SSMS

SAFETY & SECURITY MANAGEMENT STUDIES

PROSPECTUS   2021/2022

Contents

Welcome to SSMS

Complex safety and security issues are high on the agenda of our contemporary global community. These complex issues are of concern not only in the public sector, but also in trade and industry. Thus, there has been an increasing need for professionals capable of working in a broad range of settings, translating safety and security concepts into everyday practice, identifying, assessing, and addressing problems in specific, local contexts. This is where our multidisciplinary education comes in. Safety and Security Management Studies (SSMS) is a full-time multidisciplinary programme within the faculty of Public Management, Law, and Safety. This means that this four year study draws from various social science disciplines in order to arrive at a grounded understanding of safety and security problems, as well as effective professional interventions.

SSMS is a competency-based educational programme (Appendix 1: SSMS Competencies), which combines theory and practice. The programme content is engineered around relevant academic lectures that explore complex safety and security issues and their different dimensions, as well as goal-oriented exercises and assignments which allow students to obtain a set of concrete skills that can be directly applied in the field. These exercises and assignments include professional skills training, team projects that reflect current professional practices, and internships (Appendix 2: Education Programme).

The programme is taught at The Hague University of Applied Sciences (THUAS), in the international city of peace and justice. SSMS supports this academic institution in its mission to prepare students to be interculturally competent, global citizens. This global citizenship reflects an awareness and appreciation of diverse people, cultures, and environments throughout the world, and the ability to manage this interconnectedness harmoniously and productively. Because of this, it is important that our graduates demonstrate the knowledge, skills, and attitudes needed to thrive in a world characterised by global mobility and social, cultural, economic, political, and environmental interconnectivity. All activities are conducted in an international environment, alongside our knowledgeable and experienced team of multidisciplinary lecturers, who will support you along the way (Appendix 3: The SSMS Team).

Upon completion of the programme, SSMS graduates are able to take into account different viewpoints, facilitate integral collaboration between relevant parties, and competently apply a range of diverse methodologies, whether they work for government institutions, larger commercial enterprises, non-profit organisations, or private security firms. SSMS professionals are active in the broad safety and security field as content experts, managers, advisers, project leaders, and scholars. Many retain contact with the programme, via our study association Centuria, or our LinkedIn network.

This Prospectus aims to offer you an overview of the programme, its general structure, academic opportunities, admission requirements, professional competencies, and the students and staff behind it all. As useful appendices, you can also find the academic calendar that SSMS follows (Appendix 4: Academic Calendar), and a select amount of books used in the programme (Appendix 5: Suggested Readings). We hope this document will serve you well, and that you will enjoy the upcoming academic year.

Sincerely,

The SSMS Team

SSMS in Four Years

Programme Structure

SSMS consists of a preparatory year (the so-called propaedeutic year, which is fully semesterised), followed by a three-year main phase (four modules per year). The main phase of the programme consists of compulsory subject matter courses, skills courses, projects, and an elective space you can use to specialise through a minor, professional experience, or an academic exchange. This is followed by the graduation phase.

- Subject Matter Courses present and discuss a variety of topics and subjects related to safety and security, based on a substantial amount of readings. Students are expected to be able to logically connect the various subject matter courses that will be offered throughout the programme as they complement and build on each other.

- Skills Courses focus on professional skills and competencies that will be required regardless of the career path or field students choose. This includes formal language skills (in this case English), professional etiquette and communication skills, personal competencies and development, and significant research skills. Optional academic and career advice is also available to all students throughout the four years.

- Projects offer the opportunity to look at a problem from a more practical, realistic perspective, honing important professional competencies. The goal of projects is to challenge students to apply the knowledge learned in subject matter and skills courses, employing various tools and methods in the process.

Every semester or module has a separate manual with all the relevant and detailed information on the various courses included. You are strongly advised to use them as a useful reference for the duration of the module.

- Year 1 introduces you to a large variety of disciplines within the SSMS curriculum, which require you to work extensively with English texts. You work on improving your academic writing as well as your professional skills, such as presenting and debating. This year is conducted in semesters, which means that courses are longer and much more in-depth.

- Year 2 is also largely theoretical, offering many new subject matter courses. Besides these courses, your focus will be on developing both your research methods and your professional skills. You will apply all these lessons in the four practical team projects throughout the year.

- Year 3 allows you to choose a minor. A minor consists of elective courses offered within the programme, different THUAS programmes, or other academic institutions. This year, projects take on a more realistic nature as you will be expected to deal with partner organisations and clients.

- Year 4 is the final year of the SSMS programme. It consists of your internship period and your final thesis, and represents the culmination of all the theory you learned, skills you practised, and projects you participated in. These experiences pave your path towards successfully completing the programme.

An overview of the four-year curriculum can be found in the next page. An in-depth chart of the curriculum can be found in Appendix 1: Education Programme.

Programme Curriculum

SSMS Year 1 (cohort 2021) – 60 ECTS

Semester 1	AF	ECTS
Intro to safety & security	Ex (2)	6
Policy & governance	Ex (2)	6
Society & politics	Ex (2)	6
Applied research design	Rep	4
Fundamentals of Academic Writing	Ex	3
Professional skills	Rep, Assess, Att	5
Study & career advice		N/A
Total		**30**

Semester 2	AF	ECTS
Business and quality management	Ex (2)	6
Law and compliance	Ex (2)	6
Psychology & crime	Ex (2)	6
Applied research techniques	Portf	3
Professional writing skills	Ex (2)	3
Project 3 / Professional Skills 3	Pres, Rep, Att	6
Study & career advice		N/A
Total		**30**

SSMS Year 2 (cohort 2020) – 60 ECTS

Module 5	AF	ECTS	Module 6	AF	ECTS
Safety theories	Ex	3	Culture & diversity	Rep	3
Safety risk management	Ex	3	Society today	Rep	3
Interactive policy	Rep	3	Safety practice	Ex	3
Project 5 / Professional skills 5	Rep, Assess, Att	4	Project 6	Rep, Pres, Assess, Att	4
Research methods 5	Ex	*			
Study & career advice		N/A			
Total		**28**			

Module 7	AF	ECTS	Module 8	AF	ECTS
Crisis & disaster management	Ex	3	Crisis communication	Rep	3
Civil war & conflict studies	Ex	3	National security systems	Rep	3
International relations & geopolitics	Rep	3	Managing international conflict	Ex	3
Project 7 / Professional skills 7	Rep, Pres, Att	6	Project 8 / Professional skills 8	Rep, Pres, Assess, Att	4
Research methods 7	Rep	*	Research methods 8	Rep	*
Study & career advice		N/A			
Total		**32**			

SSMS Year 3 (cohort 2019) – 60 ECTS

Module 9	AF	ECTS
Elective space — Minor: Applied Intelligence	Rep, Pres, Ex, Att	15
Elective space — Minor: Safety Risk & Safety Compliance	Work, Rep, Train, Att	15
Year 3 internship	Year 3 internship portfolio / presentation	
Study & career advice		N/A
Total		**30**

Module 10	AF	ECTS
Elective space — Minor: Terrorism & Counter-terrorism	Rep x2, Sim, Ex, Att	15
Elective space — Minor: Crime, Safety, & Security	Rep, Assess, Ex, Att	15
Year 3 internship	Year 3 internship portfolio / presentation	
Study & career advice		N/A
Total		**30**

Module 11	AF	ECTS
Change management	Rep	3
Media & communication	Ex	3
Rethinking safety & security	Ex	3
Final research project	Rep, Pres, Att	5
Thesis research skills	Rep	4
Advanced English writing		
Study & career advice		N/A
Total		**30

Module 12	AF	ECTS
Interorganisational cooperation	Ex	3
Consultancy project	Rep, Pres, Att	3
Cyber security	Ex	3
Thesis research tutorial	Rep	5
	Rep	4
Study & career advice		N/A
Total		**30**

SSMS Year 4 (cohort 2018) – 60 ECTS

Module 13 & 14	AF	ECTS
Year 4 internship	Year 4 internship portfolio / presentation	30
Study & career advice		N/A
Total		**30**

Module 15 & 16	AF	ECTS
Thesis trajectory	Research proposal / thesis / thesis defence	30
Study & career advice		N/A
Total		**30**

NB: The first year is semesterised. Semester one contains Module 1 and 2, and Semester 2 contains Module 3 and 4. *Research Methods 5, 7, and 8 share 3 ECTS. To receive the 3 ECTS students must successfully complete the three courses.

**In year 3, students can choose to either do two minors or a year 3 internship, for a total of 30 ECTs that semester.

Legend: AF (assignment format), ECTS (European Credit Transfer and Accumulation System), N/A (not applicable), Ex (exam), Rep (report), Assess (assessment), Pres (presentation), Att (mandatory attendance), Portf (portfolio), Work (workshop), Train (training), Sim (simulation).

Study & Career Advice

At the beginning of their studies in SSMS, students are assigned to an Academic Advisor, who is part of the programme. The role of the Academic Advisor is to assist and guide students through their studies and answer questions they may have as they progress through the programme. Maintaining contact with your Academic Advisor throughout your time at SSMS is very important, because it helps students stay focused and on track with their studies. Besides that, it also helps us be aware of any personal or academic issues that students may be dealing with. Student counsellors are also available to provide specific advice on, for instance, illness and family circumstances, financial issues, and other personal problems.

- Year 1 Study & Career Advice starts with the introduction day at SSMS, where students can familiarise themselves with the university, the programme, their Academic Advisor, and their Year 1 classmates. During this session, the Academic Advisors will explain the requirements students have to meet in Year 1, as well as what type of academic advice can be expected. Other group information sessions will guide students throughout their first year. Besides these sessions, each student will have three individual meetings with their study advisor. These meetings will be used to assess academic progress and to discuss potential issues as necessary. Please make sure you attend and make use of this vital guidance.

- Year 2 Study & Career Advice will also provide group information sessions as needed, as well as individual advice at the student's request. An important information session will be given on the topic of the Year 3 elective space, where students can choose between a minor, an internship, or an academic exchange. The advantages and challenges of each choice will be explained and discussed.

- Year 3 Study & Career Advice offers a lot of guidance and preparations towards the graduation phase in Year 4. An Advanced English Writing course with Senj Temple (s.e.temple@hhs.nl) will be available to all those who would like to become more effective and efficient academic writers. This course is designed to provide students with advanced writing tools, such as the fundamentals of academic writing, to aid them in writing their Year 4 thesis. Students will also be offered a group information session about the challenges of Year 4, and attend an individual intake meeting with the Internships and External Relations advisor to determine their ambitions, skills, strengths and weaknesses, as well as their Year 4 internship plan.

- Year 4 Study & Career Advice revolves around the graduation phase. Throughout this final year, students are welcome to discuss work-related issues with their internship supervisor, and thesis-related issues with their thesis supervisor.

Semester 1 - Subject Matter Courses

Intro to Safety & Security

Lecturer	Mirad Böhm (m.i.bohm@hhs.nl)
	Dr. Hüseyin Akdogan (h.akdogan@hhs.nl)
Code	SSMS-1T1-21
Credits	6

This foundation course details and highlights the specific structure, logic, and spirit of SSMS, offering an introduction to the programme itself as well as its professional field of practice. It discusses the variety of possible actions of the safety and security professional, and the different interventions open to practitioners. It also looks at the various stakeholder approaches that can be pursued to effectively manage risks. Moreover, it includes guest lectures by SSMS graduates or external partners providing students with a realistic picture of potential future careers in the field of safety and security. The second half of this course constitutes a normative theoretical introduction to a generic method of risk analysis and risk management: the so-called "rational systems approach" developed by Carl Roper. Drawing on numerous real-life examples, Roper's discrete and cumulative "steps" of risk analysis are extensively discussed and critically analysed in lively interactive lectures. Case study exercises throughout the lectures will consolidate these steps and help students to be able to conduct risk assessments.

Policy & Governance

Lecturer	Dr. Inês Trigo de Sousa (i.m.r.desousa@hhs.nl)
	Dr. Enrique Gomez Llata Cazares (e.g.gomezllatacazares@hhs.nl)
Code	SSMS-1T2-21
Credits	6

Most safety and security management professionals spend a good deal of their time working in and dealing with bureaucracies: more or less permanent, hierarchically structured, goal-oriented organisations designed for getting centralised decisions — "policies" — carried out through lower-level personnel. The first part of this course highlights the functioning of public — governmental — bureaucracies and discusses the various kinds of people that inhabit the bureaucratic world and the political context in which they must operate. In doing so, the course offers a basic introduction to concepts such as democracy, bureaucracy, public governance, interactive governance and so on, taking into account differences in governance systems across the world. In the second part of the course, students will be familiarised with the issues and practice of policy and decision making in organisations. It can involve public and private organisations (governments and businesses), or mixtures of public and private (e.g. hybrid and civil society organisations). Using analytically distinct phases in the process of policy making and based on scientific literature, this course provides insight into the challenges, problems and dilemmas that actors face in their decision making and in the ways they handle this in practice. At the end of the course the students will be familiar with a number of major obstacles and pathologies that hinder the ideal of a rational policy practice.

