

HUMAN RESOURCE MANAGEMENT

OPPORTUNITIES FOR BACHELOR & MASTER STUDENTS

Learn from leading research experts in the fields of HRM, Technology and Innovation for the first step towards a rewarding career



hrm.

TECHNOLOGY
& INNOVATION

UNIVERSITY OF TWENTE.

why HUMAN RESOURCE MANAGEMENT

The business community has come to understand that success relies on careful Human Resource Management (HRM).

The HRM profile at the University of Twente is one of the top curricular in the multidisciplinary field of HRM, (Information) Technology and Innovation. The research expertise has a strong concentration and focuses on the latest developments including Employee-Driven Innovation; Electronic HRM; HR Analytics; involvement of line management; gig workers, robotics and HRM, and digital transformation. These shape the core profile of HRM at the University of Twente and make it unique in the international academic arena. The bachelor and master graduates of this HRM profile emerge trained academically in line with the UTwente concept of "research-designorganise" so they can function as business leaders who are competent in conducting independently their international and multidisciplinary research, designing and organising innovative business solutions and contributing to value creation in organisations through good management of technology and human talent.

The HRM profile offers unique opportunities to gain marketable skills in analysis, team working, consultancy and project management. UTwente

HRM graduates learn how to use HRM systems to design business solutions, to build committed talented workforce and to shape a flexible, effective organisation. They study how to apply financial analysis, research methods and software to improve the HRM decision processes. They learn how organisations can stimulate the innovative work behaviour and performance of employees. Once graduated, they work in major corporate, government and non-profit local and multinational organisations across the country and beyond. Studying HRM in Twente opens door to many opportunities including, for example: joining interactive sessions with teachers, peers and business leaders; visiting and closely collaborating with organisations during the courses; organising symposiums for companies; and working in small teams on challenging assignments. Furthermore, you can enhance your HRM competences with our MOOC "Intelligent HRM for Managers of the Future."

Tanya

Prof. Dr. Tanya Bondarouk



“Looking into the future through the intelligent HRM”

More information? Please contact us!
www.utwente.nl/BMS/HRM



COURSE COORDINATOR
Dr. JEROEN MEIJERINK

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What you will learn

You will learn about the challenges and possibilities associated with talent management across national borders and how multinational corporations address these. As such, this course prepares you to position yourself in the demanding modern labour market and to develop your competences by identifying, attracting, developing and retaining talents in arenas that are becoming more competitive and international.

Content

In this course we study several of the global talent management challenges faced by MNCs. These include making decisions to identify and attract talents for realising corporate goals. Furthermore, we discuss how MNCs can develop and retain talented employees in competitive and global labor markets. Since these activities are contingent on countries' institutional structure (e.g. laws, regulations, norms, values), we study global talent management from an institutional-theoretical perspective.

We discuss questions like: What is a "talent" and who is a "talented" employee in MNCs?, How can MNCs best attract, develop and retain talents? How do individual employees respond to (not) being classified as talents? What are cultural and institutional differences in talent (management) across the globe and in which ways do MNCs react to these differences?

EC's	5
Teaching	Tutorials and workshops; (guest) lectures; Project group work
Examination	Individual essay; final group design paper; intermediate group assignments



COURSE COORDINATOR
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What you will learn

The Strategic HR Analytics course provides you with the knowledge and skills to apply HR Analytics in practice and to advise organisations on their HR Analytics strategy. The course helps you to become the analytical HRM specialist of the future; ready to take fact-based decisions that will help your organisation to take HRM to the next level.

Content

HR Analytics refers to the systematic identification and quantification of the influence of HR practices on business outcomes. In this course we learn and experience how HR Analytics can be applied to various HRM themes in a mixture of lectures and tutorials, such as absenteeism, diversity, recruitment, retention and staffing.

We will also conduct an HR Analytics research project for a large Dutch company with a pressing business challenge. You will analyse their real-life data to answer their business questions. The HR Analytics manager from a

Dutch multinational organisation will share experiences on implementing HR Analytics in practice. Are you the 'bright analytical mind' that such organisations are looking for?

EC's	5
Teaching	Lectures; tutorials; guest-lectures; inter views; presentations; design-oriented consultancy project at a real-life MNC
Examination	individual, written test (digital); group research project report; group presentation

5 Reasons to join the HRM Master's Profile

- 1** Learn from top research experts in HRM, Technology and Innovation.
- 2** Learn to position yourself as a talent – the first step toward a rewarding career.
- 3** Gain marketable multidisciplinary skills and become an effective business leader.
- 4** Learn from projects with real-life organisations and inspiring guest speakers from business.
- 5** Learn how to support business decisions with HR data and analytics.

