

Exchange Programme Fall

Semester 2025



CREATING MEANINGFUL EXPERIENCES

Academy for Hotel & Facility
Monday 31 March 2025

Introduction

Dear prospective exchange student

Thank you for considering Breda University of Applied Sciences - International Facility Management as a possible exchange destination. Brace yourself for an entirely new and exciting experience at a top-rated programme in facility management (according to a national authoritative student survey, 2023-2024).

The Academy for Hotel & Facility Management was founded in 2002 offering its students an entirely English taught programme leading to an internationally recognized BSc (Bachelor of Science) in Facility Management.

What characterizes the Programme most is its innovative curriculum and alternative way of 'coaching' (not teaching) students to become self-responsible, result-oriented, result-oriented, communicative, and innovative young professionals.

It goes without saying that this can only be achieved in close co-operation with the real-life hotel industry. We kindly invite you to experience this new way of studying for one semester yourself!

Address:

Campus Breda University of Applied Sciences

Domain: Hotel & Facility

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Contact person:

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Hanny Verdellen: verdellen.h@buas.nl

The Campus of Breda University of Applied Sciences



Key dates for Fall semester

21 August 2025 – 30 January 2026	Start-end Fall semester
21 August 2025	Introduction Internationals students – Kick off
26-28 August 2025	Introduction Academy for Hotel & Facility (not mandatory)
1 September 2025	Start Academic Programme
13 - 17 October 2025	Autumn Break
17 - 28 November 2025	Project Presentation
22 December – 3 January 2026	Christmas break
12 – 17 January 2026	Project presentations
19 – 23 January 2026	Re-sit week
30 January 2026	End of Programme

Programme Fall Semester (Thursday 21 August 2025 – Friday 30 January 2026)

!!! Please note that the Academy offers a fixed programme without free electives. In other words, students can choose courses as listed below, but NOT combine them with any other courses in or outside the Hotel management Programme.

Code	Title	ECTS	
EFM2.EC -01	Economics	3	
EFM2.BLE- 01	Business Law and Ethics	3	
EFM2.OB- 01	Organisational Behaviour	3	
EFM2.RND- 01	Research & design	6	
EFM2.IP1- 01	**Integrated Project: Developing People and Organisations	6	
EFM2.MDP-01	Management Development Programme	2	
EFM2.EM-04	Event Management (for incoming Exchange Students)	4	
EFM2.EN- 01	English	3	
	TOTAL	30	

**** only in combination with Economics, Business Law and Ethics, Organisational Behaviour, Research & Design**

1 Frequently Asked Questions

Are the courses above the only ones I can choose from?

Yes, they are. The exchange programme is fixed. If you are required to get 30 ECs after one semester of studying, you can simply copy the list above onto your learning agreement.

Can I combine with courses from the Hotel, Tourism or Leisure or other BUas Programme

Unfortunately, not. The schedules are complex, and a course might be taught at different moments every week. You will know your schedule in advance, but the same class can be taught at different moments per week. That makes it impossible to combine with other BUas programmes.

Do I have to follow the entire programme when I am selected?

No. You can pick and choose courses, depending on the requirements of your home university. However, you will only be allowed to take **EFM2.IP1 -01 Integrated Project: Developing People and Organisations (6ECTS)** if you also register for Economics, Business Law and Ethics, Organisational Behaviour and Research & Design

Why is that so?

Because Integrated Project is a so-called top up project. That means that it builds on the knowledge of the 4 other courses, which you take before that.

So not all courses are taught at the same time?

No. You will start with courses in marketing, operations management, accounting, and management information systems first. You have 10 weeks of classes and then take the exams. It is only after that the course Integrated project starts. So instead of weekly classes, it is an intensive 4-week course/project. Students participating in the Integrated Project apply and use the knowledge from the 4 theoretical courses.

What if I already have followed one of those 4 courses at my home university?

Compare the course descriptions below and send us a course description (and proof that you passed it) of a course at your home university before the start of the semester (verdellen.h@buas.nl). If the contents match, you can still register for the Integrated Project.

What if I decide not to take EFM2.IP1 Integrated Project? Does my programme then end in December?

Not really. Courses like Management Development Program & Event Management are spread over the entire semester. Also, if you failed an exam in the first round (November), you have one extra opportunity to take the exam again in week of 19-23 January. Please note that taking a re-sit is not uncommon in the Dutch educational system.

What if I only pass part of a course?

To pass a course (and receive the ECs), you need to obtain a minimum overall score of 5,5/10. If a course consists of more than one exam, then you will only get the credits if you score an overall minimum of 5.5. You cannot score lower than 4.5 on any sub courses. The system might differ per course but will be explained in every course syllabus. You will not get half the credits for a course if you only take part in some exams.