Society & Politics

Lecturer	Dr. Menandro Abanes (m.s.abanes@hhs.nl)
	Dr. Hana Oberpfalzerová (h.oberpfalzerova@hhs.nl)
Code	SSMS-1T3-21
Credits	6

The course, considered to be among the essential academic "parent disciplines" of safety and security studies, combines sociology and political science. Sociology mainly deals with the way people live together and interact with each other. On the other hand, political science is the study of politics that leads into the world of compromise, a world of fragile balances of power and conflicting interests, overshadowed by the perennial question of how human beings structure relationships of power and influence in their societies. In this course, we will learn sociological perspectives which will locate our own experiences within the larger scale of society We will also be able to view familiar scenes in a new light, and gain understanding and insight of the rapidly globalising and increasingly diversifying world. We will also cover the milestones in the history of political thought, discuss the emergence of the modern state, explore different systems of governance, and learn different types of democracies and mechanisms for sharing power and how and why countries democratise.

Semester 1 – Skills Courses

Applied Research Design

Lecturer	Dr. Inês Trigo de Sousa (i.m.r.desousa@hhs.nl)
Code	SSMS-1RM1-20
Credits	4

Every research investigation needs to have a purpose, defining what the research will deal with, and in what ways. Applied Research Design is the first in the series of courses of the Research Methods track, which aims to teach students the necessary analytical and research skills that they will need for writing their assignments, reports, and bachelor's theses, as well as solving practical problems in their future jobs. In the first part of the course, students will learn the necessary skills that will enable them to read academic texts, find, analyse, use and cite academic and other literature. In the second part of this course, students will learn how to formulate research questions and sub-questions, as well as how to formulate research aims, and to define the concepts, or terms, used in research so that both author and reader can understand their precise meaning.

Fundamentals of Academic Writing

Lecturer	Senj Temple (s.e.temple@hhs.nl)
Code	SSMS-1S1-20
Credits	3

This course is designed to give students advanced tools to aid them in their studies, research, and the workplace. The ability to write well in an academic and professional context is crucial to success in the SSMS field. Having a good oral proficiency in English does not guarantee being a good writer. The focus on this course will be on the fundamentals of academic and professional writing: how to structure paragraphs, how to create cohesion and coherence in a text, how to structure concise sentences, and how to produce a formal and professional style of writing. Some attention will be given to punctuation, verb tense, and other aspects of grammar, but students will be expected to polish these areas in self-study with resources provided in a toolbox on Blackboard.

Professional Skills

Lecturer	Gohar Baghdasaryan (g.baghdasaryan@hhs.nl)
Code	SSMS-1S2-20
Credits	5

The "Professional Skills" track is set up in recognition of the fact that for the students to become effective in their future professions, they depend on more than their acquired academic knowledge, analytical skills, methodologies, and tools. The SSMS graduate is expected to provide and implement comprehensive advice about safety and security, as well as have various skills to engage effectively with business, and professionals at all levels in organisational hierarchies. During the programme, students receive tips and training in basic professional skills. The course offers insights in main intricacies of communication, conflict handling, presentation skills, personal branding, and project management. The more practice-oriented training revolves around statistics, the use of digital tools, presentation skills, and general professional conduct, such as punctuality and appropriate styles of communication.

Semester 2 - Subject Matter Courses

Business & Quality Management

Lecturer	Roger Wong (r.m.j.wong@hhs.nl)
	Charlotte Irwin (c.l.c.irwin@hhs.nl)
Code	SSMS-1T4-21
Credits	6

Most industrial disasters, internal corruption (cyber and personnel) and general security issues are created by lack of knowledge, poor processes, lack of control, and due diligence and insight by employees and managers. This course looks at how we need to look at the organisational set up of our business and organisations to instil good working practices and cultures. By looking at how we manage organisational structures and the people within them, we learn how to create strategies and environments that minimise the chance of failure, manage risk, and lead to safe and successful environments. We will then turn our attention to Quality Management. In our rapid pace society, organisations are faced with challenges of increasing complexity. They must face these challenges and ensure they manage the expectations and requirements of all their stakeholders especially their customers. The use of an effective and efficient Management system which complies to international standards such as ISO 9001, ISO 45001 and ISO 14001, can aide organisations with this task. This course explores how organisations manage the quality of products and services, the health and safety of workers, as well as their environmental aspects through such management systems.

Law & Compliance

Lecturer	Dominic Christian (d.christian@hhs.nl)
	Charlotte Irwin (c.l.c.irwin@hhs.nl)
Code	SSMS-1T5-21
Credits	6

This introductory course starts by questioning why we need to study and have a professional awareness of laws within our professional safety and security world. How laws are used in times of crisis for the benefit of public safety, and how they are manipulated. By looking at some of the legal mechanisms that societies employ we start to understand how we can utilise the role of law in ensuring the safety and security of individuals on a national and international stage. The law has a tremendous role within the realm of safety and security. To be adequately prepared we must understand how it can be used to assist us, its limitations, and its gaps. After learning about how the law functions, the second part of the course turns to understanding how organisations apply the law in their daily operations to achieve compliance. While compliance simply means "following the rules", this is not always easy: laws become more complicated, organisations work in different countries, and face different societal expectations. Failing to comply with the rules can lead to a lack of implementation, losing the license to operate, fines, reputational damage or legal liability. Compliance management offers the tools to actively manage an organisation's compliance with the law.

Psychology & Crime

Lecturer	Dr. Marc-Olivier Del Grosso (m.o.delgrosso@hhs.nl)
	Dr. Anna Matczak (a.matczak@hhs.nl)
Code	SSMS-1T6-21
Credits	6

Psychology deals with questions of human behaviour and human cognition, both in individuals and in groups. Understanding human behaviour and cognition is of great importance for the

Safety and Security Manager. Understanding human cognition, the way we organise and use information, is essential to understanding processes within individuals and groups as well as between individuals and groups. This teaches us about the mechanisms behind non-conformity, human errors, stereotypes and conflicts. In addition, it provides information about possible solutions to these problems that occur in fields such as public safety, industrial safety, and international security. This part of the course explores themes such as risk and group dynamics, including the limitations of the human mind and the effects of these in both everyday life and in extraordinary situations. Criminology is the study of crime, those who commit and fall victims to crime, but criminology is also the study of criminal justice and attitudes to crime and punishment. The main objective of the second part of the course is to answer the following question: "Why people commit crimes?". In search of an answer to this question, several theoretical explanations are discussed throughout the course along with the relevant practical examples of criminal justice interventions, implemented and applied in response to people's criminal behaviour. In addition, the course also provides an introductory session on how much we know about crime, and how crime, punishment, and criminal justice can be researched.

Semester 2 – Skills Courses

Applied Research Techniques

Lecturer	Dr. Inês Trigo de Sousa (i.m.r.desousa@hhs.nl)
Code	SSMS-1RM2-21
Credits	3

Applied Research Techniques is the second in the series of courses of the Research Methods track. This course introduces students to the world of sources that are (or are not) useful for research and academic writing. In the first part of this course, students will learn how to do an effective literature search, how to identify and use different types of sources, how to evaluate their quality, how to reference them correctly, and how to avoid plagiarism (taking work from other authors by presenting it as their own). In the second part of the course, students will learn how to prepare and conduct a qualitative research interview and how to prepare and conduct a qualitative research observation. These specific skills will be needed in the execution of projects and research assignments.

Professional Writing Skills

Lecturer	Senj Temple (s.e.temple@hhs.nl)
Code	SSMS-1S3-20
Credits	3

This course in Semester 2 of Year 1 is designed to give students advanced tools in English to aid them in their studies, research, and the workplace. The focus of Semester 1 was on the fundamentals of good writing. These fundamentals will now be applied to professional communication. The focus will be on the skills necessary to produce professional, accurate, clear, and reader-friendly e-mails and reports. This will include techniques for establishing the appropriate register and tone as well as for writing concisely. Students will need to apply the concepts and techniques practiced in the Semester 1 course to report writing so that text has a clear and logical flow. The course will also include tips for avoiding common errors in grammar and punctuation.

Semester 2 - Projects

Project 3 / Professional Skills 3: *Research Project*

Lecturer	Dr. Hüseyin Akdogan (h.akdogan@hhs.nl)
	Gohar Baghdasaryan (g.baghdasaryan@hhs.nl)
Code	SSMS-1P1-21
Credits	6

Across the globe authorities are dealing with complex safety and security issues such as urbanisation, terrorism, human trafficking, radicalisation, drugs, poverty, among many others. Numerous policies and solutions have been proposed and implemented to deal with these problems, often without sustainable results. These complex problems are difficult to solve for four main reasons: a lack of understanding and context-based knowledge, the large number of stakeholders involved, the large political, economic and/or social burden, and the interconnected nature of these problems with other issues. Understanding the complexity of these problems is essential for the design of feasible solutions. Who are the stakeholders involved? What makes the phenomenon a problem? Which aspects make the problem hard to solve? These and other questions need to be answered in order to have a more complete understanding of the problem. This will be the focus of the very first SSMS research project. The objective of the second part of the project is to make a transition from the phase of gathering literature review to conducting a small-scale empirical fieldwork. This involves developing qualitative research skills by applying interviews as the main technique of data collection, and coding as the main data analysis tool. These methods are used with the purpose of answering the research questions that were developed based on the identified gaps in literature about the research problem.

Module 5 - Subject Matter Courses

Safety Theories

Lecturer	Roger Wong (r.m.j.wong@hhs.nl)
Code	SSMS-207-17
Credits	3

Meeting safety challenges successfully in socio-technical environments require sound understanding of safety theories developed over the past century. The Safety Theories course is aimed at acquiring insight in some of these theories, how these theories are understood by the industry, how they have influenced our thinking, and how they are translated to safety management approaches. We will learn about the contribution of these theories to safety improvements over the years. We will also look at shortcomings of some models and the misdirection that has resulted from applying some of these premises. These misunderstandings are widespread even today. It is, therefore, essential to not only understand the powers of safety theories, but also to gain insight in their limitations as well as the reasons why even the best players in the market are vulnerable to the dangers of not fully appreciating these limitations. The ongoing search for better models currently leads us into again challenging the prevailing industrial safety paradigm.

Safety Risk Management

Lecturer	Dominic Christian (d.christian@hhs.nl)
Code	SSMS-206-17
Credits	3

The aim of Safety Risk Management is threefold. The course will provide the link between Safety Theory and Safety Practice. Theoretical insights are translated to safety risk management approaches. These approaches are the backbone of safety risk management systems. The limits of safety and safety risk management systems are subject of "Safety Practice". In order to do so, we will get the basics of Risk Management right by defining risk, addressing several types of risk, and discussing risk management standards. These subjects will build on Module 3, namely Risk Management, and on Module 4, namely Quality Management. Thirdly, we will discover various types of Risk Assessment being used in the industry by addressing the techniques of a "Failure Modes and Effects Analysis" (FMEA), a "Hazard and Operability Study" (HAZOP), and a "Quantitative Risk Assessment" (QRA).

Interactive Policy

Lecturer	Dr. Marc-Olivier Del Grosso (m.o.delgrosso@hhs.nl)
Code	SSMS-203-17
Credits	3

A number of solutions have been proposed to deal with the irrational effects of obstacles such as ingrained routines, lack of money, time pressure, resistance, bounded rationality, path dependency, bureaucracy, coping strategies, and role conflicts. One of these solutions is interactive or deliberative policy making (IPM). The idea behind IPM is that governments can actively involve "regular" citizens in the policy making process. As a result, governments will have better and more relevant policy information at their disposal, be able to better anticipate societal and political resistance against considered policy alternatives, and be able to serve marginalised groups with targeted policies. During this course, we will

investigate the hoped and actual functioning of interactive and deliberative policy making based on an exploration of relevant key literature. The following questions are central: How does IPM work exactly? Does IPM contribute to a more rational policy, and if yes, when exactly? Does IPM have disadvantages? Does it (perhaps) lead to unintended consequences (and/or undesirable consequences)? If so, which exactly?

Module 5 – Skills Courses

Research Methods 5

Lecturer	Dr. Marc-Olivier Del Grosso (m.o.delgrosso@hhs.nl)
	Dr. Hana Oberpfalzerová (h.oberpfalzerova@hhs.nl)
Code	SSMS-204-17 (shared with RM7 and RM8)
Credits	6 (shared with RM7 and RM8)

In the Research Methods 5, 7 and 8 courses, students will learn different methods of data collection and structuring them into an academic paper. For this reason, the three courses share 6 ECTS. Research Methods 5 focuses on the art and craft of research interviewing. At first, students are presented with the key differences between qualitative and quantitative research and the goals and role of interviewing in writing their papers and theses. Then, they learn how to translate their research goals into precise steps of an interview study. These steps include, among others, preparing an interview guide, asking questions correctly, maintaining a correct research relationship with their respondents, or managing different issues that can come up during fieldwork. In the final part of the course, students learn how to analyse interview data in a series of steps that includes interview transcription, coding (designate transcript passages with a characterising label for analytical purposes), various methods of analysis and finally, correct report writing, including its dos and don'ts. After completing this course, students are trained to conduct an interview study from beginning to end. They will practice interviewing in various project courses along year 2 and year 3, and they will use these skills during thesis research and writing in year 4.

Module 5 - Projects

Project 5 / Professional Skills 5

Lecturer	Dr. Hüseyin Akdogan (h.akdogan@hhs.nl)
Code	SSMS-205-19
Credits	4

In this project we will focus on the implementation of concrete physical measures aimed at improving safety and security through what is called Crime Prevention Through Environmental Design (CPTED). This is a multi-disciplinary approach to reduce criminal behaviour using a whole spectrum of interventions in physical design and management. Mapping risks and dangers in a physical environment is complex, given the diversity in stakeholders. From a CPTED perspective the end users must be taken into consideration. These are primarily professionals and citizens with potentially conflicting interests and diverse roles in the domain of safety and security management. The aim is to apply the CPTED principles and to analyse the safety and security needs of the assigned space (Feyenoord Football Club Stadium and Royal Flora Holland). By observing and interviewing the end users it must be determined whether the proposed measures are feasible and effective, and whether there might be unforeseen consequences.