COURSES **Quartile 2A** HRM AND TECHNOLOGY DESIGN



COURSE COORDINATOR
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COURSES **Quartile 2A** HRM AND INNOVATION



COURSE COORDINATOR
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What you will learn

During this course you will master the knowledge and skills required to design HRM solutions based on a real-life business challenge and to apply and evaluate concepts of the AI and HR data/electronic HRM, the role of agency, and implementation of HR technologies. You will learn to re-design effectively the HRM function in a real-life company.

Content

We search for the best combination of different HRM channels and actors (like central HR departments; decentralised HR units; line managers; employees; and, Information Technologies). We will explore how to decide which HR practices should be outsourced, made digital, or kept in-house; how to design e-tools that are best for HRM organization in its specific context. You will evaluate the effectiveness of HRM function, its design, and the effectiveness of electronic HRM. We cover questions such as: How should

different IT-based HRM practices be delivered? What are the (expected) outcomes of different HRM delivery channels at the individual, departmental and organizational levels?

EC's	5
Teaching	in-class sessions discussions; presentations; pitching; debates design-oriented project in a real-life company; participation in a talk show to present your business solution
Examination	individual written test (digital); project group report; group assignments

What you will learn

We invite students to engage in the quest to understand better how firms can make their workforces more innovative with the use of human resource management. This course challenges you to think about questions such as: how does training lead to more and better innovative ideas? What type of recruitment and selection practices do organisations need to attract innovative talent? And, how can employees be motivated to create new ideas?

Content

In this course, we discuss the reciprocal relationships between human resource management, such as selection, training or development actions, and innovation. It focuses, on the one hand, on how HRM and employee attributes affect different forms of innovation and, on the other, how different organisational actors innovate HRM. In doing so, it challenges students to think about questions such as: Which HRM practices

make organisations ambidextrous? How does HRM affect innovation? Do creative ideas require different HRM instruments than the implementation of those ideas? and, In which way do employees gear changes in HRM practices?

EC's	5
Teaching	tutorials; seminars for real-life case analysis and peer-review; research project based on a real-life case; poster presentation to case organisation
Examination	individual research assignment; group assignments; interactive student presentations



“Completing this two-year master programme will result in two degrees”

More information? Please contact us!
www.utwente.nl/en/bms/hrm/education/doubledegree

challenge BY A DOUBLE DEGREE MASTER PROGRAMME

The Double Degree programme in Business Administration, Economics and Finance is a cooperation between the University of L'Aquila (Italy) and the University of Twente (The Netherlands).

For whom

Starting in the academic year 2018/2019, the University of Twente (UT) and the University of L'Aquila (UA) jointly offer the Double Degree programme for:

- Master students of the HRM track in the MSc Business Administration enrolling in February at the University of Twente in the Netherlands, and
- Students enrolled at the University of L'Aquila in the first year of the 2nd cycle Degree Programme (Laurea Magistrale) in Business Administration, Economics and Finance, major in Management.

Two Degrees

Completing this two-year programme (120 ECTS) will result in two degrees:

- Master of Science in Business Administration (English-taught), specialisation in Human Resource Management, from the University of Twente, and
- 2nd cycle Degree in Business Administration, Economics and Finance (LM 77), major in Management, from the University of L'Aquila.



DOUBLE DEGREE

Learning approach and distinctive features

- **A low teacher-student ratio, facilitating tailored feedback**
- **The combination of academic rigour and practical relevance**
- **Interactive teaching methodologies that foster students' engagement**
- **Advanced knowledge and expert skills in business administration and human resource management**
- **A focus on leadership skills and soft skills development**
- **Cross-disciplinary perspective that approaches topics from various academic angles**
- **Learning experience in two different countries, within a diverse and multicultural environment**

Learning objectives

The programme provides a challenging training in business administration in global contexts, with a focus on Human Resource Management. Students learn how to integrate knowledge in international business and human resource management into the context of industry, new technologies and economy-wide issues. The programme provides unique HRM expertise, as well as broader business and interpersonal skills. The programme builds up an internationally open career path for

academically trained managers with competences in HR analytics, strategy and innovation.

The teaching approach is based on student-centered interactive learning, and combines several teaching methods, including case studies, debates and role-plays. Students work in groups to analyse real life business challenges, visit companies, and work on business projects during courses.

Employment and professional opportunities

The Double Degree programme in Business Administration, Economics and Finance opens up a wide range of career opportunities. Graduates gain both the technical/methodological knowledge and the international experience suited to pursue professional and managerial careers in large corporations dealing with international and multicultural issues, as well as in small and medium sized companies implementing international processes.

and HR manager, but also a line and project manager, with the ability to apply strategic thinking to analyse business situations and effectively manage human and knowledge capital.

