'Lega' and the Five-Star Movement: an uncomfortable alliance
Learning Outcomes	<ul style="list-style-type: none"> • Interpreting Italian society in a way corresponding to reality and not to prejudice or stereotype • Acquiring knowledge about Italian politics and society since 1994

Italian Society & Mass Culture	
Course Code	ES-ISITASOCUL-19
Credits	5 ECTS
Module Manager	Emma van Driesum-Cantarelli e.l.m.vandriesum@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures Seminars Discussions
Assessment	Portfolio
Course Material	tba
Course Outline	<ul style="list-style-type: none"> • The impact of economic developments on Italian post-war society: From agriculture-based to service-driven in 50 years. • Social hierarchies • White and Red: How Catholics and Communists thrive together? • Family relations • North and South • Gender • Youth • Consumerism • Mass Culture: Media, cinema, music, traditions • Deep play: Football is more than just a game • Society vs civil society: How can civil society be fostered in a country dominated by familism and clientelism?
Learning Outcomes	<ul style="list-style-type: none"> • Interpreting Italian affairs in a way corresponding to reality and not to prejudice or stereotype • Acquiring knowledge about Italian society and mass culture.

Personal Leadership & Core Principles for European Integration	
Course Code	ES-ISCSPERLS-19
Credits	5 ECTS
Module Manager	Margriet Krijtenburg g.krijtenburg@hhs.nl
Entry Requirements	None.
Method	Interactive lectures & workshops
Assessment	Portfolio & Presentation
Course Material	Covey, S.R., <i>The Seven Habits of highly effective people</i> , Free Press, New York & documents distributed in class EU-Documents, online material, documents handed out in class & Krijtenburg, M., "Schuman, yesterday & today"
Course Outline	<p>The course consists of Personal leadership combined with Core Principles for European Integration. Students take two lectures / workshops (90 minutes each) every week: one on Personal Leadership and one on Core Principles for European Integration.</p> <p>The course provides a practical output of universal and timeless principles that help the student to achieve his or her highest personal aspirations and to overcome his or her greatest challenges.</p> <p>The course shows at the same time how those same principles are engraved in the European unification project and are meant to be leading principles for the European integration process. Current issues like migration, Brexit, terrorism, tension EU-Russia, East-West and North-South will be dealt with in the light of those core principles as will be possible ways to help to soften those tensions.</p> <p>Topics on Personal Leadership:</p> <ul style="list-style-type: none"> • Freedom & responsibility, character ethics, • Being pro-active while putting values above feelings • Having a response-ability whatever the circumstances while keeping the end in mind and putting first things first. • The above contributes significantly to leading a (more) happy, harmonious life, while being (more of) a leader. • Active participation in class and qualities to be practiced in daily life will foster the student's aim to become a leader in his or her own right. <p>Topics on Core Principles of European Integration:</p> <ul style="list-style-type: none"> • European history in a nutshell • Father of Europe, Robert Schuman • Original frame of reference for European integration • Topicality of original framework & current European and global issues • There will be three lectures and three lecture/ workshops that will show the link between Personal Leadership and the Core principles of European Integration. • The lectures will provide the student with a deeper understanding of European Integration and give insight in current problematic issues and in how to help to solve them. • Students will be asked to study in small groups one of the current EU crises – each group a different topic - and to come up with a way to solve this crisis when applying the core principles as meant to function. Their findings will be presented to the rest of the class and discussed in the form of a small congress for students by students.

Learning Outcomes	<p>After this course the students will be able to:</p> <ul style="list-style-type: none"> • Identify his or her strengths and flaws, virtues and vices. • State different paradigms, and at the same time the (same) universal guiding principles on which personal leadership is based and which go beyond cultures. • Examine the strong connection between freedom and personal responsibility. • Produce a growth in self-awareness and leadership through acting pro-actively on a virtue/ positive quality while keeping the end in mind and putting first things first. • Assess through a reflective daily journal the progress of the chosen virtue/ positive quality. • Acknowledge the deep(er) content of the core principles for European Integration. • Identify the direct link between personal leadership and the effect of (not) practicing the core principles of European Integration when dealing with the current European crises within and at the borders of the EU. • To contribute to the solution of current crises while practicing the core principles.
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Philosophy, Art and Culture: Aesthetics

Course Code	ES-ISCSPHACES-19
Credits	5 ECTS
Module Manager	Ben van der Sluijs b.c.vandersluijs@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Lectures, workshop, museum visit
Assessment	Portfolio
Course Material	Umberto Eco - <i>On Beauty, Secker & Warburg</i> , London, 2004, ISBN: 0436205173 C. Freeland - <i>But is it art?</i> Oxford University Press, Oxford, 2002, ISBN: 0192853678
Course Outline	<ul style="list-style-type: none"> • Book Freeland – ch. 1 • Book Freeland – ch. 2 & 3 • Book Freeland – ch. 4 & 5 • Book Freeland – ch. 6 & 7 • Book Freeland - music • Lecture Walter Benjamin • Lecture cinema • Lecture Benjamin, McLuhan, Baudrillard • Overview
Learning Outcomes	Defining art for contemporary times with a historical & philosophical context

Philosophy, Art and Culture: Art History

Course Code	ES-ISCSPHACAH-19
Credits	7 ECTS
Module Manager	Ben van der Sluijs b.c.vandersluijs@hhs.nl
Entry Requirements	This course can only be taken together with Philosophy, Art and Culture: Philosophy of Art. This course is for semester 2 only!
Method	Lectures, workshops, museum visit
Assessment	Portfolio
Course Material	Umberto Eco - <i>On Beauty, Secker & Warburg</i> , London, 2004, ISBN: 0436205173
Course Outline	I. Winterson (read article p. 11)

	<p>II. Eco Winterson (see p. 11) Classical art (Eco I, II, III) Medieval art (Eco IV, V, VI) Renaissance art (Eco VII – X) Modern art (Eco XI – XVII)</p>
Learning Outcomes	Defining art for contemporary times with a historical & philosophical context

Philosophy, Art and Culture: Philosophy of Art

Course Code	ES-ISCSPHACPA-19
Credits	3 ECTS
Module Manager	Ben van der Sluijs b.c.vandersluijs@hhs.nl
Entry Requirements	This course can only be taken together with Philosophy, Art and Culture: Art History. This course is for semester 2 only!
Method	Lectures
Assessment	Portfolio
Course Material	Various online material.
Course Outline	<ul style="list-style-type: none"> • Lecture Greek philosophy • Lecture philosophy – Augustine, Boethius • Lecture philosophy – Kant • Lecture philosophy – Nietzsche • Lecture philosopher - Heidegger • Lecture philosophy – Contemporary philosophy
Learning Outcomes	Defining art for contemporary times with a historical & philosophical context

Powerhaus Germany: Politics and History in Germany

Course Code	ES-ISCSPG-PHG-19
Credits	5 ECTS
Module Manager	Martijn Lak M.Lak@hhs.nl
Entry Requirements	Knowledge of German is not essential (but passive knowledge of listening and reading at B1 level is recommended.) This course is for semester 2 only!
Method	Lectures & Seminars
Assessment	Multiple choice exam and group presentation Minimum requirement: 55% of the assignments/presentations and exams
Course Material	Fulbrook, Mary (2014) (4th revised ed.), <i>A History of Germany 1918-2014. The Divided Nation</i> , John Wiley and Sons Ltd., ISBN: 978-1-11877614-8 Green, Simon & Hough, Dan & Miskimmon, Alister (2012) (2nd ed.), <i>The Politics of the New Germany</i> , Routledge, ISBN-13: 978-0-415-60439-0
Course Outline	<ul style="list-style-type: none"> • Overview of Germany's history 1871 – 1949 • In-depth analysis of Germany's post-war history (1949 – now) • Germany's role in Europe • Germany's relationship with France

	<ul style="list-style-type: none"> • Germany's relation with The Netherlands in historical perspective • Germany and the world outside Europe • Germany's constitutional 'architecture': its political system, its constitutional institutions and its federalism
Learning Outcomes	<ul style="list-style-type: none"> • Acquired general knowledge of Germany's post-WW2 historical and political developments; • Possess a 'helicopter view' in relation to the functioning of the German state, its institutions and officials; • Develop the ability to use the acquired knowledge and points of view critically in their analysis, assessments and evaluations of German and EU politics; • Refined their presentation-, discussion- + feedback skills; • Learned, both individually and collectively, to integrate content-based knowledge and skill-refinement, resulting in successful 'products', such as PowerPoint presentations and future research-based reports.