Module 6 - Subject Matter Courses

Culture & Diversity

Lecturer	Tessa de Ryck (t.deryck@hhs.nl)
Code	SSMS-202-17
Credits	3

Global migration waves caused by economic disparities, war and conflict, the climate crisis and increased mobility lead to increased diversity in many societies. This inevitably brings about cultural changes, which sometimes lead to a clash of values around rationality, tolerance, and social cohesion. In this course, we will try to make sense of the challenges and opportunities these developments pose and explore their relation to security. As traditional values compete with modern ones, increased diversity often gives rise to societal tensions. How do different institutions, such as corporations or the police, but also groups and individuals react to the changes increased diversity brings? Do we become more trusting or do we try to exclude others? And how can or should culture and diversity inform the design and implementation of policies and operations, whether related to urban planning in the Netherlands, a copper mine in Indonesia or the application of new technologies such as artificial intelligence. Using case-studies and insights derived from empirically-tested complementary and, at times, competing theories, this course will help guide us to make sense of phenomena and developments as they enfold in our rapidly changing and increasingly diverse societies.

Society Today

Lecturer	Dr. Inês Trigo de Sousa (i.m.r.desousa@hhs.nl)
	Dr. Enrique Gomez Llata Cazares (e.g.gomezllatacazares@hhs.nl)
Code	SSMS-201-17
Credits	3

In the last decades, we have witnessed a number of events of truly global significance. The process of global transformation is still underway, namely in the form of distance reduction by better, faster, and cheaper forms of travel and communication. This has led to an enhanced interconnectedness of political, economic, and social processes and to an increase in the pace of human life. In this course, we will address the process of globalisation and the "rise of the Network Society" (Castells, 1996) by tracing transformations affecting governments, markets, and social institutions. We will first evaluate the impact of these transformations on contemporary notions of state, citizenship, and community. We will then examine global issues and themes connected to human and environmental security against a background of global transformation and rapid technological change: health and disease, climate change, and food security are among the topics to be addressed in this course.

Safety Practice

Lecturer	Dominic Christian (d.christian@hhs.nl)
Code	SSMS-208-17
Credits	3

In the courses Safety Theories and Safety Risk management you have learned about different approaches and techniques to understand, assess, and manage risks. In the course Safety Practice we will use that knowledge to understand how companies manage risks in the short run and long run. What are different deliverables that are expected from a Safety Manager? How do companies deal with outsourcing and external parties? What is the connection between procurement and safety? How do you write a Safety Report and what are ways of

measuring safety performance?

Module 6 - Projects

Project 6: Audit

Lecturer	Roger Wong (r.m.j.wong@hhs.nl)
Code	SSMS-209-17
Credits	6

Yearly, global industries face fatalities due to accidents which could, on many occasions, have been prevented. If processes and human performance/behaviour are directed and guided adequately by responsible personnel, and conducted properly on the work floor, such incidents would be significantly reduced. Many industrial companies implement numerous safety efforts, set challenging safety goals, and promote safety execution at all levels. The focus of many of these industrial companies is to come to a "zero incidents" status. In order to come to a definition of the status, the safety efforts require continuous auditing and assessments to determine the achieved safety level. In Project VI students will assess safety at a large industrial site. The assessment is explicitly based on the theoretical insights, methodologies, tools and on what is discussed in the subject matter courses.

Module 7 - Subject Matter Courses

Crisis & Disaster Management

Lecturer	Gohar Baghdasaryan (g.baghdasaryan@hhs.nl)
	Natalia Wojtowicz (n.h.wojtowicz@hhs.nl)
Code	SSMS-210-17
Credits	3

A crisis or disaster is a special situation with high risks and dangers that requires a professional approach in order to be effectively managed. Such situations involve more than low-level risks but reach the extent of large-scale hazards. This course will concentrate on how governments and commercial industries can best prepare for a crisis or disaster. Since such emergency situations can have national as well as international consequences, several states and organisations support each other in tackling the crisis, namely by developing preventive measures. Both international aid operations and preventive strategies challenges are taken up by various bodies, such as the EU or the UN, the dynamics of which will also be further explored in this course.

Civil War & Conflict Studies

Lecturer	Dr. Enrique Gomez Llata Cazares (e.g.gomezllatacazares@hhs.nl)
Code	SSMS-212-17
Credits	3

This course sets out to increase knowledge of, and ability to, understand contemporary challenges of civil war and conflict studies, and to build analytical, practice-oriented, and policymaking competencies, based on insights in innovative and interdisciplinary contextual approaches. Academic research, practice-related dilemmas, and policy orientation will be at the heart of this course's objectives. The course will focus on three main elements. Firstly, armed conflict and civil war often occur in fragile political orders, involve institutional failure, and have a deep impact on the functioning of the public governance

and political institutions, which are embedded in society to establish a safe and secure environment for its citizens. Secondly, armed conflict and civil war are often a breeding ground for radicalism and terrorism, which will impact domestic, regional, and international relations. Thirdly, the peacebuilding missions in these fragile states include diplomacy, international organisations, and military support etc.

International Relations & Geopolitics

Lecturer	Dr. Klaas Voss (k.voss@hhs.nl)
Code	SSMS-216-17
Credits	3

In today's globalised world, no nation is an island — and even the most stable countries' foundations may be shaken or eroded by far-away seismic power shifts and the eruptions of distant conflicts. While societies and belief systems change, geography barely does and neither do the laws that govern the collision of great powers and spheres of influence across oceans and continents. Putting the "Geo" into politics — this is one of the great challenges for present-day observers of international relations. The study of geopolitics requires us to look past the exercise of diplomacy and the formulation of foreign policy goals towards the bare framework of strategic necessities, vital interests, military power, and geographic realities that holds sway over the relationships among nations. This course starts by familiarising students with a variety of theoretical approaches scholars use to analyse and interpret the field of international affairs, ranging from all-time classics like realism, liberalism, and Marxism to more modern and abstract theories like social constructivism, poststructuralism, or post-colonialism. Furthermore, students will be introduced to two competing concepts of understanding international affairs: globalisation and geopolitics. Placing a heavy emphasis on the latter, the course examines a variety of geopolitical issues through the lenses of different theories, thus illustrating how these approaches can be used in practice and exemplifying their individual strengths and weaknesses. Among the geopolitical topics we will examine are (1) international organisations, collective security, and interventions, (2) competition for natural resources such as fossil fuels and strategic minerals, (3) a game-theoretical view of nuclear warfare and nuclear proliferation, and (4) international terrorism and religious conflict.

Module 7 – Skills Courses

Research Methods 7

Lecturer	Dr. Menandro Abanes (m.s.abanes@hhs.nl)
	Dr. Hüseyin Akdogan (h.akdogan@hhs.nl)
Code	SSMS-204-17 (shared with RM7 and RM8)
Credits	6 (shared with RM5 and RM8)

Numbers are often viewed as difficult because of their preciseness, rigidity, and rigor, but they are indispensable in quantitative research. Doing quantitative as well as qualitative research is an essential skill that students are expected to gain during their studies in SSMS. Out of all research methods courses in the SSMS programme, Research Methods 7 is the only one focused on quantitative research methods. In this course, students will deal with numbers and learn how to design a survey or experiment, collect, and analyse quantitative data using a known software — Statistical Package for the Social Sciences (SPSS).

Module 7 - Projects

Project 7 / Professional Skills 7: *Assessing Security Risks*

Lecturer	Dr. Klaas Voss (k.voss@hhs.nl)
	Gohar Baghdasaryan (g.baghdasaryan@hhs.nl)
Code	SSMS-213-17
Credits	4

An experienced safety and security professional knows that risk cannot entirely be prevented — but it can be managed. In this project, students will have the opportunity to apply their theoretical knowledge of security risk management to a practical up-to-date case study. Following an established risk management methodology, students will analyse and prioritise the assets they intend to protect. They will assess different threat types and actors, scrutinise the vulnerabilities of their assets, and develop a full-spectrum risk management plan with countermeasure packages which is ready to be pitched to a client. During the risk analysis part of this project, students will have to make effective use of open-source intelligence (OSINT) and geo-spatial information like maps, building plans, or satellite imagery. They will also have to expand their knowledge about security technologies, such as different types of optical and acoustic sensors, surveillance devices like bugs, fibre-optic cameras and directional microphones, or counter-surveillance equipment. When studying vulnerabilities and countermeasures, they will also learn more about physical security barriers and concepts like locking systems, entry point controls, armour types, or blast radius protection. In the end, the participants will have gained clear and practical insights into one of the key professions in the field of safety and security — that of a risk manager.

Module 8: Subject Matter Courses

Crisis Communication

Lecturer	Gohar Baghdasaryan (g.baghdasaryan@hhs.nl)
Code	SSMS-211-17
Credits	3

In the past few years, the way we communicate has drastically changed. This greatly influences how governments, businesses and organisations have chosen to communicate with the public in case of a crisis, especially since it often affects the safety and security of those involved. Communication can either help resolve or worsen a crisis. During this course you will learn about theoretical approaches to crisis communication, and also understand how these can be practically applied in order to deal with a crisis effectively. Moreover, the impact of (social) media on crisis communication will be discussed, as well as the difficulties of intercultural communication. After this course you will have discovered how crucial it is to choose your words carefully, and that perception is everything.

National Security Systems

Lecturer	Dr. Klaas Voss (k.voss@hhs.nl)
Code	SSMS-217-17
Credits	3

In 1651, English philosopher Thomas Hobbes formulated the idea that all human beings should cede their individual sovereignty and means of violence to the state, thus ending "the war of all against all". Through this social contract and the monopoly on the use of force, the state would become a mortal god – the Leviathan. The legitimacy of the modern state,

therefore, directly depends on the state's ability to protect its citizens. While the original key element of this idea was the protection from external enemies and hostile armies, today's vision of the state as a provider of security is much broader and more complex. Since World War II, modern politicians and scholars have developed and elaborated on the concept of "National Security": a vision of security that encompasses safeguarding against military, political, economic, environmental, energy- or resource- related and cybersecurity threats. Comprehensive strategies of national security take into account the challenge of thwarting terrorist attacks as much as coping with natural disasters, securing access to vital resources and raw materials or developing a resilient digital infrastructure. In this course, we will explore and analyse different countries' systems of national security. We will compare grand strategies, understand geostrategic priorities and examine the role of key institutions, such as disaster relief agencies, intelligence services or branches of the military. Not only taking into account national security strategies of powerful nations like the USA or Russia, this course also aims to expand the horizon by looking at very different national security philosophies of, for instance, African, Asian or Western European countries.

Managing International Conflict

Lecturer	Dr. Enrique Gomez Llata Cazares (e.g.gomezllatacazares@hhs.nl)
Code	SSMS-218-17
Credits	3

This course builds on the previous course "Civil War and Conflict Studies" of Module 7, which discusses the causes and dynamics of international conflicts. To manage these conflicts towards peace, there is a tripartite model of work: peacekeeping, peacemaking and peacebuilding. Of the three, peacebuilding is often taken for granted. Peacekeeping and peacemaking are both highlighted for their effective cessation of hostilities and successful negotiation, mediation and arbitration as part of conflict management. However, peace work does not end there. What happens after peacekeeping and peacemaking is the work of peacebuilding for effective conflict management. The field of international peacebuilding is a recognition of our interconnectedness and shared interest in peace. Who are the major players and what institutions, both local and international, are engaged in the field of peacebuilding? In this course, we will discuss key concepts, such as mediation, disarmament, demobilisation and reintegration (DDR), statebuilding, security sector reform (SSR), law and human rights, and their applications as well as their limitations in local, national and international levels. We will examine paradigms, strategies, tools, instruments and practices that have been used and applied as part of the scheme of conflict management.

Module 8 – Skills Courses

Research Methods 8

Lecturer	Dr. Marc-Olivier Del Grosso (m.o.delgrosso@hhs.nl)
	Dr. Hana Oberpfalzerová (h.oberpfalzerova@hhs.nl)
Code	SSMS-204-17
Credits	3

The goal of Research Methods 8 is to teach students to write an academic paper by applying a theory (abstract, general model) to empirical (real-world) data. Students are assigned readings about a case study, and a theory that explains the causes of the problem at hand. Students can then address these causes with tailor-made recommendations based on the theory. At the end of the Research Methods 8 course, students will be familiarised with the specific challenges posed by developing a theoretical framework and using empirical data in an applied science paper.

Module 8 - Projects

Project 8 / Professional Skills 8: *Constructing Crisis Scenarios*

Lecturer	Natalia Wojtowicz (n.h.wojtowicz@hhs.nl)
Code	SSMS-219-21
Credits	4

Project VIII provides students with a real-life problem that can be approached with game design methods. However, instead of student teams going through conventional exercises and simulation games they will have to create their very own scenarios. The aim of this project is to design a game from scratch, in which various international security challenges are being generated. Students will have to identify various parties and stakeholders involved and learn about their interests and objectives in order to establish a simulated environment for training purposes. It is a practice-oriented project that ensures collaboration with military units, thinktanks, and industry to raise quality of the designs. Students succeed when they are able to understand the requirements and propose a game design that works towards its solution.