This Double Degree programme also prepares students for qualified HR roles in consulting firms, banks and insurance companies, government and public service organisations.

The programme emphasizes the strategic role that human resources play in the performance of contemporary organizations, providing students with the knowledge and skills needed to developing into a skilled HR professional

This Double Degree programme serves as an excellent stepping stone for those wishing to undertake doctoral studies in management or industrial and organizational psychology to pursue academic careers and qualified roles in research institutions.

City of L'Aquila

ABRUZZO, ITALY

L'Aquila (Italian: ['la:kwila] , meaning "The Eagle") is the capital city of the Abruzzo region in Italy, hosted the G8 summit in 2009. It is located just within 1,5 hours drive from Rome. You will be amazed by breath-taking proud beauty of this city. Narrow streets, lined with Baroque and Renaissance buildings and churches, open onto elegant piazzas. Architectural and landscape magnificence is topped with I sport (cycling, hiking, skiing) resorts in the province. There are several ski resorts in the surrounding province: Campo Imperatore, Ovindoli, Pescasseroli, Roccaraso, Scanno.



A quick Google search will inform you about the memorable year of 2009 for L'Aquila. The city was hit by a strong earthquake that caused countless casualties and damaged thousands of buildings. Since 2012, the city has been steadily recovering in its commercial, business, education, touristic, healthcare, and industrial sides of "normal" life.

The University of L'Aquila is the living example of the recovery process and continuous innovation with many new laboratories, High Tech projects, and enthusiastic thousands of students.



City of Enschede

OVERIJSSSEL, NETHERLANDS

Enschede was a late bloomer in its development and stayed a relatively small town for quite some time. But today Enschede is the largest urban city in the Eastern Netherlands. It is located just within 1.5 hour drive from Amsterdam in the West and Düsseldorf in the East.



Since the 19th century Enschede developed a thriving textile industry eventually growing into the main textile producer in the Netherlands, responsible for 20% of the Dutch GDP. What's striking about Enschede is the lack of very old buildings. What adds to that are fires that struck the city throughout its history. Despite this setback, Enschede got back on its feet. Just like it did after the fireworks disaster on the 13th of May 2000. With two city centers and lovely and vibrant campus life, Enschede welcomes over 150 nationalities- as a newcomer, you will feel right at home. Sport schools, restaurants, active student life, biking, skating, and studying – are waiting for you!

2 Cities X 2 Universities

It is worth discovering! Two seemingly different cities, located at the distance of more than 1600 km from each other – they still have many features in common. Resilience! This resilience can be traced back to the mentality of the inhabitants of Enschede and L'Aquila. They are both true innovating spirited cities that continue to flourish

through earthquakes and, city fires. Both universities are relatively young for the higher educational market – about 60-70 years old. They both have innovation at the core of their research and teaching.

Join our Double Degree programme. It is worth discovering!



MSc in Business Administration at the University of Twente

Established in 1961, the University of Twente is a public teaching and research institution with more than 10.000 students. The UT is ranked 65th in the Reuters' 2017 European Most Innovative Universities, and it became the Best Technical University in the Netherlands in 2018. It has a unique green campus of about 140-hectare estate with woodland, meadows and water, that opens its doors to modern study, sport and living facilities. Our Double Degree is targeted at the MSc programme in

Business Administration at UA. The HRM track within this MSc programme is the only one in The Netherlands and in Europe that focuses on HRM, Technology and Innovation. It builds up an internationally open career path for academically trained managers with competences in HR analytics, strategy and innovation. Students work in groups to analyze real live business challenges, visit companies, and work on real business projects during courses.



MSc in Administration, Economics and Finance at the University of L'Aquila

Established in 1952, the University of L'Aquila is a public teaching and research institution with 22.000 students. Our double degree programme is targeted at the 2-year MSc programme in Administration, Economics and Finance at UA. The Management track within this MSc programme builds up a

strong and internationally open career path.

During the two year-period students work in groups to solve case studies, meet managers, and work on real business projects during internships.



PROGRAMME COORDINATOR
Prof. Dr. TANYA BONDAROUK

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If you are a UT student, you will spend your first semester in Twente with the MSc Business Administration programme and go to University of L'Aquila per September where you spend the full academic year (your 2nd and 3rd semester). Therefore, it will work the best for those, who enroll at the University of Twente in February. You finalize the Double Degree Programme back at the University of Twente in your 4th semester. During your stay in Italy you will study subjects, among others, Applied International Economics, Leadership Skills, International Labor Law, and Labor Economics. The courses of Italian Language (levels A1 and A2) are also offered. You will write your master thesis

under a joint supervision of professors from both universities. Students from both universities will defend their final thesis at the University of Twente. In this way, you will have courses that are complementary to the HRM track courses in Twente that will better prepare you for the (international) career.