Powerhaus Germany: Post-war German Economy

Course Code	ES-ISCS PG-GEC-19
Credits	5 ECTS
Module Manager	Tolgan Raben T.E.Raben@hhs.nl
Entry Requirements	Knowledge of German is not essential (but passive knowledge of listening and reading at B1 level is recommended.) This course is for semester 2 only!
Method	Lectures & Seminars
Assessment	Report and presentation Minimum requirement: 55% of the assignments/presentations and exams
Course Material	David B. Audretsch and Erik E. Lehmann. <i>The Seven Secrets of Germany. Economic Resilience in an Era of Global Turbulence</i> (ISBN: 9780190258696) Links to articles will be in the module book or will be provided by the lecturer during class
Course Outline	<ul style="list-style-type: none"> • The German social market economy (Rhine Model) • EU legislation, federalism and lobbying • Elementary German Private & Company Law • Main sectors of the German economy and R&D policies (innovation vs tradition) • Current trends and developments in German economics and trade (especially SMEs)
Learning Outcomes	<ul style="list-style-type: none"> • Have general knowledge of Germany's post-WW2 cultural developments • Have the ability to use the acquired knowledge and points of view of German culture critically in their analysis, assessments and evaluations • Have refined their presentation, discussion and feedback skills • Integrate content-based knowledge and skill-refinement, resulting in successful 'products', such as PowerPoint presentations and research-based reports

Powerhaus Germany: German Post-War Culture	
Course Code	ES-ISCS PG-GPC-19
Credits	5 ECTS
Module Manager	Leo Tunderman l.g.m.tunderman@hhs.nl
Entry Requirements	Knowledge of German is not essential (but passive knowledge of listening and reading at B1 level is recommended.) This course is for semester 2 only!
Method	Lectures & Seminars
Assessment	Portfolio and presentation Minimum requirement: 55% of the assignments/presentations and exams
Course Material	Links to articles will be in the module book or will be provided by the lecturer during class
Course Outline	<ul style="list-style-type: none"> • Cultural differences, German habits, customs and traditions • Cultural landscape from Schlager to Oper, media landscape and public image building • German art (painting, architecture) • Changing German self-image • Berlin, attractiveness and changing city marketing • Minorities and integration, position of women and youth
Learning Outcomes	<p>Four key objectives of this course are:</p> <ul style="list-style-type: none"> • To familiarise students with the cultural post-WW2 developments of this country. • To acquaint students with Germany's cultural position in Europe. • To introduce students into the cultural debate in Germany. • To integrate a more 'in-depth' knowledge and understanding of Germany's cultural life with the ability to utilise and communicate this achievement to a larger public. <p>By the end of the module students will:</p> <ul style="list-style-type: none"> • Have general knowledge of Germany's post-WW2 cultural developments • Have the ability to use the acquired knowledge and points of view of German culture critically in their analysis, assessments and evaluations • Have refined their presentation, discussion and feedback skills • Integrate content-based knowledge and skill-refinement, resulting in successful 'products', such as PowerPoint presentations and research-based reports

Religion in a Globalised World	
Course Code	ES-ISRELGLOB-19
Credits	5 ECTS
Module Manager	Dave van Ginhoven d.vanginhoven@hhs.nl
Entry Requirements	Students should have taken the Political/Cultural/Economic Dimensions of Europe or comparable courses in politics, history and culture at their home institution. Contemporary European Politics is also recommended and a background in basic philosophy is welcome.

Method	The course consists of six weeks of 90-minute interactive lectures with online study materials and discussions.
Assessment	This course is assessed with an open question exam.
Course Material	<p>The following book is required: <i>Religions in the Modern World: Traditions and Transformations</i>, edited by Linda Woodhead, Christopher Partridge and Hiroko Kawanami, Routledge, ISBN: 9780415858816</p> <p>This course also makes use of a weblog where students post content for seminars and engage in dialog. Reading assignments are subject to change and new assignments may be added throughout the course.</p>
Course Outline	This course will look closer at the “spiritual dimension” of Europe by giving students an understanding of the major religions that affect European society and politics and will examine the role religion plays in Europe today. The origins and histories of each faith will be covered, but special attention will also be paid to discussing contemporary developments and polemics in a respectful way. Major topics include Hinduism, Judaism, Christianity and Islam as well as the contrasting philosophies of secularism and humanism and some other religions/philosophies practiced in Europe (Buddhism) with some attention to new religious movements such as Scientology, etc.
Learning Outcomes	<p>Upon completion of this module students can:</p> <ul style="list-style-type: none"> • Demonstrate informed awareness and understanding of different religious belief systems, based on thorough (self)study and research that takes different (cultural) perspectives into account. • Critically analyse and comment on religion(s) and their role in political, economic and cultural affairs at a(n) (inter)national level in contemporary Europe and/or the rest of the world.

Sex and Business

Course Code	ES-ISSEXBUS-19
Credits	5 ECTS
Module Manager	Paul Nixon p.g.nixon@hhs.nl
Entry Requirements	Students following the minor should be able to speak and write in English at a reasonably high level (between CEF level B2 and C1, approaching fluency). This course is for semester 1 only!
Method	<p>This course will follow a lecture-seminar format. Students will be introduced to key points in lectures and discuss their own visions. Students are expected to study the material before coming to class in order to facilitate maximum participation in these discussions.</p> <p>WARNING: The course may contain sensitive content</p>
Assessment	<p>Portfolio: Pass /Fail</p> <p>The portfolio consists of assignments for the seminars</p> <p>YouTube movie (or another channel): 100%</p>
Course Material	Book: Nixon, P. G., & Düsterhöft, I. K. (Eds.). (2018). <i>Sex in the Digital Age</i> . Routledge Supplemented by selected readings (to include video, audio and other resources) indicated on Blackboard
Course Outline	<ul style="list-style-type: none"> • Sex in Advertising • Pornography • Sex Toys • Prostitution

	<ul style="list-style-type: none"> • Online and Future Sex
Learning Outcomes	<p>After the course, students will be able to:</p> <ul style="list-style-type: none"> • Understand how perception of sex can influence society and thus policies in a range of policy areas; • Understand how sex is a business • Analyse present practice and envisage future scenarios of change in relation to the course themes within an international environment (where applicable); • Present their findings in a cogent manner; • Create their own teaching and learning materials which can be observed and utilised by their peers and should be capable of being viewed by an international audience; • Critique the value of such materials through peer review and commentaries; • Show the ability to work productively in both a small group and individually on issues that cross national borders.

Sex and Culture	
Course Code	ES-ISSEXCULT-19
Credits	5 ECTS
Module Manager	Paul Nixon p.g.nixon@hhs.nl
Entry Requirements	Students following the minor should be able to speak and write in English at a reasonably high level (between CEF level B2 and C1, approaching fluency). This course is for semester 1 only!
Method	This course will follow a lecture-seminar format. Students will be introduced to key points in lectures and discuss their own visions. Students are expected to study the material before coming to class in order to facilitate maximum participation in these discussions. WARNING: The course may contain sensitive content
Assessment	Portfolio: Pass /Fail The portfolio consists of assignments for the seminars Create a YouTube movie (or another channel): 100%
Course Material	Book: Nixon, P. G., & Düsterhöft, I. K. (Eds.). (2018). <i>Sex in the Digital Age</i> . Routledge Supplemented by selected readings (to include video, audio and other resources) indicated on Blackboard
Course Outline	<ul style="list-style-type: none"> • Sex and Movies • Sex and Literature • Sex and Music • Sex and the Arts • Sex and Anime
Learning Outcomes	<p>After the minor, students will be able to:</p> <ul style="list-style-type: none"> • Understand how perception of sex can influence society and how society can influence sex in culture; • Analyse present practice and envisage future scenarios of change in relation to the course themes within an international environment (where applicable); • Present their findings in a cogent manner; • Create their own teaching and learning materials which can be observed and utilised by their peers and should be capable of being viewed by an international audience; • Critique the value of such materials through peer review and commentaries;