Module 9 & 10 – Elective Space

Minors are intensive, term-long elective courses that specialise in specific areas. This is an opportunity to broaden your horizons and deepen your skills, as well as choose the topics that fit your personal interests and ambitions. The minor can be taken in several ways: minors in your own study programme, minors in another study programme within THUAS, and minors at other universities. In the next section are the minors offered within the SSMS study programme.

Year 3 Internships offer students the possibility of gaining practical experience in a relevant professional environment. Internships relate to the SSMS curriculum by challenging students to put theoretical knowledge and skills acquired throughout the programme into practice. This is done through continued personal development as well in-depth specialisation in a certain field. While SSMS strives to support students in finding adequate internship positions, Year 3 internships require particular proactiveness from the student in terms of searching for a position. Due to formal requirements for both the SSMS staff and students, internships outside of Europe cannot be considered at this time.

Academic Exchanges allow students to study abroad for one semester, underlining THUAS' mission towards global citizenship. In technical terms, a potential exchange qualifies as an acceptable use of the elective space in the SSMS Programme and Exam Regulations (PER), and, thus, represents 30 ECTS. It is the student's responsibility to have sufficient financial means to go on exchange, including costs for any necessary insurance. General information on outgoing/outbound Exchanges can be found here. Important deadlines, the available placements with THUAS partner universities, and the application requirements and procedure can be found here. If you choose to study at a non-partner university please refer to the requirements as a "free mover". Interested students must begin their application by emailing (1) their choice of exchange university, (2) short explanation for motivation, and (3) number of ECTS in Year 1 and Year 2 at the moment of application to Dr. Marc-Olivier Del Grosso (m.o.delgrosso@hhs.nl) and the Faculty Coordinator for Student Exchange, Ms. Irene van der Wal (i.m.v.vanderwal@hhs.nl). To be eligible, before the start of the exchange period, students must have successfully obtained all 60 ECTS in Year 1, and a minimum of 50 ECTS in Year 2. Without the sufficient ECTS, the application must be withdrawn.

Minor: Applied Intelligence

Lecturer	Dr. Klaas Voss (k.voss@hhs.nl)
Code	SSMS-AI-20
Credits	15

No matter whether they work for investment firms, international organisations, NGOs, private security companies, government intelligence agencies, the military or the police – intelligence analysts are the true experts when it comes to making the best use of limited available information. This minor covers various aspects of intelligence work in both domestic and international contexts, including the major fields of political, military, and criminal intelligence. Students will be familiarised with basic techniques of espionage, surveillance, counterintelligence, and technologies used for the collection of information. They will understand how foreign intelligence services operate, how the military analyses aerial photography, and how intelligence-led policing is used in the battle against organised crime. Practical exercises in information analysis are based on the same structured analytic techniques that are employed within the international intelligence community. Students are

encouraged to apply skills and methods of intelligence collection and analysis in a multitude of professional contexts. The curriculum covers many topics and problems of paramount contemporary relevance from an intelligence perspective. Such issues include terrorism, money laundering, privacy issues, civil wars, and peace operations. In the end, students will have achieved a profound understanding of the benefits of intelligence tradecraft in a variety of security-related working environments.

Minor: Terrorism & Counter-Terrorism

Lecturer	Dr. Klaas Voss (k.voss@hhs.nl)
Code	SSMS-TCT-21
Credits	15

The SSMS minor Terrorism and Counter-Terrorism aspires to bridge the gap between practitioners and academia by integrating theoretical approaches to the topic with practical elements. Such practice-oriented components of the course include exercises in counter-terrorist decision-making, introductions to weapons and tactics, and exposure to experienced practitioners in fields like military force protection, police counter-terrorism, or CBRN counter-proliferation. On a more abstract level, students will learn how to categorise terrorist groups and their organisational structures, learn about models of radicalisation and de-radicalisation, and examine military doctrines like counter-insurgency. They will also study specific phenomena, such as lone wolf attacks, the terror-crime nexus, or ISIS and their recruitment of so-called foreign fighters. In more practical terms, the minor will also help students to chart counter-terrorism as a field of employment and gain greater awareness of career opportunities in this area.

Minor: Crime, Safety, & Security

Lecturer	Dr. Anna Matczak (a.matczak@hhs.nl)
Code	SSMS-CSS-21
Credits	15

A safety and security management professional should be able to search for solutions in order to maximise public safety. In this course we aim to seek understanding of issues related to crime, and to read and discuss a variety of theoretical perspectives and empirical investigations of these issues. At the end of the course students should have detailed information and have developed their own critical opinion about the principal theories, patterns, and control policies related to various criminal activities. This course will assist in the development of critical reading, analytical, and writing skills through class participation and written assignments. We will focus on violence, drugs, and fraud. Following these core crimes youth crime will receive extra attention. We will then move on to crime within groups such as organised crime, corporate crime, terrorism, and state crime. By considering a wide variety of interests and correlated stakeholders, the aim of this course is to adapt a mobilising role for joint action. The traditional apparatus for crime control is criminal justice and, as such, it will receive extra attention. What is more, we will examine crime control by placing it in the context of massive social transformations that have taken place in the post-industrial Western world. In the remaining part of the course, we will use insightful examples from popular culture in relation to crime and crime control. This course aims to situate crimes and theories in contemporary debates and controversies and allows students to fully utilise theoretical insights in their work.

Minor: Safety Risk & Safety Compliance

Lecturer	Roger Wong (r.m.j.wong@hhs.nl)
Code	SSMS-SRC-21
Credits	15

This minor begins with an introduction to diverse safety functions across today's corporate world and public sector, including roles such as Health and Safety Officer, Safety Advisor, and Emergency Preparedness Coordinator. This is followed by several shorter units on a selection of safety topics, with a focus on topics relevant in high-risks settings. Each unit begins with the exploration of the applicable legal framework and underlying technical principles. Subsequently, the knowledge is applied to real-life case studies. Wherever possible, these exercises will be organised together with external partner organisations, such as relevant government inspectorates and private sector organisations. Topics for the units include fire safety and fire engineering principles, dangerous goods safety, cybersecurity and reliability of control systems (SCADA), emergency preparedness and business continuity management, management of high-risk and critical infrastructure, and psycho-social safety. These topics are also chosen in view of common requirements for the certification of health and safety advisors across Europe. Throughout the minor, a common theme is the preparation of students to provide effective safety instructions and training to future employees and clients. After completion of this minor, students should be able to asses and manage a wide range of safety issues both from a risk management and compliance perspective. This includes in particular safety risks associated with high-risk sectors, such as the chemical industry, aviation, critical infrastructure, or offshore activities.

Module 11: Subject Matter Courses

Change Management

Lecturer	Dominic Christian (d.christian@hhs.nl)
Code	SSMS-301-19
Credits	3

Change management focuses on changes in organisations. These days, in Western societies, innovation is the most common drive behind changes. For example, digital photography forced Fuji Film to switch to other products in order to survive. Change causes stress, however, and stress often results in resistance. A critical aspect in an organisation, therefore, is to win the employees' "buy-in" for change. A widely used theory to win the "buy-in" of the employees is the see-feel-change approach developed by J.P. Kotter: in order to achieve change in the behaviour of people, it is much more important to make people feel differently than to make them think differently. In this course on change management, we will study this approach next to the less often used (but still important) analyse-think-change method.

Media & Communication

Lecturer	Gohar Baghdasaryan (g.baghdasaryan@hhs.nl)
	Dr. Marc-Olivier Del Grosso (m.o.delgrosso@hhs.nl)
Code	SSMS-309-19
Credits	3

This course deals with (1) the role of media in society when it comes to the political issue of safety and security, and (2) the role of safety and security professionals representing particular organisations and informing the public at large about safety and security issues relevant for those organisations. We start with the media as an important institution in open democracies governed by politicians who have to consider public opinion when it comes to public policy. For the public, it is crucial to be informed about public issues and to exchange ideas and values on how to govern society with people from various backgrounds. However, there is a lot of selectivity taking place when it comes to representing issues of safety and security in the news. What can explain this? In the second part of this course, we discuss more tangible tools by focusing on the organisations informing the public at large about relevant safety and security issues (e.g. an intelligence agency communicating a terrorist threat, a police department communicating about an internal investigation related to police brutality, or a textile company communicating about workplace safety after a tragic incident). This second part of the course is mainly focused on the interests of organisations, whereas the first part deals with society as a whole.

Rethinking Safety & Security

Lecturer	Dr. Anna Matczak (a.matczak@hhs.nl)
Code	SSMS-307-19
Credits	3

This course offers a reflection on the SSMS programme and its professional field of practice. One aim of this course is to break down disciplinary boundaries in order to better understand safety and security in all its variety and complexity. The course re-evaluates the substantive fields of action of the SSMS professional, and the various interventionist options open to the SSMS practitioner in order to effectively manage risks and improve safety and security. The core concept of the course is the notion of resilience which will be discussed through the lens of five case studies: online grooming, military affairs, critical infrastructure, resilient cities, and higher education. The case studies will be informed by the main argument on

flood resilience presented by Zolli & and Healy in Resilience: Why things bounce back. survival of terrorist organisations. About the book: "What causes one system to break down and another to rebound? Are we merely subject to the whim of forces beyond our control? Or, in the face of constant disruption, can we build better shock absorbers—for ourselves, our communities, our economies, and for the planet as a whole? Provocative, optimistic, and eye-opening, Resilience sheds light on why some systems, people, and communities fall apart in the face of disruption and, ultimately, how they can learn to bounce back."

Module 11 – Skills Courses

Thesis Research Skills

Lecturer	Dr. Menandro Abanes (m.s.abanes@hhs.nl)
Code	SSMS-304-18
Credits	4

This course is the first of a two-part advanced research methods courses. It aims to build on and sharpen the knowledge and skills gained from previous Research Methods courses and apply them on designing an expanded outline of an applied research proposal. It serves as a recapitulation of the key and essential points in Research Methods courses, especially on qualitative (interview and observation) and quantitative (survey and experiment) methods with a view to help students prepare for the second part which is the Thesis Research Tutorial and ultimately for their individual thesis project in Year 4. Most of the sessions are lecture-type, with a few exercises and workshops, on research problem identification, question formulation, literature review, and summary data collection scheme.

Module 11 - Projects

Final Research Project: *Solving the Problem*

Lecturer	Mirad Böhm (m.i.bohm@hhs.nl)
Code	SSMS-302-18
Credits	5

In the SSMS Research Project students practise and experience the design, conduct, and report of applied research in the safety and security domain. Students focus on a specific problem in the field of safety and security management. Ultimately, the student teams will be challenged to arrive at practical solutions to problems presented to them by clients from the safety and security sector. After preparing an analysis of the problem students then develop their own research strategy to address the problem. Through a combination of interactive classes, desk research, field trips, interviews, and focus group discussions, students will learn how to design and conduct (field) research.

Module 12: Subject Matter Courses

Interorganisational Cooperation

Lecturer	Dr. Marc-Olivier Del Grosso (m.o.delgrosso@hhs.nl)
Code	SSMS-303-18
Credits	3

SSMS professionals invariably work in contexts in which they are asked, required, or expected to collaborate with other stakeholders — agencies, firms, pressure groups, movements, media, lobbies, citizens — in the design and implementation of safety and security policies, strategies, and operating procedures. Crafting effective co-operation in such professional networks tends to be far more difficult than it sounds, however. In this course, we will be looking into the many types of vulnerability of network collaboration initiatives, as well as into some of the "smart practices" that can promote the development and efficacy of multi-actor collaborative efforts. More specifically, this course will address four organisational challenges inherent to network cooperation: setting up a viable operating system, acquiring requisite resources, designing steering processes, and crafting a culture of joint problem solving.

Cyber Security

Lecturer	Goran Milenkovic (g.milenkovic@hhs.nl)
Code	SSMS-308-19
Credits	3

Cyber security has emerged as a critical domain that reaches across the social, economic, political, and military realms of influence. The infusion of the Internet and its related networked technologies has reached into nearly every aspect of society, business, and government. As a result, nations and organisations are developing cyber capabilities to protect their own, or to influence the opponent's, information assets and resources. Therefore, safety and (cyber-) security professionals must develop the requisite knowledge of these concerns to implement or conduct effective cyber- related issues in their daily operations.

Module 12 – Skills Courses

Thesis Research Tutorial

Lecturer	Dr. Menandro Abanes (m.s.abanes@hhs.nl)
Code	SSMS-306-18
Credits	3

Essential to doing applied research are data collection and analysis grounded on theory and based on specific problems. In this course, students build on what they learned in the previous course, Thesis Research Skills, and design data collection techniques, such as interview, survey, and observation, and analytical techniques, such as hypothesis testing and pattern matching. These techniques, either independent or mixed, will be practiced. The aim is to come up with a research report that is theoretically grounded and supported by actual data.

Module 12 - Projects

Consultancy Project: *Innovative Thinking in a Safety & Security Environment*

Lecturer	Mirad Böhm (m.i.bohm@hhs.nl)
Code	SSMS-305-19
Credits	3

Virtually all types of organisations and companies, ranging from small domestic enterprises to global corporations, must face issues and problems related to safety and security. Such problems frequently stem from communicative, logistical, or technological oversights among others. Therefore, they may only be classified as security-related matters by the time their negative impact becomes all too obvious, which often occurs swiftly and unexpectedly. In Project XI, students will be put directly in touch with organisations and companies, whose representatives will brief them on an actual problem that poses a potential security and safety risk to their operations. These liaisons and their organisations need solutions and, thus, effectively adopt the role of the "client". Students, on the other hand, take up the role of consultants that are tasked with analysing the problem from all possible angles to fully comprehend its origin as well as short- and/or long-term consequences for the client. Where possible, they make use of insights from other courses taught in the module. Based on their findings, the students must design effective and creative, albeit realistic solutions that best fit the character and wishes of the client. The goal of Project XI is to draft a detailed analytical and advisory report which will ultimately be pitched to the client in a formal, professional, and convincing manner.