Admission

To be admitted to the Management track of the MSc Administration, Economics & Finance at the University of L'Aquila, you are expected to earn a minimum of 15 ECTS of master courses at the University of Twente before you are nominated for the Double Degree Programme at the University of L'Aquila.

Year 1

📅 Semester 1, Feb - July	📍 University of Twente	Credits
Finance & Corporate Governance		5
HRM and Innovation		5
HRM and Technology Design		5
Quantitative and Design Methods in Business Research		3
Qualitative Methods in Business Research		2
Master thesis BA (Part 1) with joint supervision		10

📅 Semester 2, Sept - Jan	📍 University of L'Aquila	Credits
Operational Research		6
International Labour Law		9
Leadership Development & Organizational Behaviour		9
Project work		6

Year 2

📅 Semester 1, Feb - July	📍 University of L'Aquila	Credits
International Labour Law		9
Design and Management of Inter-Organizational Networks		9
Labour Economics		6
Italian Language and culture for foreigners (level A1)		3
Italian Language and culture for foreigners (level A2)		3

📅 Semester 2, Sept - Jan	📍 University of Twente	Credits
Entrepreneurial Leadership & Responsible Organizational Design		5
Strategic HR Analytics		5
Global Talent Management		5
Master Thesis BA (Part 2) with joint supervision		15

DOUBLE DEGREE



UA Students STRUCTURE AND CONTENT OF DOUBLE DEGREE PROGRAMME



PROGRAMME COORDINATOR
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This programme is meant for all master students freshmen at UA. If you are a UA student, you will spend your first two terms (full academic year) in the University of L'Aquila with the MSc Administration, Economics and Finance programme. You will go to the University of Twente for the second academic year of your study programme. You finalize the Double Degree Programme at the University of Twente, where you will also defend your master thesis. During your stay in Twente you will study subjects, among others, Strategic HR Analytics, Global Talent Management, HRM and Innovation, and HRM and Technology Design. You will write your master thesis under a joint supervision of professors from both universities. In this way, you will have courses that are complementary to the UA courses that will better prepare you for the (international) career.

Admission

For UA students: each academic year, 15 students enrolled in the first year of the 2nd cycle programme in Business Administration, Economics and Finance major in Management (curriculum in Management) can take part in the Double Degree programme; to be admitted to the HRM track of the MSc Business Administration at the University of Twente, you are expected to earn a minimum 30 ECTS including the English Language B2 at UA.

To apply for the Double Degree Programme, you need to submit a Selection Assignment and a Motivation Letter to the coordinators at your home university. Details regarding the application procedure, the selection process, deadlines, and further information, will be specified in the call for applications.

Year 1

📅 Semester 1, Sept - Jan	📍 University of L'Aquila	Credits
Operational Research		6
Applied International Economics		9
Leadership Skills & Organizational Behaviour		9
Planning & Control		6
📅 Semester 2, Feb - July	📍 University of L'Aquila	Credits
International Labour Law		9
Labour Economics		6
Design and Management of Inter-Organizational Networks		9
English (Level B2)		6

Year 2

📅 Semester 1, Sept - Jan	📍 University of Twente	Credits
Entrepreneurial Leadership & Responsible Organizational Design		5
Strategic HR Analytics		5
Global Talent Management		5
Quantitative and Design Methods in Business Research	3	3
Qualitative Methods in Business Research		2
Master Thesis BA (Part 1) with joint supervision		10
📅 Semester 2, Feb - July	📍 University of Twente	Credits
Finance & Corporate Governance		5
HRM and Innovation		5
HRM and Technology Design		5
Master Thesis BA (Part 2) with joint supervision		15

DOUBLE DEGREE

Tuition fees and other expenses

You will pay tuition fees at the University where you are studying, that is one year at the University of Twente and one year at the University of L'Aquila.

The yearly fee paid at the University of L'Aquila is composed by a Regional tax and the university fee, depending on your income/economic status certified by fiscal documents.

At the University of Twente you will pay either the statutory tuition fee, determined by the Dutch Ministry of Education, Culture and Science, or the

institutional tuition fee.

The exact and most up-to-date fees are published on the websites of both universities.

You will be personally responsible for all costs relating to travel expenses, insurance (including health and travel insurance), accommodation and living expenses, all costs associated with applying for and obtaining appropriate visas and travel documentation, costs associated with studies (textbooks etc.).