	<ul style="list-style-type: none"> Show the ability to work productively in both a small group and individually on issues that cross national borders.
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Sex and Society	
Course Code	ES-ISSEXSOC-19
Credits	5 ECTS
Module Manager	Paul Nixon p.g.nixon@hhs.nl
Entry Requirements	Students following the minor should be able to speak and write in English at a reasonably high level (between CEF level B2 and C1, approaching fluency). This course is for semester 1 only!
Method	This course will follow a lecture-seminar format. Students will be introduced to key points in lectures and discuss their own visions. Students are expected to study the material before coming to class in order to facilitate maximum participation in these discussions. WARNING: The course may contain sensitive content
Assessment	Portfolio: Pass /Fail The portfolio consists of assignments for the seminars Essay of 2500 words: 100%
Course Material	Book: Nixon, P. G., & Düsterhöft, I. K. (Eds.). (2018). <i>Sex in the Digital Age</i> . Routledge Supplemented by selected readings (to include video, audio and other resources) indicated on Blackboard
Course Outline	<ul style="list-style-type: none"> Introduction to course: theories about the role of sex in society History of sex and today's attitude towards sex in International context Sex and Law Sex and Education Sex and Health
Learning Outcomes	After the minor, students will be able to: <ul style="list-style-type: none"> Understand how perception of sex can influence society and thus policies in a range of policy areas; Analyse present practice and envisage future scenarios of change in relation to the course themes within an international environment (where applicable); Present their findings in a cogent manner; Create their own teaching and learning materials which can be observed and utilised by their peers and should be capable of being viewed by an international audience; Critique the value of such materials through peer review and commentaries; Show the ability to work productively in both a small group and individually on issues that cross national borders.

Society and Culture in the English Speaking World: Australasia and Africa	
Course Code	ES-ISCSCEAA-19
Credits	5 ECTS
Module Manager	Yvonne Overdevest y.overdevest@hhs.nl
Entry Requirements	None. This course is for semester 2 only!

Method	Lectures (6 x 90 minutes per week) and workshops 6 x 90 minutes per week
Assessment	Portfolio Grade 50% Exam Grade 50%
Course Outline	India (1 week), South Africa (1 week), Australia (2 weeks), and New Zealand (2 week). Through its history, politics and culture, the society of India, South Africa, Australia, and New Zealand will be examined. Themes such as Bollywood and the great outback ideal (Australia) will be discussed.
Learning Outcomes	Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> • Apply historical perspectives to critically examine society, including groups and organisations, and social institutions; • Provide structural explanations of social inequalities related to gender and race, ethnicity, within South Africa, India, Australia and New Zealand • Speak with confidence about the immigration policies of Australia and New Zealand • Critique historical developments in Australian literature through the examination and discussion of Australian prose. • Recognise and analyse the way in which film communicates meaning and ideological messages to its audiences through cinematography and art direction.

Society and Culture in the English Speaking World: Great Britain and Ireland

Course Code	ES-ISCSCEGBI19
Credits	5 ECTS
Module Manager	Yvonne Overdevest y.overdevest@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Lectures (6 x 90 minutes per week) and workshops 6 x 90 minutes per week
Assessment	Portfolio Grade 50% Exam Grade 50%
Course Outline	Introductory week, England (4 weeks), Ireland (1 week), Scotland (1 week). The first part of the course will focus on the geopolitics and history of England as this is the starting point of the English speaking world. This will be followed by social and cultural issues in England, Scotland and Ireland.
Learning Outcomes	Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> • Apply historical perspectives to critically examine society, including groups and organisations, and social institutions; • Provide structural explanations of social inequalities related to gender and race, ethnicity, within the United Kingdom and Ireland • Display a working knowledge of the cultural and historical contexts of significant literary works of the past four decades. • Critique historical developments in Ireland through the examination and discussion of significant examples of Irish music and poetry. • Recognise and analyse the way in which film communicates meaning and ideological messages to its audiences through cinematography and art direction. • 6 will be able to identify a variety of canonical works of art, and material culture from various periods, and will be able to situate these works properly within their cultural, temporal and stylistic milieu.

Society and Culture in the English Speaking World: The Americas	
Course Code	ES-ISCSSEAME-19
Credits	5 ECTS
Module Manager	Yvonne Overdevest y.overdevest@hhs.nl
Entry Requirements	None. This course is for semester 2 only!
Method	Lectures (6 x 90 minutes per week) and workshops 6 x 90 minutes per week
Assessment	Portfolio Grade 50% Exam Grade 50%
Course Outline	The United States of America (4 weeks) and Canada (2 weeks). The first part of the course will focus on the geopolitics and history of the USA as this has had such an impact on the political and cultural heritage of American society today. This will be followed by social and cultural issues in the USA and Canada.
Learning Outcomes	Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> • Apply historical perspectives to critically examine society, including groups and organisations, and social institutions; • Provide structural explanations of social inequalities related to gender and race, ethnicity, within the U.S. and Canada • Speak with confidence about the methodologies of documentary photography. • Critique historical developments in American music through the examination and discussion of significant changes in the historical and social contexts of music. • 5. Recognise and analyse the way in which film communicates meaning and ideological messages to its audiences through cinematography and art direction.

The Cultural Dimension of Europe	
Course Code	ES-ISCSULDIM-19
Credits	3 ECTS
Module Manager	Ben van den Bergh a.j.vandenbergh@hhs.nl
Entry Requirements	None; please note this is a 1 st -year module and should only be chosen by students who do not have a background in Cultural Studies. This course is for semester 1 only!
Method	Lectures and seminars
Assessment	Multiple choice question exam plus group assignment
Course Material	Course book (Peter Rietbergen – <i>Europe. A Cultural History</i> , third edition), seminar texts and course manual (both on Blackboard)
Course Outline	The course is divided into two parts, a historical part, linked to the lectures, and a topical part, linked to the seminars. In the course book as well as the lectures the cultural history of Europe is discussed, from ancient Greece to contemporary globalising times. In the seminars the focus is on actual implications of matters dealt with in the historical part.
Learning Outcomes	Upon completion of the module the students can: <ul style="list-style-type: none"> • Identify key aspects of European history and European cultural developments • Differentiate perspectives on European history and European cultural developments • Apply knowledge of Europe's history and culture to contemporary situations • Explain important aspects of contemporary European culture, taking different perspectives into account

	<ul style="list-style-type: none"> • Lead a discussion about relevant topics in an international environment.
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The History of Europe through Music

Course Code	ES-ISCSHEUTMC-19
Credits	5 ECTS
Module Manager	Roberto Barroso r.barroso@hhs.nl
Entry Requirements	None.
Method	12 classes (including presentations by the students) of 45 minutes
Assessment	Part A presentation and paper, 60% Part B written exam, 40%
Course Material	Course materials will be provided by the lecturer.
Course Outline	The elective is not so much a history of the music but a history of the European countries through its music. It will provide insights into the relations between monarchies and music, religion and music, Beethoven and the Napoleon era etc. Students will learn about these relations in different periods of time: from Vienna before the First World War, to Paris in the twenties, from Hitler's Germany and Stalin's Russia to the downtown of the European capitals in the sixties and seventies. We follow the rise of mass culture and mass politics, of hot and cold wars and we finish the course with the popular culture of the end of the twentieth century: pop and rock. The teacher will explain the history of Europe, through the use of videos, music tracks and power point presentations. The teacher will try to make students think about the connections between society, life and music.
Learning Outcomes	<ul style="list-style-type: none"> • Students will be able to recognise different periods of music and connect this with the history of the European countries. • Students will be able to explain the connections between society, way of life and music of the European countries. • Students will be able to write a paper about the relation between music, history and their own country. • Students will be able to demonstrate a proficiency in presentation skills.

Women and Society

Course Code	ES-ISCSWS-19
Credits	5 ECTS
Module Manager	Marije Minkman m.a.minkman@hhs.nl
Entry Requirements	None.
Method	Lectures, discussions, reports and presentations
Assessment	Essays/report and presentation
Course Material	Module book and reading materials available on Blackboard
Course Outline	This module will address several issues and problems that women have had to contend with over the centuries, hoping thereby to understand and explore what attitudinal and legislative changes are long overdue in the improvement of women's status. The course is organised around a number of themes, ranging from women and health to women and work. These subjects will be approached from different angles and an attempt has been made to include different continents and individual countries in the discussion. Even though some people might think that in western society there is no real need for

	feminism and women's organisations anymore, by raising certain issues and by questioning some of women's achievements in the last few decades students will become more aware of their status in society as women and men .
Learning Outcomes	<ul style="list-style-type: none"> • Report and reflect on own research into specific themes related to women and their position in different societies; • Construct intercultural knowledge of the themes by consulting international sources and actively participating in the international classroom; • Define and argue their own viewpoint on various gender issues (both in speaking and writing) based on critically comparing and contrasting international sources.