YEAR 4

Module 13 & 14: Year 4 Internship

Year 4 Internship

Lecturer	Frits van Balveren (f.c.h.vanbalveren@hhs.nl)
Code	SSMS-401-19
Credits	30

Internships relate to the SSMS curriculum by challenging students to put theoretical knowledge and skills acquired throughout the programme into practice for continued personal development as well in-depth specialisation in a certain field. Thus, it is crucial that internships are performed in a professional environment that will engage students through practical and relevant experiences. The fourth year internship is one of the critical steps which the student must take to ensure that they master the required competencies (as stipulated by THUAS and SSMS), and to demonstrate substantial growth into a professional asset. SSMS supports students in searching for an adequate internship position, and facilitates contact between students and organisations within the SSMS professional network, taking the student's personal interests into account. However, it is encouraged that students are proactive in finding desirable placement through their own network. Due to formal requirements for both the SSMS staff and students, internships have to be conducted within Europe.

Module 15 & 16: Final graduation phase

Thesis Trajectory

Lecturer	Dr. Inês Trigo de Sousa (i.m.r.desousa@hhs.nl)
Code	SSMS-4TH1-21
Credits	30

The final thesis is a proof of competence. The student must show the ability to execute a substantial task that is relevant to the professional profile of SSMS and complies with the criteria for depth and complexity of a bachelor's degree. A determining assessment criterion for bachelor level is the extent to which the student is capable of executing applied research, justify its methods, and report this according to the criteria common within SSMS. The student will have to write a thesis proposal that serves as the basis for the bachelor thesis, which they will write in the graduation phase (second half module 15 and module 16). While writing the research proposal the student will focus on several aspects such as formulating a research question, research objective and relevance, operationalisation, research objects and units, a theoretical framework and methodology. While writing the thesis proposal the student will receive supervision by a department staff member. However, the student should have the ability to manage themselves as the thesis proposal is written largely independently. The final oral exam consists of a presentation in which the student presents his thesis, and of an interview of the student by the graduation supervisor and the second evaluator. The internship supervisor may be invited to be part of the proceeding.

Admissions & Enrolment

Admissions

THUAS works together with NUFFIC, an organisation specialised in international qualifications to verify your eligibility for this programme. The eligibility criteria is based on your previous education background (i.e. secondary school certificate or previous university education) and your English language proficiency.

Your diploma should contain at least one of the following subjects: mathematics, economics, or business studies. If you do not meet the minimum entrance requirements, but you are 21 years or older, the Admission Test 21+ offers you the opportunity to still be admitted to the bachelor programme of your choice.

Your English language proficiency should be sufficient to participate in a programme taught entirely in English, for which you will a good spoken and written command of the language. Bachelor candidates who were educated in the Netherlands, United Kingdom, Ireland, United States, Canada (except for Quebec), Australia, New-Zealand, South Africa or Malta, or students holding one of these diplomas, need not take an English proficiency test, as those programmes include English courses. All other prospective students are required to deliver a valid and sufficient English proficiency test certificate to the Enrolment Centre. The language tests currently accepted by the university and their respective required passing score can be found here.

Enrolment

You need to keep in mind some key deadlines and procedures. First, check the full list of important dates for deadlines based on your nationality, diploma, and residence permit. International students should also look at the university's leaflet for admission steps. Generally, initial deadlines for EU/EEA countries and Switzerland are on the 1st of August, while citizens from other countries must apply before the 1st of May. All enrolment requests must be submitted through Studielink.

The most recent, updated information about the application process and requirements can be found here.

Career Prospects & Networking

Future Career & Competencies

Because there is an ever-increasing demand for professionals who are able to organise and manage safety- and security-related elements in the work field, the career paths and potential employers available to SSMS graduates is extensive. On successful completion of the programme, students can find jobs as content experts, managers, advisers, project leaders, or scholars connected to, for example:

- Local non-governmental organisations active in areas such as urban safety;
- Government bodies at the local, regional, national and multi-national level;
- National public organisations operating in the field of safety, such as the police force;
- International organisations in the field of urban development and the quality of urban management;
- International organisations in the area of conflict mediation;
- International police and security organisations;
- International corporate or industrial organisations.

SSMS Professional Network

SSMS has developed a network of professional in line with global safety and security developments, as well as professional partner needs, and student career goals. This network includes organisations in the field of international security, corporate security, and public safety, as well as partner universities for students who wish to further their specialisation, or develop a career in academia.

In the next page you can see an overview of the organisations in this network. Keep in mind that the SSMS network is under constant development and is, therefore, subject to change.

SSMS
SAFETY & SECURITY MANAGEMENT STUDIES
PROFESSIONAL NETWORK
GUEST LECTURES | PROJECTS | MINORS | INTERNSHIPS

INTERNSHIP AND EXTERNAL RELATIONS OFFICE

INTERNATIONAL SECURITY

- Koninklijke Landmacht
- Koninklijke Marechaussee
- Koninklijke Luchtmacht
- Ministerie van Defensie
- World Health Organization
- Centres of Excellence — An initiative of the European Union
- CCOE
- NATO SCHOOL Oberammergau
- JCBRN Defence COE — per virtutem ad securitatem

PARTNER UNIVERSITIES

- Universiteit Leiden
- UNIVERSITY of DENVER

OPPORTUNITIES

- Today's Group
- ACI AGENCY
- BULGARIAN AMERICAN CREDIT BANK
- CYBERSPRINT
- DANONE
- DAMEN
- LEVENT
- PETROGAS GAS SYSTEMS
- DB SCHENKER

CORPORATE SECURITY

- dunea DUIN & WATER
- NORTHWAVE — Intelligent Security Operations
- IKEA
- TUI
- SIEMENS
- signify
- FrieslandCampina
- nutreco
- RADISSON HOTELS
- Royal Flora Holland
- MACTWIN SECURITY
- BeoBOM — Bomb Explosive Bagging
- Deutsche Telekom
- AECOM
- EXPLORA
- GKN AEROSPACE
- TRIPLE F SECURITY
- AEGON
- amazon
- BARRY CALLEBAUT
- Lufthansa
- TSC Crowd Management
- Strukton Worksphere
- kiwa
- HTM
- Volkswagen
- FEYENOORD ROTTERDAM
- TESLA
- Shell
- CenterParcs

PUBLIC SAFETY

- Scenarios4Summits
- Port of Rotterdam
- TSC Crowd Management
- Postbank
- Centre for Safety and Development
- OPCW
- Rheinland-Pfalz MINISTERIUM DES INNERN UND FÜR SPORT
- Rode Kruis
- POLITIE
- RISK & COMPLIANCE Platform Europe
- STEROPIS GLOBAL TRAINING ACADEMY
- Den Haag HackersHub
- Hendrik-Ido-Ambacht
- Frankfurt Airport
- TNO innovation for life
- BRANDVEILIG.NL
- Dienst Justitiële Inrichtingen — Ministerie van Justitie en Veiligheid
- Immigration and Naturalisation Service — Ministry of Justice and Security
- Rijkswaterstaat — Ministerie van Infrastructuur en Milieu
- Wildlife Justice Commission
- EUROCONTROL
- nlr

Centuria Study Association

Centuria is the official study association of the Safety and Security Management Studies programme. It was established in 2014 by a group of second-year students with the aim to connect the student body across all four years. It quickly developed into an acknowledged association, serving as a networking nexus for internal and external participants.

Centuria strives to expand its curricular and non-curricular activities in order to enrich students' experiences. The association organises, manages, and offers a wide variety of activities. These can range from social events, such as sports activities or mixers, where students can get to know each other and the staff in a more casual manner, to projects and guest lectures that connect with the curriculum or expand it further.

Alongside these initiatives, the association participates in the Introduction Camp, the Introduction Day, as well as Open Days, representing SSMS to potential new students and other parties that are interested in establishing a connection with the programme. Applications for board or committee positions are open to all SSMS students. Stay up to date through Centuria's website or Instagram. You can also get in touch with us through the Centuria email.

Centuria Board 2021/2022

Pictured: Robert Dumitrescu (Event Manager), Hannah Hauglin (Treasurer), Dillon Ashmore (Vice-President), Paulīna Šumska (Public Relations manager), and Alim Clinceanu (President)

Appendix 1: SSMS Competencies

These competencies must be developed in order for the SSMS students to obtain the required knowledge, proficiency, and attitude to be able to start as a career.

1. COLLABORATION
Willingness and capability to cooperate with others on safety and security in a multidisciplinary and multicultural environment to support those involved in realising common goals. Safety and security specialists balance between different interests and agendas, convey accurate information, place trust in other parties, and encourage them to share their knowledge and skills. They can establish, build and maintain constructive relations with other professionals and agencies, and to share information and expertise with the aim of working together in a safe(r) environment.

2. ORGANISATIONAL AND SITUATIONAL SENSITIVITY
Capability to assess, understand and act on the dynamics and effects of political and administrative forces in- and outside the organisation.

3. COMMUNICATION
Capability to pass on information and ideas about risks, ideas, and solutions in a clear and focused manner to an audience consisting of specialists and/or non-specialists. Safety and security specialists can choose a way of communication that optimally fits different situations, partners, and objectives. They have a thorough command of various (oral, written, etc.) means of communication, and can make effective use of ICT tools.

4. ANALYTICAL AND INVESTIGATIVE CAPABILITIES
Capability to analyse, structure and, if necessary, restructure complex data distinguishing primary and secondary issues. Safety and security specialists are inquisitive and can think critically, coherently and logically, see connections and underlying mechanisms, and draw valid conclusions and evaluate consequences. Additionally, they are able to interpret data from management information systems in regard to potential risks. They can assess whether information is accurate and reliable.

5. DECISIVENESS
Capability to arrive at realistic, substantiated and actionable conclusions about possible alternatives based on available information.

6. RESULT ORIENTATION
Capability to formulate and set concrete objectives and priorities. Safety and security specialists can determine how much time completion of a task requires and which activities and resources are needed to achieve the overall objectives.

7. INNOVATIVENESS
Capability to approach security issues from different angles, with new, original ideas and solutions, and to break established thinking patterns.

8. LEADERSHIP
Capability to lead and direct projects, workgroups and teams related to safety and security. Additionally, safety and security specialists apply self-regulation when dealing with other professionals. This way they can lead dialogues and discussions on the goal to be accomplished, and facilitate various parties and actors to contribute to their realisation. They know how to create internal commitment to the safety and security culture in an organisation.

9. REFLECTIVENESS
Safety and security specialists are self-critical and capable of positioning their role in relation to societal interest. They can look back in a structured manner and reflect on their own professional conduct and learn from the experiences made. They can assess societal impact of safety and security problems as well as solutions. Safety and security specialists can balance different values such as freedom, equality, innovation and continuity.

Appendix 2: Education Programme Plan (EPP)

In the following pages an overview of SSMS's Education Programme Plan (EPP), or *Onderwijs Leerpakket* (OLP) can be found. This curriculum overview contains the courses for each module, their unique course code, the teaching methods employed during the course, the chosen assessment format, as well as information about grades, exams, competencies, and study hours.

In addition to this curriculum, every programme is required by law to draw up Programme and Examination Regulations (PER), also known as *Onderwijs- en Examenregeling* (OER). This document provides clear and adequate information about the programme regulations, the applicable procedures and the rights and obligations attached to the programme and examinations. The regulations are laid down by the department manager of the faculty responsible for the programme and are valid for the duration of one academic year. The regulations applicable to any previous academic years are, therefore, no longer valid in a new academic year. If changes are made to the regulations, sufficient transitional measures will be taken for current students. The complete PER/OER is available in digital format on Blackboard, through the SSMS Student Portal. A hard copy can also be viewed at the front desk of the Faculty of Public Management, Law, and Safety, also known as *Bureau Onderwijs Ondersteuning, Academie Bestuur, Recht en Veiligheid* (BRV).