I still have a question!

Then feel free to send us an email: facilitymanagement@buas.nl or verdellen.h@buas.nl

2 Course Descriptions

Course Code	EFM2.EC-01
Course Title	ECONOMICS
Course Coordinator	TBA
Language of Instruction	English
Semester	September – January
Teaching Hours	10 x 90 mins
Semester	SEMESTER 3
Module	Developing People and Organisations
Mode Of Delivery	lectures + workshops
ECTS credits	3
Learning Outcomes	<p>By the end of this module students should be able to:</p> <ol style="list-style-type: none">1. Comprehend what is meant by macroeconomics and recognize the main objectives of macroeconomic policy2. Understand the role of government and the central bank in determining the money supply and interest rates.3. Be aware of the role of commercial banks in creating money and credit in the economy.4. Appreciate the concepts of aggregate demand and supply and their role in managing the economy.5. Demonstrate knowledge of the instruments of macroeconomic policy and understand their limitations.6. Understand the concepts of unemployment and inflation
brief description	<p>Macroeconomics is concerned with the big picture, the aggregates in the economy. Topics such as the overall level of national output, the numbers of people unemployed and the level of inflation are dealt with in macroeconomics. Other considerations are the level and forms of taxation, the amount of government expenditure, and control of the money supply.</p>

Literature*	<ol style="list-style-type: none"> 1. Mankiw, N.G., Taylor, M.P., Ashwin, A. Business Economics 2nd Edition 2016 Cengage Learning, Hampshire. Chaps 1-3 and 15-20 (M) 2. Sloman, J., Wride, A and Garratt, D. Economics 9th Edition 2015 Pearson, Harlow Essex Chaps 14-23 (S) 3. Sloman, J., Jones, E. Essential Economics for Business 4th Edition 2014 Pearson Harlow Essex Chaps 1,8,10,11,13 (SEB)
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Assessment & Criteria	multiple choice exam (40 questions)
Course Code	EFM2.BLE-01
Course Title	BUSINESS LAW & ETHICS
Course Coordinator	Andrew Mzembe Mzembe.a@buas.nl
Language of Instruction	English
Semester	September – January
Teaching Hours	10 x 90 minutes
Mode Of Delivery	Lectures & Workshops
ECTS credits	3
Learning Outcomes	<ol style="list-style-type: none"> 1. be able to understand the legal relations that exist in the specific legal areas of business administration discussed in this year's BLE program. 2. be able to formulate legal questions about the legal constraints that arise in the specific business administration issues discussed in this year's BLE program. 3. be able to apply these legal concepts in practice within the FM/HM industry. 4. know, understand and apply knowledge of sustainable development to the HM/FM industry. 5. know, understand and apply knowledge of sustainable development to developing a perspective on one's own future career and position within the HM/FM industry. 6. know, understand and apply advanced insights regarding sustainable development within the context of one's own role and behaviour within wider society.
Brief Description	<p>As the name suggests, this course encompasses two main components: (1) Business Law; and (2) Ethics (sustainable development). Even though these two components refer to two separate topics, which are also taught and tested separately, an important aspect of the course is to highlight the relationship between legal and ethical considerations in business contexts. Dealing with these two components within one core course, and highlighting the links between them, allows us to focus on the full range of business and personal decisions that range from "what you may and must do or not do" to "what you should account for, or at least consider" in decision making as a professional. In other words, the set-up of this course allows us to highlight the crucial relationship between legal and ethical aspects of business, with the Ethics component putting special emphasis on sustainable development as a crucial challenge to today's and tomorrow's industry and its professionals. The BLE course in year 2 of the curriculum builds on what was discussed in year 1 (PP), but goes further into relating</p>

	<p>sustainable development to actual business practices and the legal framework. The Business Law component elaborates on the subjects discussed in the first year and introduces some new subjects. EU law is discussed in more detail, as are special contracts, employment law and intellectual property rights. The indispensable relevance of law to sustainable development is also addressed. The Ethics component builds on the first</p> <p>year programme and aims to help students to further develop their own perspective on sustainable development/ethics in relation to their future careers, roles and behaviours in the FM/HM industry.</p>
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Literature*	<p>Ethics: Roorda, N. (2012) Fundamentals of Sustainable Development. Routledge: New York.</p> <p>Business Law: N.A. Jansen (2014), Law & Self-Regulation. Legal and Business Perspectives. VU Boekhandel: Amsterdam</p> <p>Business Law: Lectures lecture will be made available. Lecture notes provide a summary of the topics discussed during the lecture and may contain links to articles and others sources of information that provide more detailed information on specific aspects of the topics discussed during the lectures.</p>
Assessment & Criteria	<p>presentation (25%)</p> <p>written exam (75%)</p>
Prerequisites	