LAW, POLITICS AND ADMINISTRATION

Business Lobbying: Research and design a case study lobbying campaign

Course Code	ES-ISPALOBIP-19
Credits	5 ECTS
Module Manager	Paul Shotton p.shotton@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Combination of lectures, guest lectures, seminars, workshops and field trips.
Assessment	20% of the final grade is assessed through active participation in the lectures and seminars 20% for the presentation and accompanying documents 60% for the written portfolio
Course Material	Zetter, L. (2014). <i>Lobbying 3e: The art of political persuasion</i> . Harriman House Limited. Hardacre, A., & Akse, E. (Eds.). (2015). <i>How the EU institutions work and... how to work with the EU institutions</i> . John Harper Publishing.
Course Outline	<p>This module will focus on developing the knowledge and applying these for the development and presentation of a lobbying plan for a case study representing an interest group in the private sector. The course will focus on introducing students to the tools, tactics and strategies that are used by the private sector in lobbying work. Students will research a case study organisation and its issue making use of key European Union document and information databases.</p> <p>The module will be taught through a combination of lectures and seminars. The seminars will take the form of workshops where students will work through the steps needed to articulate a formulate a lobbying plan for a case study campaign. The lobbying plan will focus on presenting an analysis of the organisation, its issue, key stakeholders. Students will design a plan making use of a limited selection of well-defined of lobbying strategies, tools and tactics. Students will work in groups to pitch this plan to commissioning organisations.</p>
Learning Outcomes	<p>By the end of the module students will be able to:</p> <p>Applied skills:</p> <ul style="list-style-type: none"> • Identify, categorise, classify and measure lobbying and advocacy tools, tactics and strategies. <p>Analysis and Synthesis skills:</p> <ul style="list-style-type: none"> • Research and analyse a case study organisation and issue using key European Union document and information databases; • Know how to individually devise an ethical and transparent European Union lobbying plan for a case study interest group (business or non-profit). • Show how to pitch and present a European Union lobbying plan as a group.

Contemporary European Politics	
Course Code	ES-ISPACONTEU-19
Credits	5 ECTS
Module Manager	Andreas Funk A.Funk@hhs.nl
Entry Requirements	None.
Method	Lectures and seminars
Assessment	3000-word essay
Course Material	Baylis, J., Smith, S. Owens, P. (2017) <i>The Globalization of World Politics</i> , 7 th edition
Course Outline	In this module students build on their awareness of developments and processes within the political arena in Europe. In particular, they will gain an understanding of the dynamics of politics in Europe and the main political cleavages. Other questions that will be discussed are what are the main trends and developments shaping European politics and what impact does globalisation have on European nation states?
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Classify the main cleavages in the European Political landscape • Explain the main trends and developments shaping European politics • Give at least (2) examples of the impact of globalisation on European nation states in the contemporary world

Decision Making in the European Union	
Course Code	ES-ISPADECMAK-19
Credits	5 ECTS
Module Manager	Pieter Pijlman p.pijlman@hhs.nl
Entry Requirements	Basic knowledge of the EU institutions and the decision-making procedures.
Method	This project-based course runs every semester (2 terms; 12 weeks). It consists of seminars, master classes, guest lectures, a field trip to Brussels and a simulation game.
Assessment	The assessment consists of 2 parts: (1) Preparatory assignments & simulation game and (2) Essay
Course Material	Course Manual + Support Book with selected texts and materials Handbook: <i>How the EU Institutions work and... how to work with the EU institutions</i> Hardacre, Alan (ed.) (2011) London: John Harper ISBN 978-0-9564508-6-9
Course Outline	During this course students will gain insight in the decision-making process of the European Parliament. This project-based course simulates the European Parliament proceedings in the ordinary legislative procedure (co-decision). Guest lectures and a field trip to Brussels will familiarise the students with the theory of European decision making. Master classes and instruction seminars will provide guidance to the groups as they prepare for the simulation game. The simulation is based on a real legislative proposal. Groups of students that play the roles of interest groups and political groups in the European Parliament discuss and state their positions on the proposal during the game.

Learning Outcomes	<p>Upon successful completion on the course, students will be able to:</p> <ul style="list-style-type: none"> • Examine and review an EU legislative proposal (directive or regulation), using related statements, news articles, policy documents and reports (individual assignment) • Use public affairs skills and strategic skills to effectively represent and negotiate the interests and goals of a policy actor in word and by speech (position paper/strategy paper; sim game participation) • Develop a position in response to an EU legislative proposal from the perspective of a policy actor (interest group/political group) (position paper/strategy paper) • Prepare argumentation to support the position of a policy actor in the EU legislative process (statement) • Formulate solutions for social and technical challenges resulting from it by means of amendments to a legislative proposal (amendments) • Build relationships and alliances within a transnational policy network by identifying relevant partners and stakeholders (sim game participation) • Maintain contacts within the policy network by developing understanding, tolerance, respect towards other cultures and other social/political backgrounds
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Democracy in the European Union

Course Code	ES-ISDEMEU-19
Credits	5 ECTS
Module Manager	Mendeltje van Keulen M.vanKeulen@hhs.nl
Entry Requirements	Students must have basic knowledge about national and international policy-making and/or have followed courses on EU decision making or EU law, so that they know the roles of the EU institutions and the member states in making European policy. This course is for semester 1 only!
Method	The course consists of lectures, discussions with practitioners and paper work (essays) to be completed each week. Guest lecturers will be invited from the European Parliament; the Court of Auditors, national parliament and/or private actors, giving insights into parliamentary lobbying.
Assessment	50% of the grade is made up by weekly essays (500 w) and presentations, 50% for the final, 4000 word written assignment
Course Material	Literature consists of weekly articles and book chapters
Course Outline	2019 is a year of European elections in 27 member states. But what is the state European democracy is in? In lectures, discussions with European professionals and a working visit to the Dutch national parliament, we discuss how shaping and taking European Union policy is legitimised by parliaments. We study the powers and informal roles of the European Parliament and the national parliaments in the member states. These are approached both from a historical perspective as well as analysing the current situation. But most importantly, discussions in the course focus on democratic <i>practices</i> . How does direct democracy, such as referenda, work out? Do new venues in interparliamentary relations and social media work out for voters and lobbyists to follow and influence EU policy making? Recent experiences in parliamentary coalition building for the subsidiarity check are discussed. And the political discussion between France and Germany on strengthened monetary union makes for interesting debates on the role and development of parliamentary democracy in the European Union.

Learning Outcomes	After having followed this course, students will have acquired insight into the democratic dimensions of EU-decision making, focusing on the interplay of the European Parliament and 41 Chambers of national parliaments. These are discussed both from a historical perspective as well as debating the current situation. Students will become familiar with the relations between these actors and stakeholders (NGOs, media, industry) and be able to discuss how democracy works in an European context.
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Eastern European Politics I

Course Code	ES-ISEEPP1-19
Credits	8 ECTS
Module Manager	Guido van Hengel & Antje Grebner G.C.vanHengel@hhs.nl & a.grebner@hhs.nl
Entry Requirements	A good command of English (reading level C1 CEF) is essential to do well in the course. This course is for semester 1 only!
Method	Lectures
Assessment	Written Exam
Course Material	tba
Course Outline	This course focuses on the society, culture, history, economy and political transformation of Central and Eastern European countries and the successor states of the Soviet Union. As the title suggests, it is about the part of Europe on the Eastern side for the Cold War division in Europe. As a result, these countries allegedly play an ambiguous role in today's Europe. This minor both seeks to analyse the integration (and disintegration) of Central and Eastern Europe to the European Union as well as the transformations and future of the successor states to the Soviet Union, in particular the Russian Federation as an awkward partner on the European continent.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Have a decent amount of knowledge of the history of Central and Eastern Europe, Russia and the Successor states of the Soviet-Union, and the Balkans. • Recognise and understand cultural, political, and social developments in the post-communist societies of the former Eastern Bloc-countries. • Have sufficient knowledge and understanding of academic debates on the transition/transformation of Eastern Europe since 1989. • Critically read and analyse news covering of current developments and debates in Central and Eastern Europe, Russia, and the Balkans. • Be able to contextualise and analyse EU policy on the Eastern Neighbours, especially the EU-Enlargement Policy, Neighbourhood Policy, and the Foreign Relations of the European Union.