Credits	Unit of Study	Code	Sem 1	Sem 2	Teaching methods (*attendance requirement)	Assessment format	Partial weighting factor	Minimum grade	Test moments 1stOpp / resit (semester and week)	Grade / P(ass) / F(ail)	Module coordinator	C1	C2	C3	C4	C5	C6	C7	C8	C9	Contact hours	Independent study hours	Exam duration
6	Intro to Safety & Security	SSMS-1T1-21	x		Lecture						Akdogan; Böhm	x	x				x	x			42	126	
	Intro to Safety & Security mid-term	TOETS01	x			SCHRIFT	50%	5.5	1.10 / 2.7	Grade	Böhm												90 minutes
	Intro to Safety & Security end-term	TOETS02	x			SCHRIFT	50%	5.5	1.20 / 2.7	Grade	Akdogan												90 minutes
6	Policy & Governance	SSMS-1T2-21	x		Lecture						Del Grosso; Gomez Llata; Trigo de Sousa	x	x		x						42	126	
	Policy & Governance mid-term	TOETS01	x			SCHRIFT	50%	5.5	1.10 / 2.7	Grade	Gomez Llata; Trigo de Sousa												90 minutes
	Policy & Governance end-term	TOETS02	x			SCHRIFT	50%	5.5	1.20 / 2.7	Grade	Del Grosso												90 minutes
6	Society & Politics	SSMS-1T3-21	x		Lecture						Abanes; Oberpfalzerova	x	x		x						42	126	
	Society & Politics mid-term	TOETS01	x			SCHRIFT	50%	5.5	1.10 / 2.7	Grade	Abanes												90 minutes
	Society & Politics end-term	TOETS02	x			SCHRIFT	50%	5.5	1.20 / 2.7	Grade	Oberpfalzerova												90 minutes
4	Applied Research Design	SSMS-1RM1-20	x		Lecture, Workshop						Oberpfalzerova; Trigo de Sousa			x	x						28	84	
	Applied Research Design report	TOETS01	x			VERSLAG	100%	5.5	***	Grade													90 minutes
3	Fundamentals of Academic Writing	SSMS-1S2-20	x		Lecture						Temple		x								28	56	
	English Writing exam	TOETS01	x			COMPUTER	100%	5.5	1.16 / 2.5	Grade													120 minutes
5	Professional Skills	SSMS-1S1-20	x		Lecture, Workshop						Baghdasaryan; Böhm; Wojtowicz	x	x	x	x		x	x	x	x	32	108	
	Professional Skills assessment	TOETS01	x			ASSESSMENT	100%	5.5	***	Grade													n.a.
6	Business & Quality Management	SSMS-1T4-21		x	Lecture						Irwin; Wong	x	x		x		x				42	126	
	Business & Quality Management mid-term	TOETS01		x		SCHRIFT	50%	5.5	2.9 / 2.20	Grade	Irwin												90 minutes
	Business & Quality Management end-term	TOETS02		x		SCHRIFT	50%	5.5	2.18 / 2.20	Grade	Wong												90 minutes
6	Law & Compliance	SSMS-1T5-21		x	Lecture						Christian; Irwin	x	x		x		x				42	126	
	Law & Compliance mid-term exam	TOETS01		x		SCHRIFT	50%	5.5	2.9 / 2.20	Grade	Irwin												90 minutes
	Law & Compliance end-term exam	TOETS02		x		SCHRIFT	50%	5.5	2.18 / 2.20	Grade	Christian												90 minutes
6	Psychology & Crime	SSMS-1T6-21		x	Lecture						Del Grosso; Matczak	x	x		x		x				42	126	
	Psychology & Crime mid-term	TOETS01		x		SCHRIFT	50%	5.5	2.9 / 2.20	Grade	Del Grosso												90 minutes
	Psychology & Crime end-term	TOETS02		x		SCHRIFT	50%	5.5	2.18 / 2.20	Grade	Matczak												90 minutes
3	Applied Research Techniques	SSMS-1RM2-21		x	Lecture, Workshop						Oberpfalzerova; Trigo de Sousa			x	x						28	56	
	Applied Research Techniques portfolio	TOETS01		x		PORTFOLIO	100%	5.5	***	Grade													90 minutes
3	Professional Writing Skills	SSMS-1S3-20		x	Lecture						Temple			x	x						28	56	
	PWS E-mail writing exam	TOETS01		x		COMPUTER	30%	5.5	2.6 / 2.20	Grade													90 minutes
	PWS Report writing exam	TOETS02		x		COMPUTER	70%	5.5	2.18 / 2.20	Grade													120 minutes
6	Research Project	SSMS-1P1-21		x	Project*						Akdogan; Baghdasaryan	x	x	x				x	x	x	70	98	
	Research Project presentation	TOETS01		x		PRESENTATIE	30%	5.5	2.9 / 2.20	Grade													n.a.
	Research Project report	TOETS02		x		VERSLAG	70%	5.5	2.18 / 2.20	Grade													n.a.
	Research Project attendance	TOETS03		x		PRESENTIE	n.a.	P	***	P/F													n.a.
na	Study and Career Advice	na	x	x	Lecture, Individual						Hommenga					x		x			12	-	
	Intro day		x			n.a.																	n.a.
	Information sessions		x			n.a.																	n.a.
	Individual counselling		x	x		n.a.																	n.a.

Credits	Code	Unit of Study	Blocks 1	Blocks 2	Blocks 3	Blocks 4	Teaching methods	Assessment format	Partial weighting factor	Minimum grade	Test moments 1stOpp / rest (block and week)	Grade / P/F	Module coordinator	Contact hours	Independent study hours	Exam duration
3	SSMS-207-17	Safety Theories					Lecture						Wong	21	63	
	TOETS01	Safety Theories exam	x					SCHRIFT	100%	5.5	1.10 / 2.7-2.8	Grade				90 minutes
3	SSMS-206-17	Safety Risk Management					Lecture						Christian	21	63	
	TOETS01	Safety Risk Management exam	x					SCHRIFT	100%	5.5	1.10 / 2.7-2.8	Grade				90 minutes
3	SSMS-203-17	Interactive Policy					Lecture						Del Grosso	21	63	
	TOETS01	Interactive Policy exam	x					SCHRIFT	100%	5.5	1.10 / 2.7-2.8	Grade				90 minutes
6	SSMS-204-17	Research Methods 5, 7 and 8	x		x	x	Workshop						(See below)	42	126	
	TOETS01	Research Methods 5 exam	x					SCHRIFT	33%	5.5	1.10 / 2.7-2.8	Grade	Del Grosso; Oberpfalzerova			90 minutes
	TOETS02	Research Methods 7 report			x			VERSLAG	33%	5.5	3.9 / 4.8	Grade	Abanes; Akdogan			n.a.
	TOETS03	Research Methods 8 report				x		VERSLAG	34%	5.5	4.7 / 4.10	Grade	Del Grosso; Oberpfalzerova			n.a.
4	SSMS-205-21	Project 5 and Professional Skills 5	x				Project, Workshop						Abanes; Akdogan; Gomez Llata; Temple; Wojtowicz;	42	70	
	TOETS01	Project 5 and PS 5 report	x					VERSLAG	75%	5.5	***	Grade				n.a.
	TOETS02	Project 5 and PS 5 assessment	x					ASSESSMEN	25%	5.5	***	Grade				n.a.
	TOETS03	Project 5 and PS 5 attendance	x					PRESENTIE	n.a.	P	***	P/F				n.a.
na	na	Study and Career Advice	x	x	x	x	Lecture, Individual						Temple	4	-	
		Individual advice	x	x	x	x		n.a.								n.a.
		Information: kick-off year 2	x					n.a.								n.a.
		Information: elective space		x				n.a.								n.a.
3	SSMS-202-17	Culture and Diversity		x			Lecture						de Ryck	21	63	
	TOETS01	Culture and Diversity exam		x				SCHRIFT	100%	5.5	2.9 / 3.7-3.8	Grade				90 minutes
3	SSMS-201-17	Society Today		x			Lecture						Gomez Llata; Trigo de	21	63	
	TOETS01	Society Today exam		x				SCHRIFT	100%	5.5	2.9 / 3.7-3.8	Grade				90 minutes
3	SSMS-208-17	Safety Practice		x			Lecture						Christian; Krishnan	21	63	
	TOETS01	Safety Practice report		x				VERSLAG	100%	5.5	2.10 / 3.10	Grade				n.a.
6	SSMS-209-17	Project 6		x			Project						Krishnan; Wong	64	104	
	TOETS01	Project 6 report		x				VERSLAG	70%	5.5	***	Grade				n.a.
	TOETS02	Project 6 presentation		x				PRESENTATIE	30%	5.5	***	Grade				n.a.
	TOETS03	Project 6 attendance		x				PRESENTIE	n.a.	P	i	P/F				n.a.
3	SSMS-210-17	Crisis and Disaster Management			x		Lecture						Baghdasaryan; Wojtowicz	21	63	
	TOETS01	Crisis and Disaster Management exam			x			SCHRIFT	100%	5.5	3.9 / 4.8	Grade				90 minutes
3	SSMS-212-17	Civil War and Conflict Studies			x		Lecture						Gomez Llata	21	63	
	TOETS01	CWCS exam			x			SCHRIFT	100%	5.5	3.9 / 4.8	Grade				90 minutes
3	SSMS-216-17	International Relations and Geopolitics			x		Lecture						Voss	21	63	
	TOETS01	International Relations and Geopolitics exam			x			SCHRIFT	100%	5.5	3.9 / 4.8	Grade				90 minutes
4	SSMS-213-21	Project 7 and Professional Skills 7			x		Project*, Workshop*						Baghdasaryan; Voss; Del Grosso, Wojtowicz	42	70	
	TOETS01	Project 7 and PS 7 report			x			VERSLAG	75%	5.5	***	Grade				n.a.
	TOETS02	Project 7 and PS 7 presentation			x			PRESENTATIE	25%	5.5	***	Grade				n.a.
	TOETS03	Project 7 and PS 7 attendance			x			PRESENTIE	n.a.	P	***	P/F				n.a.
3	SSMS-211-17	Crisis Communication				x	Lecture						Bagdasaryan	21	63	
	TOETS01	Crisis Communication report				x		VERSLAG	100%	5.5	***	Grade				n.a.
3	SSMS-217-21	National Security Systems				x	Lecture						Voss	21	63	
	TOETS01	National Security Systems report				x		VERSLAG	100%	5.5	***	Grade				n.a.
3	SSMS-218-17	Managing International Conflict				x	Lecture						Gomez Llata	21	63	
	TOETS01	Managing International Conflict exam				x		SCHRIFT	100%	5.5	4.7 / 4.10	Grade				90 minutes
4	SSMS-219-21	Project 8 and Professional Skills 8				x	Project, Workshop						Bagdasaryan; Irwin; Wojtowicz	42	70	
	TOETS01	Project 8 and PS 8 report				x		VERSLAG	55%	5.5	***	Grade				n.a.
	TOETS02	Project 8 and PS 8 presentation				x		PRESENTATIE	20%	5.5	***	Grade				n.a.
	TOETS03	Project 8 and PS 8 assessment				x		ASSESSMEN	25%	5.5	***	Grade				n.a.
	TOETS04	Project 8 and PS 8 attendance				x		PRESENTIE	n.a.	P	***	P/F				n.a.

Credits	Code	Unit of Study	Blocks/study period (1-4)	Teaching methods	Assessment format	Partial weighting factor	Minimum grade	Test moments 1stOpp / resit (block and week)	Grade / P/F	Module coordinator	Competences	Contact hours	Independent study hours	Exam duration
na	na	Study and Career Advice		Lecture, Individual						TBD		12	-	
		Internship intake conversations	4: x		n.a.									n.a.
		Information: year 4 information meeting	2,3,4: x		n.a.									n.a.
		Internship preparation	2,3,4: x		n.a.									n.a.
15	-	Minor or Year 3 Internship	1: x	See Minor table					Grade	See Minor table				
15	-	Minor or Year 3 Internship	2: x	See Minor table					Grade	See Minor table				
3	SSMS-301-19	Change Management	3: x	Lecture					Grade	Christian	1,2,3	21	63	
	TOETS01	Change Management report	3: x	VERSLAG	100%	5.5	***	Grade		1,2,3; 5			n.a.
3	SSMS-309-19	Media & Communication		Lecture						Baghdasaryan; Del Grosso	1,2,3; 5; 8	21	63	
	TOETS01	Media & Communication exam	3: x	SCHRIFT	100%	5.5	3.9 / 4.8	Grade		1,2,3; 5; 8			90 minutes
3	SSMS-307-19	Rethinking Safety and Security	3: x	Lecture						Matczak	1,2,3; 5; 8	21	63	
	TOETS01	Rethinking Safety and Security exam	3: x	SCHRIFT	100%	5.5	3.9 / 4.8	Grade		1,2,3; 5; 8			90 minutes
5	SSMS-302-18	Final Research Project	3: x	Workshop, Project						Böhm	1,2,3,4,5,6,7,8,9,10	40	100	
	TOETS01	Research Project report	3: x	VERSLAG	60%	5.5	***	Grade					n.a.
	TOETS02	Research Project proposal	3: x	VERSLAG	20%	5.5	***	Grade					n.a.
	TOETS03	Research Project presentation	3: x	PRESENTATIE	20%	5.5	***	Grade					n.a.
	TOETS04	Research Project attendance	3: x	PRESENTIE	n.a.	P	***	P/F					n.a.
4	SSMS-304-18	Thesis Research Skills	3: x	Lecture, Workshop						Abanes	5,6,7,8	25	87	
	TOETS01	Thesis Research Skills report	3: x	VERSLAG	100%	5.5	***	Grade					n.a.
na	na	Advanced English Writing	3,4: x	Lecture						Temple	4	16	8	
		Advanced English Writing	3,4: x	n.a.										n.a.
3	SSMS-303-18	Interorganisational Cooperation	4: x	Lecture						Del Grosso	1,2,3; 5; 8	21	63	
	TOETS01	Interorganisational Cooperation exam	4: x	SCHRIFT	100%	5.5	3.9 / 4.8	Grade		1,2,3; 5; 8			n.a.
3	SSMS-305-19	Consultancy Project	4: x	Workshop, Project						Böhm	1,2,3,4,5,6,7,8,10	32	52	
	TOETS01	Consultancy Project report	4: x	VERSLAG	80%	5.5	***	Grade					n.a.
	TOETS02	Consultancy Project presentation	4: x	PRESENTATIE	20%	5.5	***	Grade					n.a.
	TOETS03	Consultancy Project attendance	4: x	PRESENTIE	n.a.	P	***	P/F					n.a.
3	SSMS-308-19	Cyber Security	4: x	Lecture						Milenkovic	1,2; 5; 8	21	63	
	TOETS01	Cyber Security exam	4: x	SCHRIFT	100%	5.5	4.7 / 4.10	Grade					90 minutes
3	SSMS-306-18	Thesis Research Tutorial	4: x	Lecture, Workshop						Abanes	5,6,7	25	59	
	TOETS01	Thesis Research Tutorial report	4: x	VERSLAG	100%	5.5	***	Grade					n.a.