Course Code	EFM2.OB-01
Course Title	ORGANISATIONAL BEHAVIOUR
Course Coordinator	Hugo Mutsaerts & Yoy Bergs Mutsaerts.h@buas.nl
Language of Instruction	English
Semester	September – January
Teaching Hours	10 x 90 mins
Mode Of Delivery	Lectures & Workshops (dialogues)
ECTS credits	3
Learning Outcomes	<ol style="list-style-type: none"> 1. To organize people 2. To structure organisations 3. To lead people and motivate them 4. To set up a proper strategic Human Resources Management cycle 5. To deal with different national cultures 6. To deal with different organisational cultures (cross culture)

Brief Description	<p>Organisational Behaviour focuses on people: how to organise and structure, how to lead and follow, how to set up a proper strategic Human Resources Management cycle, how to deal with different national and organisational cultures. As the OB course focuses on the behavioural aspects of working with people within organisations, it provides (additional) theoretical backing for the courses: Management Development Program, Business Law & Corporate Social Responsibility, and Operations Management. As the Economics course is based on specific psychological assumptions about human nature, OB offers supporting and competing theoretical views, building up students critical thinking skills. OB offers specific theories and models of investigation; and the cultural sensitivity of investigating.</p>
Literature*	<p>All slides from the given lectures , including accompanying texts in added notes</p> <p>📖 Articles on Cum Laude for dialogue workshops:</p> <ul style="list-style-type: none"> - Workshop 1: 2OB DIAL1 Group Learning via Dialogue

	<ul style="list-style-type: none"> - Workshop 2: 2OB DIAL2 The Millennial Generation - Workshop 3: 2OB DIAL3 The Darwinian workplace - Workshop 4: 2OB DIAL4 Ricardo Semler: won't take charge <p>📖 King, D. & Lawley, S. (2016, or, 2015). Organisational Behavior. 2nd or 1st edition. Oxford: Oxford University Press. ISBN 978-0-19-872402-5 (Copies in Library. No purchase requirement.)</p> <p>📖 Huczynski, A. and Buchanan, D. (2013) Organisational Behavior. 8th edition, Edinburgh: Pearson Education Limited. ISBN: 978-0-273-77481-5 (Copies in Library. No purchase requirement.)</p>
Assessment & Criteria	multiple choice exam (100%)
Prerequisites	

Course Code	EFM2.RND-01
Course Title	RESEARCH & DESIGN
Course Coordinator	Brokke.m@buas.nl brokke.m@buas.nl
Language of Instruction	English
Semester	September – January
Teaching Hours	45 contact hours
Mode Of Delivery	Lectures & Workshops
ECTS credits	6
Learning Outcomes	<p>Combine the principles of applied research and design thinking in the Stanford d.school Design Model in a way that you can critically and creatively develop solutions for management problems.</p> <p>> Deploy appropriate research and design methods in a way that you can defend the credibility of research outcomes and design solutions.</p> <p>> Explain different research assumptions in a way that you can inter-relate research philosophies, approaches, methodologies, strategies, data collection techniques and data analysis procedures.</p> <p>Explain an iterative design process in a way that you can distinguish methods to empathize with users, define opportunities, create concepts, develop prototypes and test solutions</p>
Brief Description	<p>students will learn both scientific and designerly ways of investigating. As an investigator, you need the ability to apply and reflect upon different research philosophies, approaches and methods. As a designer, you need the ability to create, generate, converge and diverge. During the lectures about imagination and design, the Imagination day and the Engineering day, you will get familiar with generation techniques and decision and evaluation techniques. Moreover during lectures related to quantitative research methods</p>

	you will get acquainted with issues such as research design, sampling and data analysis
Literature*	<ul style="list-style-type: none"> - Gray, D. E., 2014, Doing Research in the Real World, 3rd edition, London, UK: Sage. - Hanington, B. & Martin, B., 2012, Universal Methods of Design, 100 Ways to Research Complex Problems, Develop Innovative Ideas, and Design Effective Solutions. Beverly, MA: Rockport Publishers.
Assessment & Criteria	<p>Individual Reflection Paper: Pass/Fail (conditional requirement)</p> <p>Written Exam: (100%)</p>
Prerequisites	