Eastern European Politics II

Course Code	ES-ISEEPP2-19
Credits	7 ECTS
Module Manager	Guido van Hengel & Antje Grebner G.C.vanHengel@hhs.nl & a.grebner@hhs.nl
Entry Requirements	A good command of English (reading level C1 CEF) is essential to do well in the course. This course can only be taken in combination with Eastern European Politics I. This course is for semester 1 only!
Method	Seminars, Workshops, Individual supervision, labs, presentations, Guest Lectures
Assessment	Written portfolio and presentations

Course Material	Instructions for reading and research will be given in class.
Course Outline	In Eastern European Politics II the students will do research in a case study about a more specific subject related to the transformation of Central and Eastern Europe, Russia, and the Balkans. In specified workshops, the students will be trained to do “news reviews”, “literature reviews” and “policy reviews”. The aim of this course is to gain skills in doing substantial research into East European affairs. Students can choose to focus on particular case-study in the field of academic research, current affairs, or the EU’s policy making. The learning environment in this course is highly interactive, problem-based, and dynamic.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Write a substantial literature review of academic research into East European politics, culture, or society. • Write a news review on how and what has been covered in the news about East European affairs. • Write a policy review of an EU-policy, in particular those which have to do with either the Central and Eastern European countries within the EU, the EU accession candidates on the Balkans, or neighbouring countries that used to be part of the Soviet-Union.

European Public Policy	
Course Code	ES-ISPAEURPUB-19
Credits	5 ECTS
Module Manager	Andreas Funk A.Funk@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Lectures and seminars
Assessment	One group written assignment in the seminars and a written exam with open questions
Course Material	McCormick J. (2015). <i>European Union Politics</i> (2nd ed). Basingstoke: Palgrave
Course Outline	<p>Introduce the student to the study of European Public Policy, which examines modes of policy-making operating in the European Union. The course will introduce the theoretical concepts and models that seek to describe the policy-making process at the European level. The Course will demonstrate the continual evolution of European policy-making processes. We will discover how it should emerge that no single theory is capable of acting as a template for predicting and describing all European policy-making processes.</p> <p>The course will seek to ensure students have a solid understanding of the theoretical basis of European public policy, the debates and arguments amongst the academic community and the historical evolution of public policy theory.</p> <p>The five case studies have been selected to provide students with examples of forms of policy-making that support different theoretical constructs i.e. intergovernmental, functionalism, governance etc. as well as provide examples of the 5 modes of policy making.</p> <p>Lectures 1 to 4 provide the students with the key theoretical concepts, practical tools and understanding that will enable them to analyse and understand European public policy. Starting with the key theoretical frameworks we move to examining the policy process.</p>

	<p>Lectures 5 to 6 provide a review of the anatomy of the EU institutions underlining the different policy making context that apply to each EU institution (e.g. European Commission vs. European Court of Justice). We also examine the role of EU agencies and their differing mandates and competences.</p> <p>Following this theoretical component the lectures 7 to 11 will move onto a series of core case studies of major European policies. We have selected 5 policy areas that reflect the diversity of EU policy-making as well as draw out the specificities of each policy area. These specificities will then be linked with the theories explores in the first 5 lectures.</p> <p>Lecture 12 will provide a conclusion that seeks draw together the main knowledge provided by the lecture series and provide students with the overall picture of European public policy, presented by this course. Students will be equipped with sufficient insight into European policy-making to allow them to draw their own conclusions regarding the theoretical models put forward by academia.</p>
Learning Outcomes	<p>Upon successful completion on the course, students will be able to:</p> <ul style="list-style-type: none"> • Identify and understand the main theories and models of public policy in the European context. • Understand the complexities of modern multiple and multi-level governance. • Understand the evolution of EU policy-making. • Identify key stakeholders and their role in the policy-making process. • Understand the differences in European policy-making according to policy field.

Global Development Issues	
Course Code	ES-ISPAGLOBAL-19
Credits	5 ECTS
Module Manager	Isabel Düsterhöft I.K.Dusterhoft@hhs.nl
Entry Requirements	None.
Method	Interactive lectures
Assessment	Written exam (open questions and multiple-choice)
Course Material	Handelman, H. (2016). <i>Challenges of the Developing World</i> . (8th edition), Rowman & Littlefield Publishers
Course Outline	<p>The aim of this course is to provide an introduction to what we commonly refer to as the “Developing Countries”. Students will learn about their social, economic and political context. The role of international political and economic institutions in the area of development will also be examined. Due to the character of the subject, the approach in this module will be interdisciplinary.</p> <p>The first part of the module will deal with general features of developing countries and the historical background of differences in development tracks around the world. After this introduction the issues of economic and social development will be emphasised, along with aspects of ethnic conflict, state-building, democratisation, and modes of foreign intervention. Finally, different development strategies will be examined. Special attention will be paid to the current debate on the advantages and disadvantages of development aid.</p>
Leaning Outcomes	Upon successful completion on the course, students will be able to:

	<ul style="list-style-type: none"> • Define different concepts of development and show how development is measured by influential international organisations in the field; • Discuss theories on development and industrialisation strategies; • Assess the role of ethnicity and different levels of interethnic conflict in developing countries; • Interpret the concepts of democracy, governance and state building in relation to developing nations; • Clarify the types and goals of military regimes and the accomplishment and failures of these regimes; • Discuss development aid by comparing different forms of aid and their advantages and disadvantages.
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IGOs and INGOs- World Citizenry at Work	
Course Code	ES-ISPAIGOING-19
Credits	5 ECTS
Module Manager	Mihaela Anghel M.Anghel@hhs.nl
Entry Requirements	None; please note this is a 1 st -year module and should only be chosen by students who do not have a background in this field. This course is for semester 2 only!
Method	12 Lectures & Seminars
Assessment	40% of final mark: multiple choice exam in exam period 3 (with resit in 3B) 60 % of final mark: open question exam in exam period 4 (with resit in 4B) (5 ECTS)
Course Material	Pease, K.K. (2019, 6th ed) <i>International Organizations</i> , (international edition), London: Pearson & Longman
Course Outline	In today's international world, sovereign nation states are no longer the only political actors. Interdependence is an all-encompassing word and to reflect this international organisations are fast becoming an important arena in which our governments and principal non-governmental actors do their business. This module focuses on the phenomenon of International Governmental Organisations and the increasing influence of Non-Governmental Organisations as well as the interaction between the two. The aim of this module is to provide students with a basic understanding of International Governmental Organisations and (International) Non-Governmental Organisations. The module tries to achieve this by focussing on three areas: classification and categorisation of IGOs and (I)NGOs, their development into global players and interaction between the different political actors, as well as how IGOs and (I)NGOs shape the political landscape and influence the political arena.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Describe the development of international organisations. • Outline how IGOs and INGOs shape the global political landscape. • Evaluate the outcomes of IGO and NGO activities in different fields. • Recognise the challenge of different global issues and attempts to tackle these by the international community

Institutions of the European Union	
Course Code	ES-ISPAINSTEU-19
Credits	2 ECTS
Module Manager	Pieter Pijlman p.pijlman@hhs.nl
Entry Requirements	None; please note this is a 1 st -year module and should only be chosen by students who do not have a background in this field. This course is for semester 2 only!
Method	The module is taught over six weeks and includes lectures of 90 minutes
Assessment	Multiple Choice test
Course Material	<i>European Union Politics</i> , John McCormick, (March 2015), 2nd edition, Palgrave Macmillan, ISBN: 9781137453389
Course Outline	<p>Students will gain an insight into the development of the European Union and its importance in European affairs. The following items are covered:</p> <ul style="list-style-type: none"> • The main institutions of the EU and their functioning • The development of the EU through history • Practical examples of how the EU operates in policy areas <p>The lectures are as follows: Lecture 1: Introduction Lecture 2: The European Commission Lecture 3: The Council of the European Union & the European Council Lecture 4: The European Parliament Lecture 5: Court of Justice of the EU and Decision-making in the EU Lecture 6: Other Bodies and Specialised Agencies</p>
Learning Outcomes	<p>Upon successful completion on the course, students will be able to:</p> <ul style="list-style-type: none"> • Name key institutional leaders and political groups • Identify the 7 main EU institutions and recall their principal interrelations, structures and functions • Recall the current member states of the European Union, candidates and potential candidates as well as their accessions • Outline and organise the treaties of the European Union • Identify the main European decision-making procedures and legal instruments

International Human Rights Law	
Course Code	ES-ISPAIHRL-19
Credits	5 ECTS
Module Manager	Maarten van Munster m.vanmunster@hhs.nl
Entry Requirements	Basic understanding of law. This course is for semester 1 only!
Method	Lectures and seminars
Assessment	Written exam
Course Material	Moeckli, D., Shah, S., & Sivakumaran, S. (2017) <i>International Human Rights Law</i> . Oxford: University Press
Course Outline	A good command of English (reading level C1 CEF) is essential to do well in the course. No legal background is required but A 'feel' for legal material is likely to be an asset.

