Hanze

Programme

Qualification awarded
Bachelor of Arts

Length of the programme
48 months

ECTS credits
240

Level of qualification
Bachelor

Mode
Full-time

Language
Dutch, with parts in English

School
Business & Law

Locations
Groningen

Human Resource Management

Profile of the programme

HR professionals forge the connection between people and the organisation. Their aim is to build a sustainable relationship—one that supports long-term employability—while organisations also require employees who can be deployed flexibly. The environment in which organisations operate is constantly evolving, and this influences how work and organisational structures are shaped. Consider, for example, the tight labour market in many sectors. Consider the growing need for organisations to produce sustainably. Think of technological developments such as applications of AI. Think of the new generation entering the labour market, raised with information technology and seeking meaningful and varied work with ample opportunities for personal development. And consider the societal call for a socially safe and inclusive working environment. All these developments require HR professionals to provide tailored solutions and to align their activities increasingly with a diverse range of stakeholders.

In the first part of our programme, we focus on themes such as labour-market developments, recruitment, selection and onboarding; workplace wellbeing and sustainable employability; the future of work; leadership; and influencing performance. Students also provide solutions for current HR challenges on behalf of external clients. Major themes students can choose from in the second part of the programme include: HRM in Development; Career Development and Inclusive HRM; Meaningful Leadership; and Organisational Development and Change.

Students often work in small groups on real-world assignments, supported by theoretical classes, workshops, training sessions, and content-focused discussions with feedback rounds. The aim is to develop a solution—either a design or an advisory product—that fits the needs of the organisation requesting it. The solution is substantiated with theory and systematically collected data. As the programme progresses, the practical assignments become more complex.

In addition, the programme places strong emphasis on students' own professional development. We expect students to take increasing ownership of their studies and their (study) career paths.

Learning outcomes

Graduates of the Bachelor degree programme in Human Resource Management can demonstrate that they have achieved the following learning outcomes, the programme qualifications:

1: Acting Professionally
Professional identity consists of five key facets: development, personal effectiveness, moral action, environmental and organisational sensitivity, and communication and cooperation.
As a starting HR professional you demonstrate personal leadership and maintain a professional attitude. This means consistently engaging in activities that enhance the facets mentioned above, fostering the continuous development of professional identity. Additionally, it implies possessing the necessary foundational knowledge to support professional growth.

2: Developing HRM
As a starting HR professional you translate business, organisational, and societal goals, needs, and developments into HR objectives and activities, and implement them in close collaboration with relevant stakeholders — adding value to these goals through meaningful employment relationships.

3: Managing change
As a starting HR professional you support, facilitate, and implement change processes within the organisation and partnerships, in collaboration with internal and external stakeholders, in order to enable change.

4: Learning and Development
As a starting HR professional you initiate and facilitate the desired development on individual, team of organisational level, based on current and future needs, in collaboration with relevant stakeholders — thereby supporting and facilitating the continuous development of the organisation as a whole and enhancing the adaptability of its workforce.

5: Developing Careers and (Inclusive) Labour Market Strategies
As a starting HR professional you ensure that the right employees are available at the right time and in the right place within the organisation — in terms of physical, mental, and emotional readiness. This is achieved in collaboration with relevant stakeholders, enabling the organisation to contribute to meaningful work and career development, aligned with a vision of diversity, inclusion, and equitable human resource management.

6: Researching and Decision Making
As a starting HR professional you actively develop and present evidence-based recommendations for the strategic use of HRM and/or organisational change. You base your advice on practical data and current,

authoritative theories, ensuring that your proposals are well-reasoned, transparent, and aligned with organisational goals.

Programme

Human Resource Management	**credits**
Year 1 Human Resource Management	60
Semester 1 - Recruitment & Wellbeing@work	*30*
HRVP2ROB - Recruitment & onboarding	*5*
HRVP4ONZ - Research in HR practice	*5*
HRVP2FVH1 - Fundaments of HRM 1	*5*
HRVP2WAW - Wellbeing@work	*5*
HRVP2FVH2 - Fundaments of HRM 2	*5*
HRVP4PPO1 - Personal and professional development 1	*5*
Semester 2 - HRM in context	*30*
HRVP2LIC - Leadership and development	*5*
HRVP2DGH - Data-driven HRM	*5*
HRVP2FVH3 - Fundaments of HRM 3	*5*
HRVP3PFM - HRM & performance	*10*
HRVP4PPO2 - Personal and professional development 2	*5*
Year 2 Human Resource Management	60
Semester 3 - Designing the future of work	*30*
HRVH26OOV - Design, research and change	*10*
HRVH26ARR1 - Labour Law 1	*5*
HRVH26FVH4 - Fundaments of HRM 4	*5*
HRVH3FOW - Perspectives on The future of Work	*5*
HRVH26PVA - Professional Skills	*5*
Semester 4 - Internship	*30*
HRVH2STG - Internship	*30*
Year 3 Human Resource Management	60
Semester 5 - External minor (broadening)	*30*
selection of following courses	
HRVH3MIN30 - Broadening minor	*30*
Semester 6 - Profiling theme and electives	*30*
Profiling theme	*15*
selection of following courses	
HRVH3LIVE1 - Change, leadership and organisational development, part 1	*5*
HRVH3LIVE2 - Change, leadership and organisational development, part 2	*10*
HRVH3LMT - Learning and innovating in organisations	*15*
HRVH3DEI - Diversity and inclusion: an illusion?	*15*
Electives	*15*
selection of following courses	
HRVH3IHR - International HRM	*10*
HRVH3LBM - Career management	*5*
HRVH3TDY - Team dynamics	*5*
HRVH3TDT - Training the trainer	*5*
HRVH3CFH - Conflict management and mediation	*5*
HRVH3ODH - Entrepreneurial thinking and acting	*5*
HRVH3AVL - Counselling line managers	*5*
HRVH3VWO - Neglected organisations and social safety	*5*
HRVH26ARR2 - Labour Law 2	*5*
HRVH3IWP - Innovation workplace	*10*
Year 4 Human Resource Management	60
Semester 7 - Profiling minor	*30*
selection of following courses	
HRVH9VDM - Internal in-depth minor	*30*
Semester 8 - Graduation project	*30*
HRVH3ASO - Graduation Project	*30*

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