Course Code	EFM2.IP1-01
Course Title	INTEGRATED PROJECT: DEVELOPING PEOPLE & ORGANISATIONS
Course Coordinator	<i>Carmem Meira Cunha /meiracunha.c@buas.nl</i>
Language of Instruction	English
Semester	December– January (last 4 weeks of the semester)
Teaching Hours	160 hrs (4 week project)
Mode Of Delivery	<p>The lectures are plenary sessions with all students currently following the Project, and are interactive overview sessions. In wk49 its purpose is to show students an example of how to set up a good “investigation”/ a good analysis and turn it into a good IP presentation on Video. The students are expected to have studied (e.g. for the exam) all topics of the 4 courses and have had Lumina and several MDP-trainings prior to this lecture. Q&A sessions (Q&A)</p> <p>During the weekly 1 hour Question & Answer sessions all course experts will be available to answer CONTENT related questions. You may also upload a pilot of your video on Youtube prior to the Q&A(s), for us to discuss in</p>
ECTS credits	6
Learning Outcomes	<p>Upon completion of this Project, students should be able:</p> <ol style="list-style-type: none"> 1. to look at what happens in Industry via different perspectives/ lenses/frameworks/theories 2. to set up Group Research using the appropriate Investigative Abilities’ methods 3. to relate the theories/perspectives of Organizational Behaviour to its practice in Industry 4. to relate the theories/perspectives of Business Law & Ethics to its practice in Industry 5. to relate the theories/perspectives of Macro-Economics to its

	<p>practice in Industry</p> <ol style="list-style-type: none"> 6. to create a coherent story, in the form of a Presentation, or, of a Documentary, on Video 7. to present a coherent story around two questions: “how does theory match with practice?” and “how do the 4 subjects interrelate” logically within a 17-20min. time limit 8. to work effectively in a small team of 5-6, with different personalities and sometimes also different cultural backgrounds. 9. to do “project management” within a short time-frame
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Brief Description	The Integrated Project offers students the opportunity to combine the knowledge & skills that they gained in the Module's courses (Organizational Behavior, Management Development Program, Business Law & Corporate Social Responsibility, Research & Design and Economics) and relate Theory to Practice in a Group Assignment (7 students/group): a 20min Video Research Documentary.
Literature*	see prerequisites
Assessment & Criteria	a 20 Min video research documentary
Prerequisites	EFM2.RND-01 / EFM2.EC-01 / EHF2.BLE-01/ EFM2.OB-01

Course Code	EFM2.MDP-EX-01
Course Title	MANAGEMENT DEVELOPMENT PROGRAMME
Course Coordinator	Loretta Del Prado Prado.l@buas.nl
Language of Instruction	English
Semester	September – January
Teaching Hours	4x 4 hours (mandatory)
Mode Of Delivery	interactive training sessions
ECTS credits	2
Learning Outcomes	In this semester the focus of the Management Development Program is on personal development, professional development and study approach. On one hand you will get trained in self- management that refers to intra-personal methods, skills and strategies. This will support you directing your own activities towards the achievement of your objectives. On the other hand you will get training in Leadership skills, Team Dynamics and Application skills. Next to this you will be offered individual coaching which is focused on being successful in your study and career choices.
Brief Description	Although the exchange program is not similar to the regular Management Development Program, the exchange students will participate in the training sessions together with the students who participate in the regular Management Development Program. All training sessions are visible in the schedules. For hand in dates see the schedule below. There are different sessions offered during this course:

	<ul style="list-style-type: none"> • Lumina training sessions • Team Dynamics 1 • Team Dynamics 2 • Conflict management
Literature*	Lumina

Assessment & Criteria	The testing is based on active participation during the training sessions. You will be issued a 'Pass' for the course, if you attend all sessions (as indicated above). If you miss out on any of the sessions, you need to take a resit. The resits will consist of assignments, which are to be found on Brightspace and will be published after the training.
Prerequisites	