UNIVERSITY OF TWENTE
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“Join our Double Degree programme. It is worth discovering!”

More information? Please contact us!
www.utwente.nl/en/bms/hrm/education/doubledegree



“Are you a motivated Bachelor student and would you like to have a taste of HRM?”

Join HRM Bachelor courses

MINOR **Quartile 1B** HIGH TECH TALENT MANAGEMENT IN A GLOBAL CONTEXT



COURSE COORDINATOR
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What you will learn

Globally, terms such as ‘war for talent’ and ‘digitalization’, are increasingly being used. This minor module therefore provides you with knowledge from both the field of (Global) Talent Management and Information Technologies. It challenges you, in an international and interdisciplinary setting, to think about questions such as: Who are ‘talented’ employees? Is there one best way to manage them? And, how can Information Technologies facilitate Talent Management practices? These and other issues will be addressed through integrating knowledge and diverse viewpoints from scientific papers.

Content

In this course you will explore the meaning of talent and at which levels Talent Management plays a role, you delve into the convergence-divergence debate, assess the influence of national culture, and examine the implementation, adoption and outcomes of e-HRM. It emphasises and triggers you to look at aspects of organisational

management from both a people and technology perspective and to work in truly inter-disciplinary teams (groups consisting of students from social and technical studies) during project work to develop an app (content wise) for topics such as onboarding or employee engagement.

Study programs	AT, BIT, CiT, CreaT, EPA, GZW, IBA, PSY, TBK
EC's	15
Teaching	Interactive class sessions; Guest lecture(s); Project hours; Group work and presentation
Examination	Two individual tests; Weekly group assignments; Group project – report and video presentation

HOLI Learning path

HRM FOR BACHELOR INTERNATIONAL BUSINESS ADMINISTRATION



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HEALTH SCIENCES Learning path

HUMAN RESOURCES AND ORGANISATION FOR BACHELOR HEALTH SCIENCES



COURSE COORDINATOR
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What you will learn

HRM is of utmost importance to organizational success and the creation of healthy workplaces. It should therefore not come as a surprise that business leaders claim that "People are Our Most Important Assets". The HRM & Organizational Behaviour (OB) course is part of the HOLI Module, in which students learn about policies and practices for the management of employees and their abilities, motivation and opportunities to be creative, productive or customer-focused. Accordingly, students will answer questions on how to align HRM activities such as recruitment, selection, training appraisal, compensation, and job design with the strategic goals of an organization? Through which attitudinal and behavioral mechanisms do HRM activities relate to organizational outcomes? And, how to design HRM activities to meet employee needs as well as organizational demands.

Content

Students will learn about three types of primary HRM activities: work design & workforce planning, managing employee competences (i.e. recruitment, selection

and training), and managing employee attitudes & behaviors (i.e. performance management, compensation and benefits. Students will have to use theories and insights from organizational behavior (related to e.g. job attitudes, personality traits, team processes, and leadership) to explain the impact of the three primary HRM activities on organizational-, team- and individual-level performance. In the module project, students are expected to design the HRM activities for a newly established online labor platform (e.g. Uber, Deliveroo or Takeaway.com)

Study programs	IBA
EC's	4.5
Planning	Propaedeutic year; fourth quartile
Teaching	Interactive workshops; (Guest) lectures; Project hours; Tutor meetings; Group work and presentations
Examination	Individual test; Project report

What you will learn

The health sector is constantly changing, with new technologies being developed with increasing speed. In our 'Learning Path' Human Resource and Organisation you will learn how health science organisations change and how health science professionals can manage these changes. You will be challenged with contemporary questions and developments and need to find answers to questions such as: how are health organisations managed? How can these organisations become more innovative? And how can you manage your personnel in such a way that they improve the quality and effectiveness of care? These are questions that you will address in the different modules we offer within the Health Science Bachelor.

Content

Our courses are part of integrated thematic modules, with which all bachelor programmes work at the University of Twente. These module exist of content-related courses and project work. In our courses you will explore how health science is organised and in which ways these organisations

change. Our courses mainly cover four different domains: (1) organisation sciences, (2) change processes and management of innovation, (3) strategic human resource management, and (4) team performance in healthcare. These courses help you to understand how organisations work, enable you to make changes in healthcare organisations, and prepare you to deal with the healthcare challenges of the future.

Study programs	GZW (Health Sciences)
Teaching	Interactive class sessions; (Guest) lectures; Group work and presentations
Examination	Individual tests and essay; Group assignments; Group projects;



HRM PHOTOGRAPHY
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LAYOUT AND DESIGN
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TECHNOLOGY
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