	<p>The aftermath of the Second World War provided a fertile ground for the creation and promotion of International Human Rights Conventions. The first step in this process was the adoption of the Universal Declaration of Human Rights in 1948. At the moment over 10 different United Nations conventions are in force. On a regional level three legal systems exist, the Inter-American, African and European system. In this module students will specifically focus on the European system. The cumulative effect of both the developments at the UN and the regional levels has led to a situation where Human Rights can no longer be considered as belonging to the domestic jurisdiction of individual states. Human Rights standards have become internationalised both legally and politically. Governments experience pressure to observe international standards and can no longer get away by simply denouncing foreign interference within the domestic situation of the country.</p> <p>The module is divided in three parts. Firstly, students will look into the development of Human Rights standards and conventions at the UN level. After that a closer look will be taken at the European system where we will also be examining a legal judgment from the European Court of Human Rights. Finally, we will look at some specific human rights, such as the right to freedom of expression and privacy.</p>
Learning Outcomes	<p>Upon successful completion on the course, students will be able to:</p> <ul style="list-style-type: none"> • Explain the historical and philosophical basis for the development of the law in the field of International Human Rights. • Apply articles from the International Covenant on Civil and Political Rights and the European Convention on Human Rights to a specific case. • Discuss a judgment of the European Court of Human Rights. • Describe the main international legal institutions that are active in the field of HRL, such as the European Court of Human Rights (ECtHR) and the Human Rights Council (HRC). • Discuss and analyse the scope of a specific Human Right by means of a short essay.

International Humanitarian Law and International Criminal Law	
Course Code	ES-ISPAIHLICL-19
Credits	5 ECTS
Module Manager	Isabel Düsterhöft I.K.Dusterhoft@hhs.nl
Entry Requirements	A good command of English (reading level C1 CEF) is essential to do well in the course. No legal background is required but a 'feel' for legal material is likely to be an asset. This course is for semester 1 only!
Method	Lectures and seminars
Assessment	Written exam and moot court
Course Material	Various articles and material available on Blackboard
Course Outline	Both International Humanitarian Law (IHL) and International Criminal Law (ICL) belong to the realm of international law. Both fields of law have developed spectacularly in recent decades. However, the basic principles of international humanitarian law and the founding conventions in this field have been around for much longer. The principles and rules of International Criminal Law have been strongly developed by International Legal institutions (many of them based in The Hague) such as the former International Criminal Tribunal for the former Yugoslavia (ICTY), the former International Criminal Tribunal for Rwanda (ICTR) and the International Criminal Court (ICC), some of which may be visited during field trips.

	The objective of the module is to provide students with knowledge on a mix of historical and contemporary aspects related to IHL and ICL. Apart from focusing on the knowledge of the development and the existing rules in both fields, much stress will be put on acquiring a critical view towards both subjects. Lectures will be supplemented with seminars, which aim at giving students an overview of real world examples and cases. Moreover, students will be introduced to the notion of transitional justice and the peace v. justice debate. The course includes guest lecture(s) and field trip(s), as well as the participation in a moot court exercise.
Learning Outcomes	After successful completion of this course IHL/ICL module the student will be able to: <ul style="list-style-type: none"> • Explain the historical foundations of IHL/ICL; • Describe and explain the fundamental principles of IHL and apply these to actions of actors in conflict situations; • Discuss the role of the courts and tribunals that are active in the field of ICL; • Apply articles from the Rome Statute to a specific case; • Analyse the Rwandan Genocide and the role of transitional justice in Rwanda and other regions of the world.

International Relations	
Course Code	ES-ISPAINREL-19
Credits	5 ECTS
Module Manager	Antje Grebner a.grebner@hhs.nl
Entry Requirements	None.
Method	6-10 lectures
Assessment	2x 1,000 word essays
Course Material	Baylis, J., Smith, S. Owens, P. (2017) <i>The Globalization of World Politics</i> , 7 th edition
Course Outline	The module will present contemporary theories of International Relations. It will outline the basic tenets and differences of these theories and how they are applied to explain and interpret current event in international politics.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Explain different theoretical frameworks towards understanding International Relations • Identify and apply academic sources in the field of International Relations • Assess current global issues through International Relations theories • Critically analyse the main characteristic of each of the main International Relations theories.

Media & Politics I	
Course Code	ES-ISPAMEPO1-19
Credits	5 ECTS
Module Manager	Rajash Rawal r.rawal@hhs.nl
Entry Requirements	None.
Method	Lectures, seminars and video presentations
Assessment	Assessment will be by way of a final paper/essay.
Course Material	An (electronic) anthology of reading material is made available at the start of the course

Course Outline	Edmund Burke once described the media as the Fourth estate in the political hierarchy after the conventional executive, legislature and judiciary. Subsequently we have witnessed an ever-closer relationship develop between the media and political actors. Hence, this course seeks to examine the role that the media play in various political circles and vice-versa. The central objective of the course will be to familiarise students with the seminal themes and concepts involved in the study of Media and Politics. This aim will be achieved by focusing the course on the core aspects of political communication, the dynamics of visual culture, political advertising and developments in new technologies. The methodology will be to mix conventional lectures with practical examples of media coverage and political interaction. Secondly, the course aims to provide students with a range of contemporary reading material from a wide variety of sources to help them expand their knowledge and awareness. The reading material has been carefully selected to match both the themes of the lectures and the contrasting and comparative scope of the course.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Identify the essential basics of how media and political actors interact • Identify the various ways in which politics use the media • Trace the development of the mediatisation of politics • Trace the development of the politicisation of media

Media & Politics II	
Course Code	ES-ISPAMEPOII-19
Credits	5 ECTS
Module Manager	Dave van Ginhoven d.vanginhoven@hhs.nl
Entry Requirements	None.
Method	Interactive lectures to discuss theory & student-led seminars to discuss case studies.
Assessment	A group presentation analysing of the online communications strategies used by a political entity. An individual essay offering analysis of the role of online communication in current political affairs.
Course Material	<i>Because this course is about the Internet, the course materials are sourced there. All required reading consists of internet articles, essays, links and videos and is updated throughout the course.</i>
Course Outline	This course aims to give students an introduction to the body of knowledge on the interface between politics and the new media. Politics is everywhere, it is fascinating and exciting. Political parties and politicians are now utilising new technologies as an increasingly important part of their strategies to communicate their message to other politicians, party members and the public at large. As will have been seen by the students in Media and Politics 1 the use of different media require different strategies and thus impact upon the style and often the substance of politics. This module seeks to examine the ways in which politics and politicians have been changed by the use of new technologies and platforms such as social media. It examines the ways in which new ICT's are used and how they fit in with the use of more traditional methods of political communication. The module will be taught in a way that will cover the study as succinctly as possible from an international perspective.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Demonstrate awareness of the fundamental differences and similarities of the Adoption and adaptation of new technologies in differing circumstances. • Identify the various tools of political interaction in the modern world

	<ul style="list-style-type: none"> • Create part of their own teaching and learning materials which can be utilised by their peers • Critique the value of such materials via peer review and commentaries • Analyse the fundamental potential shift in the roles of media production and consumption, facilitated by ICT's.
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Nation and Identity in Contemporary Europe