MINORS

Credits	Blocks/study period				Unit of Study	Teaching methods (*mandatory attendance)	Assessment format	Partial weighting factor	Minimum grade	Test moments 1stOpp / resit (block and week)	Grade / P(ass) / F(ail)	Module coordinator	Competences										Contact hours	Independent study hours	Exam duration
	1	2	3	4									1	2	3	4	5	6	7	8	9	10			
15	x	x			**SSMS-AI-20 Minor Applied Intelligence**	**HOORCOLLEGE*, WERKCOLLEGE*, WORKSHOP*, EXCURSIE***						Voss	x	x	x	x	x			x			96	324	
	x				TOETS01 AI-Group presentation		PRESENTATIE	25%	5.5	***	Grade														n.a.
	x				TOETS02 AI-Report		VERSLAG	35%	5.5	***	Grade														n.a.
	x				TOETS03 AI-Written exam		SCHRIFT	40%	5.5	1.10 / 2.7	Grade														90 minutes
	x				TOETS04 AI-Attendance		PRESENTIE	n.a.	P	***	P/F														n.a.
15	x				**SSMS-SRC-21 Minor Safety Risk & Safety Compliance**	**HOORCOLLEGE*, WERKCOLLEGE*, WORKSHOP*, EXCURSIE***						Christian; Worx	x	x	x	x	x			x			96	324	
	x				TOETS01 SRC-Workshops		GROEPSOPDR	25%	5.5	***	Grade														n.a.
	x				TOETS02 SRC-Safety Plan		VERSLAG	50%	5.5	***	Grade														n.a.
	x				TOETS03 SRC-Training		PRESENTATIE	25%	5.5	***	Grade														n.a.
	x				TOETS04 SRC-Attendance		PRESENTIE	n.a.	P	***	P/F														n.a.
15	x				**SSMS-TCT-21 Minor Terrorism & Counterterrorism**	**HOORCOLLEGE*, WERKCOLLEGE*, WORKSHOP*, EXCURSIE***						Voss	x	x	x	x	x			x			96	324	
	x				TOETS01 TCT-Research Proposal		WERKSTUK	n.a.	P	***	P/F														n.a.
	x				TOETS02 TCT-Final Report		VERSLAG	45%	5.5	***	Grade														n.a.
	x				TOETS03 TCT-Simulation		GROEPSOPDR	15%	5.5	***	Grade														n.a.
	x				TOETS04 TCT-Written exam		SCHRIFT	40%	5.5	2.9 / 3.7	Grade														90 minutes
	x				TOETS05 TCT-Attendance		PRESENTIE	n.a.	P	***	P/F														n.a.
15	x				**SSMS-CSS-21 Minor Crime, Safety & Security**	**HOORCOLLEGE*, WERKCOLLEGE*, WORKSHOP*, EXCURSIE***						Matczak	x	x	x	x	x			x			96	324	
	x				TOETS01 CSS-Policy Brief		VERSLAG	25%	5.5	***	Grade														n.a.
	x				TOETS02 CSS-Creative Assignment		PRESENTATIE	25%	5.5	***	Grade														n.a.
	x				TOETS03 CSS-Written exam		SCHRIFT	50%	5.5	2.9 / 3.7	Grade														90 minutes
	x				TOETS04 CSS-Attendance		PRESENTIE	n.a.	P	***	P/F														n.a.

OTHER ELECTIVES

Credits	Blocks/study period				Unit of Study	Teaching methods (*mandatory attendance)	Assessment format	Partial weighting factor	Minimum grade	Test moments 1stOpp / resit (block and week)	Grade / P(ass) / F(ail)	Module coordinator	Competences										Contact hours	Independent study hours	Exam duration
	1	2	3	4									1	2	3	4	5	6	7	8	9	10			
30	x	x			**SSMS-3INT1-21 Year 3 Internship**	**PRACTICUM***						van Balveren			x	x		x			x		24	816	
	x				TOETS01 Year 3 internship portfolio		PORTFOLIO	70%	5.5	***	Grade														n.a.
	x				TOETS02 Year 3 Internship presentation		PRESENTATIE	30%	5.5	***	Grade														n.a.

Credits	Unit of Study	Blocks / study period 1	2	3	4	Teaching methods	Assessment format	Partial weighting factor	Minimum grade	Test moment	Grade / P/F	Module coordinator	Comp 1	2	3	4	5	6	7	8	9	10	Contact hours	Independent study hours	Exam duration
na	**Study and Career Advice**	x				**Workshop**						**Irwin**											2	-	
na	Workplan development	x					n.a.																		n.a.
SSMS-401-19 30	**Year 4 Internship**	x	x	x	x	**Practical**						**van Balveren**								x	x		24	816	n.a.
TOETS01	Internship portfolio						PORTFOLIO	70%	5.5	***	Grade														n.a.
TOETS02	Internship presentation						PRESENTATIE	30%	5.5	***	Grade														n.a.
SSMS-4TH1-21 30	**Thesis Trajectory**	x	x	x	x	**Self-study**						**Trigo de Sousa**					x	x	x	x		x	60	780	
TOETS01	Thesis Research Proposal						WERKSTUK	n.a.	P	***	P/F														n.a.
TOETS02	Thesis						SCRIPTIE	75%	5.5	***	Grade														n.a.
TOETS03	Thesis Defence						PRESENTATIE	25%	5.5	***	Grade														n.a.

Year 4

Appendix 3: The SSMS team

The team includes full-time and part-time lecturers, academic advisors, and programme assistants. Lecturers are in charge of the curriculum and are primarily responsible for its development and performance. Academic advisors and programme assistants provide support on a variety of initiatives and help resolve problems.

After carefully reviewing the prospectus and course manuals, students may contact lecturers with matters regarding lessons or exams. This can be done directly after a lecture, by email, or by appointment. The SSMS staff can commonly be found in the Rugzak 2 (RZ) area on floor 3. If you have any questions, concerns or suggestions, which we greatly appreciate, please do not hesitate to contact your specific academic advisor or the Front Office of the Faculty of Public Management, Law, and Safety (BRV) for general inquiries (ssms-brv@hhs.nl).

Simplified map of THUAS

Mario Flips

Job description	Programme Director IVK & SSMS
Fields of expertise	Finances, Management
Contact details	Availability: Monday to Friday Telephone: +31 622 925 128 Email: m.j.g.w.flips@hhs.nl

Mirad Böhm

Job description	Programme Manager SSMS, Lecturer, Marketing
Fields of expertise	Communications, Crisis Management
Contact details	Availability: Monday to Friday Telephone: +31 638 829 229 Email: m.i.bohm@hhs.nl

Dr. Menandro Abanes

Job description	Lecturer
Fields of expertise	Sociology, Intergroup relations, Research Methods
Contact details	Availability: Monday to Friday Telephone: +31 638 292 201 Email: m.s.abanes@hhs.nl

Dr. Hüseyin Akdogan

Job description	Lecturer, Curriculum Committee
Fields of expertise	Policing, Criminal Justice, Public Administration
Contact details	Availability: Monday to Friday Telephone: +31 638 298 311 Email: h.akdogan@hhs.nl

Gohar Baghdasaryan

Job description	Lecturer, Academic Advisor (Year 1)
Fields of expertise	Journalism, Media Relations & Public Affairs, Crisis Communication, Crisis Management
Contact details	Availability: Monday to Friday Telephone: +31 628 374 743 Email: g.baghdasaryan@hhs.nl

Frits van Balveren

Job description	Internships and External Relations, Academic Advisor (Year 3)
Fields of expertise	Military Force Protection, Strategic & Operational Level Airfield Leadership, Air Operations Specialist
Contact details	Availability: Monday to Thursday Telephone: +31 613 463 695 Email: f.c.h.vanbalveren@hhs.nl

Jonas Carinhas

Job description	Programme Assistant
Fields of expertise	Crisis Management, Governance of Crisis, Communications, Project Management
Contact details	Availability: Wednesday, Thursday, Friday Telephone: +31 643 159 550 Email: j.f.c.carinhas@hhs.nl

Dominic Christian

Job description	Lecturer
Fields of expertise	Compliance Management, Nuclear Safety & Security, Crisis Management, Quality Management
Contact details	Availability: Friday Telephone: N/A Email: d.christian@hhs.nl

Dr. Marc-Olivier Del Grosso

Job description	Lecturer, SSMS Internationalisation
Fields of expertise	Sociology, Political Science, International Relations
Contact details	Availability: Monday to Friday Telephone: +31 638 292 309 Email: m.o.delgrosso@hhs.nl

Leonie Duijnisveld

Job description	Lecturer, Academic Advisor (Year 1)
Fields of expertise	Event Management, Coaching, Internships and External Relations
Contact details	Availability: Monday to Friday Telephone: +31 638 298 270 Email: l.m.duijnisveld@hhs.nl

Dr. Enrique Gomez Llata Cazares

Job description	Lecturer, Academic Advisor (Year 1)
Fields of expertise	Globalisation Processes, Development Studies, Culture and Politics
Contact details	Availability: Monday to Friday Telephone: +31 618 538 803 Email: e.g.gomezllatacazares@hhs.nl

Ingrid Hommenga

Job description	Student Support Coordinator, Academic Advisor (Year 1)
Fields of expertise	Internships and External Relations
Contact details	Availability: Monday to Friday Telephone: +31 638 292 328 Email: i.w.m.hommenga@hhs.nl

Mike Hoogewoning

Job description	Assessment Committee, Remindo Key User, Administrative Coordinator, Academic Advisor (Year 1)
Fields of expertise	Exams, Remindo, Academic advisor, Assessment Committee
Contact details	Availability: Monday to Friday Telephone: +31 638 325 742 Email: m.a.hoogewoning@hhs.nl

Charlotte Irwin

Job description	Lecturer, Academic Advisor (Year 4+)
Fields of expertise	Project Management, Operational Management, Business Administration, International Business Law
Contact details	Availability: Monday to Friday Telephone: +31 638 292 228 Email: c.l.c.irwin@hhs.nl

Dr. Anna Matczak

Job description	Lecturer, Programme Minor Coordinator, Researcher at Centre of Expertise on Global Governance
Fields of expertise	Comparative Criminology, Policing, Restorative Justice, Probation, Public Opinion in Criminal Justice
Contact details	Availability: Wednesday to Friday Telephone: +31 638 298 334 Email: a.matczak@hhs.nl

Goran Milenkovic

Job description	Lecturer
Fields of expertise	Cybersecurity, Information Security Management, Risk Management
Contact details	Availability: On request Telephone: +31 639 567 933 Email: g.milenkovic@hhs.nl

Ludger Niemann

Job description	Lecturer, Chair Assessment Committee, Exam Board
Fields of expertise	International NGOs, Public Management, Monitoring & Evaluation, Sustainability Assessments
Contact details	Availability: Monday to Friday Telephone: +31 638 325 844 Email: l.h.h.niemann@hhs.nl

Dr. Hana Oberpfalzerová

Job description	Lecturer
Fields of expertise	Peace & Conflict Studies, Research Methods
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Dr. Inês Trigo de Sousa

Job description	Lecturer, Coordination Graduation Year
Fields of expertise	Global South Globalisation & Development, Political Economy
Contact details	Availability: Tuesday to Friday Telephone: +31 638 298 285 Email: i.m.r.desousa@hhs.nl

Senj Temple

Job description	Lecturer, Chair Programme Committee, Assessment Committee, Academic Advisor (Year 2)
Fields of expertise	Applied Linguistics, Communication Skills Training in English, Academic & Professional Writing Skills
Contact details	Availability: Monday to Friday Telephone: +31 628 374 996 Email: s.e.temple@hhs.nl

Tessa de Ryck

Job description	Lecturer
Fields of expertise	Non-profit sector, Human Security
Contact details	Availability: Monday to Friday (Wed/Fri mornings only) Telephone: +31 643 168 001 Email: t.deryck@hhs.nl

Dr. Klaas Voss

Job description	Lecturer, Chair Curriculum Committee
Fields of expertise	International Security, Geopolitics, Intelligence Studies, Contemporary & Military History
Contact details	Availability: Monday to Friday Telephone: +31 638 325 838 Email: k.voss@hhs.nl

Natalia Wojtowicz

Job description	Lecturer, Curriculum Committee
Fields of expertise	Wargaming & Simulation, Game Design, Civil-Military Cooperation
Contact details	Availability: Monday to Friday Telephone: +31 614 833 886 Email: n.h.wojtowicz@hhs.nl

Sanne Wollin

Job description	Programme Assistant (Internships and External Relations)
Fields of expertise	Risk Management
Contact details	Availability: On request Telephone: +31 612 788 692 Email: s.y.wollin@hhs.nl

Roger Wong

Job description	Lecturer, Curriculum Committee
Fields of expertise	Health, Safety and Environmental Management, Environmental Engineering
Contact details	Availability: Monday to Friday Telephone: +31 618 693 782 Email: r.m.j.wong@hhs.nl