Course Code	EFM2.EX-EM-01
Course Title	EVENT MANAGEMENT
Course Coordinator	Hanny Verdellen verdel-len.h@buas.nl
Language of Instruction	English
Semester	February - June
Mode Of Delivery	Lectures, Tutor Meetings, organizing an event
ECTS credits	4
Learning Outcomes	<p>After completing this theme, students:</p> <ul style="list-style-type: none"> • can design a feasible event concept (including description of the event and the event theme, description of the goals of the event, timing of the event, global F&B concept (if applicable)) • can apply event marketing to the approved event concept • can format a preliminary event budget, including a complete overview of all expected costs and revenues • can apply financial management including budget, break event calculation, cash flow and calculation of prices • can write a feasible script which will be the foundation of the event • can execute the event based upon the approved concept plan and approved script • can operationalize the script during the event execution • can evaluate the concept plan, financial plan, marketing strategy, script, and event execution • can understand the process of generating profit
Brief Description	<p>The importance of the theme event management lies in the opportunity for students to show their entrepreneurial skills by organizing and executing an event. The content of the course focuses on applying the basics of event management, with special emphasis on the crucial role of marketing and budgeting. Profit which results from events will be transferred to corporate social responsible charity causes. Within the context of a project team, students focus on understanding theories and models related to Event Management and how to apply them in a practical situation. In addition, students will apply their hospitality and communication related skills, that they practiced in year 1, in a real-life situation.</p> <p>During the course you will deliver:</p> <ul style="list-style-type: none"> • Individual Cross-Cultural Analysis Report <ul style="list-style-type: none"> ○ Individual reflection report on cultural differences ○ Between the Dutch and your home culture. ○ Between the Thai and your home culture. • Group Report for the actual event, the preparation, concept and the evaluation report. This grade consists of: <ul style="list-style-type: none"> ○ Event Concept ○ Financial plan ○ Script ○ Event execution ○ Evaluation report

	<ul style="list-style-type: none"> ○ This is including the Individual grade for participation (attendance, input) and cooperation in your project group. Your tutor will judge: <ul style="list-style-type: none"> ▪ your input in the plans ▪ your performance during all meetings and the actual event <p>Input from the peer evaluations when deciding on your grade. For the grading we use the Peer Evaluation form</p>
Literature	Wagen van der, L (2008). Event management. Sydney: Pearson Education Australia.
Assessment & Criteria	<ul style="list-style-type: none"> • Event and Reporting (75%): preparation, event, report. This is including the Individual (input and performance)grade (25%) • Individual Cross-Cultural Analysis Report (25%)
Prerequisites	

3 Useful Information

A **laptop** is needed for optimal performance.

Dresscode

Certain visits / guest lectures / presentations require **correct and formal attire**. We do not impose uniforms, but **Business suit & tie (men)** and two-piece suits (women) will be required at certain instances

Sibelicious

The programme boasts its own training facility, called Sibelicious, in which students are given operational duties. Sibelicious enables first year students to gain experience in taking overall charge of a hospitality business under the guidance of a management team of second year students. This means that students are responsible for generating new business, making price quotations, organising meetings and events, preproduction and retrospective costing and after sales. It goes without saying that the institute is ultimately responsible for monitoring the quality of the students' performance and for coaching the students who work in Sibelicious.

The following areas are part of Sibelicious:

- Reception hall with Visitor Centre
- Service desk
- Executive meeting rooms/ Board room
- Restaurant
- Kitchen
- Coffee Corner



- Grand Café
- Taste Lab



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Personal Portal online

Through the [Portal](#) you can enter your e-mail account (add tile: BUas), Cum Laude Learning (add tile) and Osiris (add tile). Cum Laude Learning and Osiris are the two most important applications for students at Breda University of Applied Sciences.

You received a letter with information about your personal login credentials. From this moment onwards you can use these credentials to log in to the portal as well as the other systems. You can log in to your personal portal via <https://edubuas.sharepoint.com/sites/studentportal>

For some additional support, if needed, you are referred to the 2nd instruction video on your personal page. In addition, you will need to use your login details from now on to make payments in the webshop <https://more.buas.nl/ECP> (e.g., for participation in the wine field trip).

Cum Laude Learning is the electronic learning environment of Buas. It is used for, for instance:

- * Course information: course descriptions, assignment descriptions, etc.
- * Hand-in assignments
- * Information on examinations: exam schedule, exam regulation, exam room division etc.
- * General information: year planning, curriculum information, regulations, etc.

Osiris is a student monitoring system in which your academic progress, such as your marks and ECTS, are monitored.

If you have any problems logging in, please contact the [ServiceDesk](#).

Wi-Fi at Breda University of Applied Sciences

If you want to make use of Wi-Fi at Breda University, you will need to add the wireless internet of Buas to your network settings on your own laptop/smartphone. Please do this straight away, so that you can use Wi-Fi immediately when you arrive at the Campus. Check the manual via this link: [Wifi Settings](#). For every device there is an instruction video.

MyBUas App

'MyBUas'. This student app provides mobile access to information about your study schedule/ roster, marks, and BUas news. The app is compatible with Android (PlayStore) and iOS (AppStore).

Additional Costs

The principle of student exchange implies that students can study one semester at a partner university, while paying tuition fee at the home university. No additional costs will be charged, with the exception of school related activities that are not included in the tuition fee.





Games



Leisure & Events



Tourism



Media



Data Science & AI



Hotel



Logistics



Built Environment



Facility

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CREATING MEANINGFUL EXPERIENCES