Course Code	ES-ISPANICE-19
Credits	5 ECTS
Module Manager	Antje Grebner a.grebner@hhs.nl
Entry Requirements	None.
Method	6 lectures
Assessment	1,500-word essay.
Course Material	Reading material and bibliographies is made available on blackboard and in lectures
Course Outline	An examination of the role of national identity in an integrated Europe. The course will look at theories of nationalism, supranationalism and debate the (possible) existence of a European identity.
Learning Outcomes	<ul style="list-style-type: none"> • Analyse the formation processes of collective identities and, in its most successful variety, national identity • Explain the relationship between national identities and the future of Europe • Analyse the roots of the relationship of member states to the European Union • Assess dividing lines in Europe and increasing demands for emphasising national interest instead of a common European interest • Evaluate the possibilities for further European integration

NGO Advocacy: Research and design your own advocacy campaign

Course Code	ES-ISPANGOADV-19
Credits	5 ECTS
Module Manager	Paul Shotton p.shotton@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Combination of lectures, guest lectures, seminars, workshops and field trips.
Assessment	20% of the final grade is assessed through active participation in the lectures and seminars 20% for the presentation and accompanying handouts 60% for the written portfolio
Course Material	The course makes use of a range of guides and instructional materials published by International organisations and non-profit NGOs.
Course Outline	This course will focus on developing the knowledge and applying these for the development and presentation of an advocacy campaign plan for a case study representing an interest group in the non-profit sector. The course will focus on introducing students to the tools, tactics and strategies that are used by the non-profit sector in advocacy campaigns. Students will research a case study organisation and its issue making use of key European Union document and information databases.

	The module will be taught through a combination of lectures and seminars. The seminars will take the form of workshops where students will work through the steps needed to articulate a formulate an advocacy campaign plan for a case study. The advocacy plan will focus on presenting an analysis of the organisation, its issue, the campaign goal and key stakeholders. The students will design a plan making use of a limited selection well-defined of advocacy and campaign strategies, tools and tactics. Students will work in groups to present this plan to commissioning organisations.
Learning Outcomes	By the end of the module students will be able to: Applied skills: <ul style="list-style-type: none"> • Identify, categorise, classify and measure lobbying and advocacy tools, tactics and strategies. Analysis and Synthesis skills: <ul style="list-style-type: none"> • Research and analyse a case study organisation and issue using key European Union document and information databases; • Know how to individually devise an ethical and transparent European Union advocacy plan for a case study interest group (business or non-profit). • Show how to pitch and present a European Union advocacy plan as a group.

Political Ideology	
Course Code	ES-ISCPOLIDE-19
Credits	5 ECTS
Module Manager	Antje Grebner a.grebner@hhs.nl
Entry Requirements	None.
Method	Workshops
Assessment	Weekly reviews of key texts & one essay
Course Material	Goodwin, B. (2007) <i>Using Political Ideas</i> (5 th ed.). John Wiley & Sons, Ltd: Chichester
Course Outline	The Political Ideology course covers the origins of modern political ideology and trace their evolution through history up until today. Students will gain an understanding of the background on different political schools of thought (e.g. liberalism, conservatism, socialism or ecogism). Emphasis will be placed on whether these ideologies offer answers to any of the pressing issues of the 21 st century and how their ideas are used by modern political movements, individuals and groups.
Learning Outcomes	Upon successful completion of the module, students will be able to: <ul style="list-style-type: none"> • Identify and understand all major political ideologies and their validity in contemporary politics, • Identify schools of thought and develop an argument based on different approaches towards politics, • Categorise political contexts and processes from an ideological point of view and be able to analyse these from an academic perspective.

Public International Law	
Course Code	ES-ISPAPIL-19
Credits	5 ECTS
Module Manager	Mari-Jose Weijerman m.j.weijerman@hhs.nl
Entry Requirements	A good command of English (reading level C1 CEF) is essential to do well in the course. No legal background is required but a 'feel' for legal material is likely to be an asset.
Method	Teaching will be mainly by means of participatory workshops and seminars, although there may be mini-lectures from time to time where the need arises
Assessment	Group case assignment [presentation + essay] Comprehensive final exam (written)
Course Material	<i>International Law</i> , Jan Klabbers (2017), (2nd ed.), Cambridge University Press.
Course Outline	The objective of this course is to provide students with legal and generic knowledge on Public International Law (PIL). International Law is not just the law that deals with war and peace; it also deals with rules on the protection of the environment, the law on treaties and diplomatic immunities. PIL consists of rules and principles of general application dealing with the conduct of states and of international organisations and with their relations inter se as well as with some of their relations with persons, whether natural or juridical. International law is concerned with questions such as the settlement of disputes by peaceful means, legal restraints on the use of force in international relations, title to territory and diplomatic relations.
Learning Outcomes	Upon successful completion on the course, students will be able to: <ul style="list-style-type: none"> • Have knowledge and understanding of the function, sources and major principles of IL (excluding the area of Human Rights & International Criminal Law) • Have an understanding of the making of treaties and their importance in int. relations • Appreciate the possibilities and limitations of international dispute resolution. • Be able to deal with problems that have international legal implications: territory, law of the sea, state responsibility and the use of force. • Be able to deal with problems that have international legal implications: analyse problem questions; set out the fundamental principles involved in the questions; apply those principles and show an awareness of alternative arguments. • Have knowledge of the structure and powers of the main institutions involved in the field of PIL and the resolution of disputes.

Strategic Public Affairs: Designing strategic and measurable public affairs strategies	
Course Code	ES-ISPAADCALO-19
Credits	5 ECTS
Module Manager	Paul Shotton p.shotton@hhs.nl
Entry Requirements	None. This course is for semester 1 only!
Method	Combination of lectures, guest lectures, seminars, workshops and field trips.
Assessment	20% of the final grade is assessed through active participation in the lectures and seminars 20% for the presentation 60% for the 3000 word written assignment

Course Material	The course makes use of a range of guides and instructional materials published by International organisations and non-profit NGOs.
Course Outline	<p>This module will introduce students to the theory and practice concerning the measurement of interest group influence as well as to the monitoring and evaluation of campaigns. Students will be assigned a case study for which they must develop a monitoring and evaluation strategy with a set of measurable indicators. Students will develop a monitoring and evaluation strategy individually and then present a combined strategy in small groups. To do so students will explore interest group literature on measuring influence as well as on key indicators of influence. They will also explore literature on Theory of Change.</p> <p>The module will be taught through a combination of lectures and seminars. The seminars will take the form of workshops where students will work through the steps needed to articulate a Theory of Change and define a plan for monitoring and evaluating a case study campaign.</p>
Learning Outcomes	<p>By the end of the module students will be able to:</p> <p>Applied skills:</p> <ul style="list-style-type: none"> Identify, categorise, classify and measure lobbying and advocacy tools, tactics and strategies. <p>Analysis and Synthesis skills:</p> <ul style="list-style-type: none"> Research and analyse a case study organisation and issue using key European Union document and information databases; <p>Evaluation skills:</p> <ul style="list-style-type: none"> Design and integrate a monitoring and evaluation plan using LogFrame and/or Theory of Change with validated indicators (criteria) to measure the impact of a case study campaign.

The Legal Dimension of Europe	
Course Code	ES-ISPALGDIM-19 & ES-ISPALGDI4-19
Credits	Semester 1: 5 ECTS Semester 2: 4 ECTS
Module Manager	Maarten van Munster M.vanMunster@hhs.nl
Entry Requirements	None.
Method	12 lectures/seminars
Assessment	A written exam with short essay questions and a case
Course Material	Davies, K. <i>Understanding European Union Law</i> (2019) 7 th edition Oxon: Routledge. Ooik van et al. <i>European Basic Treaties</i> (2012) Deventer: Kluwer
Course Outline	This module will look at the legal dimension of Europe. How does the EU transform policy areas into binding laws? How is judicial protection arranged under the Treaty for the institutions, member states, its citizens and businesses? How does European law affect the internal market? The origin, the organisation and the procedures of the European Council, the European Commission, the European Parliament and the European Court of Justice are dealt with, as are the powers and tasks of these institutions. Examples of the free movement of goods, persons and competition law will be examined.
Learning Outcomes	<p>Upon successful completion on the course, students will be able to:</p> <ul style="list-style-type: none"> Understand the characteristics of the European Union's legal order.