Appendix 4: Academic Calendar 2021/2022

Semester 1	Week no.	Monday	Friday	Class week	Year 1	Year 2 & 3
Term 1	35	30 Aug-21	03 Sep-21	1	Intro Week	
	36	06 Sep-21	10 Sep-21	2	Start of Lectures	
	37	13 Sep-21	17 Sep-21	3		
	38	20 Sep-21	24 Sep-21	4		
	39	27 Sep-21	01 Oct-21	5		
	40	04 Oct-21	08 Oct-21	6		
	41	11 Oct-21	15 Oct-21	7		
	42	18 Oct-21	22 Oct-21		*Autumn Break*	
	43	25 Oct-21	29 Oct-21	8		
	44	01 Nov-21	05 Nov-21	9	THINKFEST: 04 Nov	
	45	08 Nov-21	12 Nov-21	10	Semester 1 mid-term exams	Exams & Project 5 assessment
Term 2	46	15 Nov-21	19 Nov-21	11		Term 2 begins
	47	22 Nov-21	26 Nov-21	12	Semester 1 continues	
	48	29 Nov-21	03 Dec-21	13		
	49	06 Dec-21	10 Dec-21	14		
	50	13 Dec-21	17 Dec-21	15		
	51	20 Dec-21	24-Dec 21	16		
	52/01	27 Dec-21	07 Jan-22		*Winter Break*	
	02	10 Jan-22	14 Jan-22	17		Term 1 resit exams
	03	17 Jan-22	21 Jan-22	18		
	04	24 Jan-22	28 Jan-22	19		Term 2 exams
	05	31 Jan-22	04 Feb-22	20	Semester 1 end-term exams	Project 6 assessment
Semester 2 — Term 3	06	07 Feb-22	11 Feb-22	01		Term 3 begins
	07	14 Feb-22	18 Feb-22	02	Semester 2 begins	
	08	21 Feb-22	25 Feb-22	03		
	09	28 Feb-22	04 Mar-22		*Spring Break*	
	10	07 Mar-22	11 Mar-22	04		
	11	14 Mar-22	18 Mar-22	05		
	12	21 Mar-22	25 Mar-22	06		
	13	28 Mar-22	01 Apr-22	07	Semester 1 resits	Term 2 resits
	14	04 Apr-22	08 Apr-22	08		
	15	11 Apr-22	15 Apr-22	09	Semester 2 mid-term exams	Term 3 exams
					Easter weekend: 15 - 18 Apr	
	16	18 Apr-22	22 Apr-22	10	Research Project mid-term assessment	Project 7 / Final Research Project assessment
Term 4	17	25 Apr-22	29 Apr-22	11	Semester 2 continues	Term 4 begins (reading week)
					King's day: 27 Apr	
	18	02 May-22	06 May-22	12		
					Liberation day: 05 May	
	19	09 May-22	13 May-22	13		
	20	16 May-22	20 May-22	14		
	21	23 May-22	27-May 22	15		
					Ascension: 26-27 May	
	22	30 May-22	03 Jun-22	16		
	23	06 Jun-22	10 Jun-22	17		Term 4 exams
					Whit Monday: 07 Jun	
	24	13 Jun-22	17 Jun-22	18	Semester 2 end-term exams	Term 3 resit exams
	25	20 Jun-22	24 Jun-22	19	Research Project end-term assessment	Project 8 / 12 assessment
	26	27 Jun-22	01 Jul-22	20	Semester 2 resit exams	Term 4 resit exams
	27	04 Jul-22	08 Jul-22	21		
	28	11-Jul-22	15-Jul-22	22	SSMS Bachelor's degree graduation ceremony	
Recess	29-34	18-Jul-22	26 Aug-22		*Summer Break*	

Appendix 5: Suggested Readings

Year 1 books
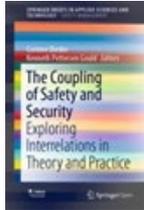
The coupling of safety and security: Exploring interrelations in theory and practice
Author(s): Bieder, C., Petterson Gould, K. (eds.)
Publisher: Springer International Publishing, New York
Year, edition, ISBN: 2020, 1, 978303047229
Price: free of charge Link
Used in the course: Intro to Safety & Security
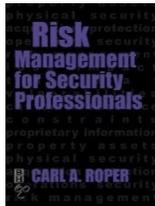
Risk Management for Security Professionals
Author(s): Roper, C.
Publisher: Butterworth Heinemann, Boston
Year, edition, ISBN: 1999,1, 9780750671132
Price: 73,41 Link
Used in the course: Intro to Safety & Security (Year 1) / Project 7 (Year 2)
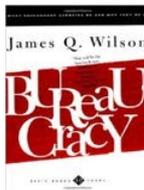
Bureaucracy: What Government Agencies Do and Why They Do It
Author(s): Wilson, J.Q.
Publisher: Basic Books, New York
Year, edition, ISBN: 1991, 1, 9780465007851
Price: 22,42 Link
Used in the course: Policy & Governance

Sociology: A Global Introduction
Author(s): Macionis, J.J., & Plummer, K.
Publisher: Pearson Education, Amsterdam
Year, edition, ISBN: 2011, 5, 9780273727910
Price: 46,88 Link
Used in the course: Society & Politics
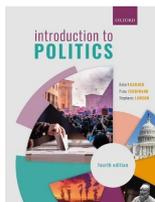
Introduction to Politics
Author(s): Garner, R., Ferdinand, P., & Lawson, S.
Publisher: Oxford University Press, Oxford
Year, edition, ISBN: 2019, 4, 9780198820611
Price: 47,69 Link
Used in the course: Society & Politics
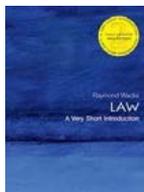
Law: A Very Short Introduction
Author(s): Wacks, R.
Publisher: Oxford University Press, Oxford
Year, edition, ISBN: 2017, 2, 9780198745624
Price: 10,07 Link
Used in the course: Law & Compliance
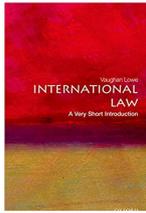
International Law: A Very Short Introduction (Very Short Introductions)
Author(s): Lowe, V.
Publisher: Oxford University Press, Oxford
Year, edition, ISBN: 2015, 1, 9780199239337
Price: 5,99 Link
Used in the course: Law & Compliance
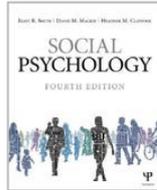
Social Psychology
Author(s): Smith, E. R., Mackie, D. M., & Claypool, H. M.
Publisher: Taylor & Francis, New York
Year, edition, ISBN: 2014, 4, 9781848728943
Price: 54,99 Link
Used in the course: Psychology & Crime
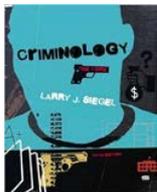
Criminology: The Core
Author(s): Siegel, L.
Publisher: Cengage Learning, Boston
Year, edition, ISBN: 2014, 5, 9781285068909
Price: 63,86 Link
Used in the course: Psychology & Crime

Oxford IB Diploma Programme: Business Management
Author(s): Lomine, L., Muchena, M., & Pierce, R.
Publisher: Oxford University Press, Oxford
Year, edition, ISBN: 2014, 1, 9780198392811
Price: 54,20 Link
Used in the course: Business & Quality Management

ISO 9001:2015 in plain English
Author(s): Cochran, C.
Publisher: Paton Professional
Year, edition, ISBN: 2015, 1, 9781932828726
Price: 31,66 Link
Used in the course: Business & Quality Management

Doing Research: The Hows and Whys of Applied Research
Author(s): Verhoeven, N.
Publisher: Boom Lemma, Amsterdam
Year, edition, ISBN: 2011, 3, 9789490947323
Price: free of charge Link
Used in the course: Applied Research Design (Year 1)

Year 2 books
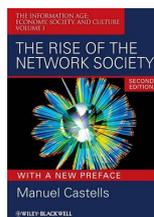
The Rise of the Network Society: The Information Age: Economy, Society, and Culture (Volume 1)
Author(s): Castells, M.
Publisher: Blackwell Publishers, Oxford
Year, edition, ISBN: 2000, 2, 9781405196864
Price: 31,37 Link
Used in the course: Society Today

Security (Key Ideas in Criminology)
Author(s): Zedner, L.
Publisher: Routledge, London/New York
Year, edition, ISBN: 2009, 1, 9780415391764
Price: 40,33 Link
Used in the course: Society Today
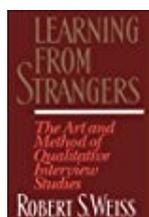
Learning from Strangers: The Art and Method of Qualitative Interview Studies
Author(s): Weiss, R. S.
Publisher: Free Press, New York
Year, edition, ISBN: 1995, 1, 9780684823126
Price: 16,16 Link
Used in the course: Research Methods 5
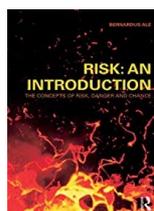
Risk: An Introduction
Author(s): Ale, B.
Publisher: Routledge, London/New York
Year, edition, ISBN: 2009, 1, 9780415490900
Price: 36.99 Link
Used in the course: Safety Risk Management
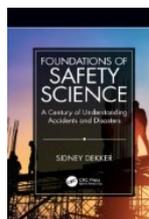
Foundations of Safety Science : A Century of Understanding Accidents and Disasters
Author(s): Dekker, S.
Publisher: Taylor & Francis Ltd
Year, edition, ISBN: 2019, 1, 9781351059770
Price: free of charge Link
Used in the course: Safety Practice / Safety Theories
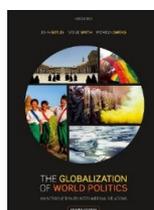
The Globalization of World Politics: An Introduction to International Relations
Author(s): Baylis, J., Smith, S., & Owens, P. Publisher: Oxford University Press, Oxford Year, edition, ISBN: 2020, 8, 9780198825548
Price: 43,39 Link
Used in the course: International Relations & Geopolitics
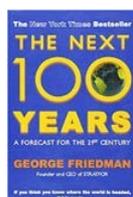
The Next 100 Years: A Forecast for the 21 Century
Author(s): Friedman, G.
Publisher: Allison & Busby, London
Year, edition, ISBN: 2010, 1, 9780749007430
Price: 11,20 Link
Used in the course: International Relations & Geopolitics
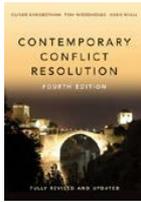
Contemporary Conflict Resolution
Author(s): Ramsbotham, O, T. Woodhouse, & H. Miall
Publisher: Polity, Cambridge
Year, edition, ISBN: 2016, 4, 9780745687223
Price: 33,90 Link
Used in the course: Civil War & Conflict Studies
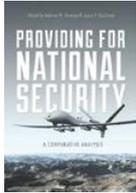
Providing for National Security: A Comparative Analysis
Author(s): Dorman, A. M., & Kaufman, J. P. (Eds.) Publisher: Stanford
Security Studies, Stanford, CA
Year, edition, ISBN: 2014, 1, 9780804791557
Price: 28,01 Link
Used in the course: National Security Systems

Routledge Handbook of Peacebuilding
Author(s): Mac Ginty, R. (ed.)
Publisher: Routledge, London/New York
Year, edition, ISBN: 2013, 3, 9780415690195
Price: 47,05 Link
Used in the course: Managing International Conflict

Year 3 books
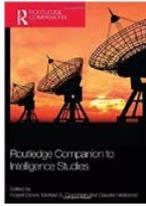
Routledge Companion to Intelligence Studies
Author(s): Dover, R., Goodman, M. S., Hillebrand, C. (Eds.)
Publisher: Routledge, London/New York
Year, edition, ISBN: 2015, 1, 9781138951969
Price: 47,05 Link
Used in the course: Applied Intelligence
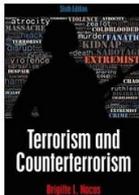
Terrorism and Counterterrorism
Author(s): Nacos, B. L.
Publisher: Routledge, London/New York
Year, edition, ISBN: 2019, 5, 9781138317635
Price: 58,49 Link
Used in the course: Terrorism & Counter-Terrorism
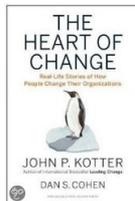
The Heart of Change
Author(s): Kotter, J.P., Cohen, D.S.
Publisher: Harvard Business Review Press, Harvard
Year, edition, ISBN: 2012, 1, 9781422187333
Price: 29,20 Link
Used in the course: Change Management
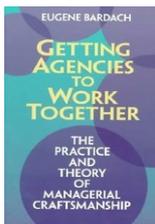
Getting Agencies to Work Together: The Practice and Theory of Managerial Craftsmanship
Author(s): Bardach, E.
Publisher: The Brookings Institution, Washington D.C.
Year, edition, ISBN: 1998, 1, 9780815707974
Price: 25,55 Link
Used in the course: Interorganisational Cooperation
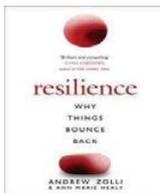
Resilience: Why Things Bounce Back
Author(s): Zolli, A., & Healy, A.M.
Publisher: Free Press, New York
Year, edition, ISBN: 2012, 1, 9780755360338
Price: 28,85 Link
Used in the course: Rethinking Safety & Security
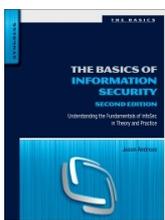
The Basics of Information Security, 2nd Edition - Understanding the Fundamentals of InfoSec in Theory and Practice
Author(s): Andress, J.
Publisher: Syngress, Oxford
Year, edition, ISBN: 2014, 2, 9780128007440
Price: 30.61 Link
Used in the course: Cyber Security

SSMS

SAFETY & SECURITY MANAGEMENT STUDIES