	<ul style="list-style-type: none"> • Understand decision-making procedures and secondary legislation. • Identify the system of judicial protection in the EU. • Understand the role of the CoJEU, the General Court and national courts in European Law. • Understand the legal mechanisms of the free movement of goods, persons, freedom to provide services and the freedom of establishment. • Understand the importance of competition law as an essential complement to the internal market.
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The Political Dimension of Europe

Course Code	ES-ISPADIMEUR-19
Credits	3 ECTS
Module Manager	Mihaela Anghel M.Anghel@hhs.nl
Entry Requirements	None; please note this is a 1 st -year module and should only be chosen by students who do not have a background in Political Science. This course is for semester 1 only!
Method	Lectures and seminars
Assessment	Written exam with open questions
Course Material	Heywood, A. (2015) <i>Key Concepts in Politics and International Relations</i> , 2nd edition, 2015, Palgrave
Course Outline	This course is intended to build student understanding of Europe as a political space. Students will be introduced to key concepts and issues in political science. Among others, we address questions such as what a state is, how democracy can be understood, what liberalism is, which role a Prime Minister has, what a political party is, how elections work. The course has two broad objectives. Firstly, it aims to introduce students to the theoretical and practical study of politics in a European and international context. Secondly, it strives to provide students with the opportunity to reflect critically on the strengths and weaknesses of the political institutions and processes studied. The overall goal of the course is to increase students' knowledge of and sensitivity to European political diversity.
Learning Outcomes	<p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Define fundamental concepts in political science. • Illustrate the key definitions from political science with appropriate real life examples drawn from European and/or international politics. • Examine and evaluate the main political processes and institutions across Europe and globally. • Adequately use the language of political science. • Recognise essential information from reading materials and design effective study notes. • Show awareness of political diversity at the European and global level.

MODERN FOREIGN LANGUAGES

English for Guest Students

Course Code	ES-ISENGINTER-19
Credits	2 credits
Module Manager	Maria Pau m.p.pau@hhs.nl
Method	Group work led by a faculty member. The module is designed to bring students' fluency (at intermediate level) and professional tone up to a level to be able to communicate in a professional context (<i>organising a conference</i>).
Course Material	The module book will be provided to students
Course Outline	The course at intermediate level will focus on: <ul style="list-style-type: none"> • Conducting meetings in English using the right register and tone: students will both lead a meeting and participate in a meeting • Presenting information in a professional manner using presentation language • Writing business emails to arrange meetings, to find and arrange conference accommodation, invite guest speakers, respond to complaints and send a complaint in a professional manner • Building their business vocabulary

Modern Foreign Language Courses

(provisional course offer)

Credits	As listed on course list 2019-2020.
Method	Group work led by a faculty member; The module is designed to bring students' skills up to a level to be able to communicate in everyday situations (introducing oneself, shopping, etc.).
Course Material	To be announced.
Course Outline	<p>Guest Students have a number of possibilities in studying foreign languages at ESCM.</p> <p>There are basic courses in Spanish, French and German. No previous knowledge of these languages is required. English Intermediate is offered especially for guest students (see English for Guest Students).</p> <p>ESCM also welcomes guest students to their regular language courses offered to ESCM students. More detailed information on these courses will be made available during the orientation period.</p> <p>Regular language courses are of an intermediate or upper-intermediate level, and stress all language skills as well as subjects regarding business, politics, communication and culture of the countries where the language is spoken.</p> <p>If you choose a language subject then please make sure that you speak to the teacher concerned if you have any questions regarding your level. In the orientation programme you will find a time slot reserved for you to visit the various language departments.</p> <p>Please note that all language classes are offered on a provisional basis.</p>

Survival Dutch	
Course Code	ES-ISDUTSECLE-19
Credits	2 ECTS
Module Manager	Ghita de Beer b.m.debeer@hhs.nl
Entry Requirements	None.
Method	Group work led by a faculty member. The module is designed to bring students' skills up to a level to be able to communicate in everyday situations (introducing oneself, shopping, etc.).
Course Material	Student Manual (to be found on Blackboard) <i>Nederlands in gang Methode NT2 voor hoogopgeleide anderstaligen</i> , Berna de Boer, Margaret van der Kamp, Birgit Lijmbach, Uitgeverij Coutinho, ISBN: 9789046902257 (included are the log-in code for the online material and CDs)
Course Outline	Students can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type. They can introduce themselves and others and can ask and answer questions about personal details such as where they live, people they know and things they have. They can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.
Learning Outcomes	After successfully completing the Survival Dutch course, students will be able to communicate on Level A1 (Basic User) of the Common European Framework of Reference for Languages (CEFR).

Language Partner Programme	
Course Code	ES-ISECULPP-19
Credits	1 ECTS per 28 hours spent on behalf of the programme plus a Certificate stating the time dedicated and credits gained
Module Manager	Graziella Rais m.g.rais@hhs.nl
Entry Requirements	Native speaker of target language
Method	Regular appointments with tutee(s); instruction provided by co-ordinator
Assessment	Individual logbook, brief report, final chat with co-ordinator
Course Material	Manual and 6-step guidelines provided when matched
Course Outline	The Language Partner Programme is a tutoring programme in which students help their peers to enhance foreign language skills. Native speakers can register and are teamed up with 1-3 'pupils' to practice language skills and cultural and social activities.
Learning Outcomes	The students <ul style="list-style-type: none"> • Acquire a basic skills in tutoring peers • Gain an understanding of language learning • Acquire intercultural skills

PROJECTS

Europe 21

Course Code	ES-ISPREDU21-19
Credits	6 ECTS
Module Manager	Ben van der Sluijs b.c.vandersluijs@hhs.nl
Entry Requirements	None. This project is for semester 2 only!
Method	In student teams of five/six students. Each team carries out their own assignment.
Assessment	<ul style="list-style-type: none"> • The project concludes with the groups presenting their reports to a jury comprising two external jurors (their assignment providers) and an internal juror. The presentation is followed by a Q & A session and feedback. • The supervisor of each team assesses the quality of the organisation of the team. • Students register for the projects as with the other courses.
Course Material	The assignment. The online manual with instructions for participants
Course Outline	The project assignments are provided by internationally orientated organisations. The basic idea is that students will gain a practical insight in a contemporary theme which combines both the public and private sectors by conducting independent research on an assignment commissioned by a real assignment provider from the world of work. The assignments are problem areas these organisations are faced with and our students are expected to find realistic solutions. The organisation assigns a person that supports the student team. The project starts in November/April and lasts for six weeks.
Learning Outcomes	After the project students: <ul style="list-style-type: none"> • Can work with a structured plan of action • Can work in a multicultural team • Can communicate with an external assignment provider • Do research on a real project • Write a professional report for an external assignment provider • Know how to work with a fixed budget • Experience to give a presentation for an international jury

The Hague Summit +20

Course Code	ES-ISTHS20-19
Credits	5 ECTS
Module Manager	Ernst van Weperen E.J.vanWeperen@hhs.nl
Entry Requirements	None. This project is for semester 1 only!
Method	First term: (Guest) lectures and self-study Second term: (Guest) lectures and portfolio research
Assessment	Written exam and group assignment with individual element
Course Material	Online articles
Course Outline	Term 1 - Introduction to Sustainable development, the history of large summits and the point of view of the various stakeholders involved (term 1, semester 1)

	<p>Term 2 – Development of a group paper containing both position and forward looking strategy and plan of action (term 2, semester 1).</p> <p>The Hague summit +20 introduces students to one of the arguably most urgent questions of 21st century modern society; how to sustain an acceptable level of wealth for over 7 billion people on our finite planet. The title “The Hague Summit +20” derives from one of the largest international multi stakeholder conferences in recent times; The United Nations Conference on Sustainable Development, also known as Rio+20.</p> <p>Students will be divided into groups that represent the organisations that were present during the summit. Students will defend the point(s) of view of those organisations. And they will also learn to compromise without losing sight of the goals their organisation aim to achieve</p>
<p>Learning Outcomes</p>	<p>After successful completion of this course the student will be able to:</p> <ul style="list-style-type: none"> • Describe various global challenges society faces as well as the organisations and prominent schools of thought that aim to address those challenges • Summarise prominent schools of thought on sustainability • Explain potential reasons for successes and failures of the summit • Compare prominent schools of thought and various stakeholder points of view with published scientific articles • Compose a substantiated paper that articulates the desired outcome of the debate respecting all stakeholder groups