Welcome. You have chosen for the Master’s programme Communication Studies (M-COM) at the University of Twente (UT). In the Netherlands, there are many communication-related study programmes on offer, both at university level and higher professional education (HBO) level. What differentiates the University of Twente’s programme in Communication Studies, compared to all other communication-related programmes?

We believe that in a rapidly changing world, organizations need proactive communication professionals with strong problem-solving skills. Our programme Communication Studies gives you the theoretical grounding and practical know-how to tackle complex communication challenges. By combining communication with organization, technology, and design, we aim to educate the communication professionals of the future. In this study guide you will read about the profile of the study programme, the design of the curriculum and the content of the courses.

I hope that you will enjoy your time studying Communication Studies with us. But, more importantly still, I hope that you will be able to realize your full potential and perform to the best of your ability. I hope that the programme brings out the very best in you.

Prof. dr. Menno de Jong
Programme director Communication Studies
MASTER COMMUNICATION STUDIES

WHAT IS COMMUNICATION STUDIES?

All societal challenges and all organizational issues are inextricably interwoven with communication. Communication Studies focuses on the way people interact, share information, persuade each other, collaborate, and build lasting relationships. It involves sensemaking and storytelling, connecting, bonding and bridging, perspective-taking and empathy. It is about identity and image, and the need to be authentic, true and honest in times of increasing transparency. Communication professionals have to act in an everchanging media landscape, with an important role for various social media and a wear-out of traditional media. Societal and technological developments have only increased the importance of communication in professional and personal life. At the same time, the field of Communication Studies is more complex and challenging than ever before.

Communication Studies is more than isolated attention for producing communication means, informing people, changing behaviours, or selling products. It is about seeing organizational challenges and societal issues from a communication perspective, and recognizing the often crucial role of communication, either as a problem or as a possible solution. Communication professionals must have the ability to think critically and strategically, and make the step towards practical solutions. They must be able to thoroughly analyse problems and opportunities and also see the bigger picture. They must be aware of the here and now, but also have an eye for a future with drastic changes. They must be familiar with all communication theories and core concepts and have the ability to connect to other disciplines and work in multidisciplinary teams. Many of the current communication challenges are complex and multifaceted. Simple handbook-based solutions often do not apply anymore. Our time needs academically schooled communication professionals who can make a difference.

THE COMMUNICATION PROFESSIONAL OF THE FUTURE

The Master’s programme of Communication Studies at the University of Twente aims at educating the communication professional of the future. Our programme therefore has four fundamental guiding principles:

- **Modern communication** is closely connected to the fields of organization, technology, and design. All professional communication is situated in organizational contexts. In modern society, fixed organizational structures are replaced by flexible structures, which are defined by communication processes. There is a reciprocal relationship between communication and technology. Technological developments have profound effects on how we communicate, and effective communication is a precondition for any technological innovation. The possibilities of design have long been underestimated in the field of Communication Studies, but in our times of information overload, design can make a difference in the communication practice.

- **Modern communication** is closely related to subject matter and context. Communication is an inseparable part of all societal challenges and organizational issues. Communication Studies is not an isolated set of theories that can be applied to every issue; it is an essential perspective, a lens through which we see reality. All societal challenges and all organizational issues require a clear communication perspective. Communication professionals must have the ability to proactively provide that perspective on societal and organizational developments.

- **Modern communication** professionals recognize the strategic impact of communication. They are able to think in strategic, analytical, and holistic ways, and to make the translation of strategic considerations into specific messages or dialogues. They are not waiting at the end of the chain to communicate about products, policies or events, but are involved from the very beginning.
Modern communication professionals need a combination of academic thinking and a down-to-earth practical orientation. There is no future for ivory tower scholars, or for practitioners who merely apply handbook knowledge. Communication professionals must have the knowledge, attitude and skills to develop tailor-made solutions for complex problems and challenges.

To help our students develop themselves into communication professionals of the future, our programme pays a lot of attention to personal development and career perspectives. Our programme involves active participation and student-driven learning.

We expect our students to take initiative and deepen their understanding of complex topics through hands-on cases. Curiosity, creativity and critical thinking are highly valued. Throughout the programme, students will collaborate in small groups with teaching staff and fellow students. We offer a welcoming, informal atmosphere that is beneficial for active learning. Students are assigned to a career mentor (a teaching staff member) to reflect on their development of personal competencies and career objectives.

STUDY PROGRAMME COMMUNICATION STUDIES

The one-year Master’s programme in Communication Studies starts in September and February. This internationally oriented programme is taught entirely in English and leads to the title of Master of Science (MSc). This programme is only available on a full-time basis. Before starting with the master’s programme you have to choose one out of four specializations.

The four specializations are:
- Organizational Communication & Reputation
- Technology & Communication
- Marketing Communication & Design
- Digital Marketing Communication

The academic year is divided into two semesters, each consisting of two blocks. Each block consists of eight teaching weeks and two weeks in which examinations are planned. The Master’s programme consists of 60 EC (European Credits; 1 EC corresponds with 28 hours of study load). A nominal study load is 15 EC (three courses) per block, but it is allowed to take more or fewer courses in a block. The exact range of specialization courses and the blocks in which courses are offered may vary per academic year.

STRUCTURE OF THE STUDY PROGRAMME COMMUNICATION STUDIES

The study programme consists of the following elements:

1. Three core courses: Essentials in Communication Science (5 EC), Societal Challenges (5 EC) and Research Topics (5 EC);
2. Two obligatory specialization courses (total 10 EC). Most of the specialization courses are offered once per year;
3. Elective courses (total 10 EC). The tied choice space of 10 EC offers much flexibility:
   a. Additional specialization courses from the chosen specialization, courses from another specialization in the Master’s programme Communication Studies, or a combination,
   b. Master courses from another Master’s programme at the University of Twente. If you choose courses from another Master’s programme this has to be approved beforehand by the programme’s
Examination Board.

**3.** A Master’s Internship Communication Science (10 EC). You may start the Internship when you have actively participated in the core courses Essentials in Communication Science and Societal Challenges.

**4.** A Master’s Thesis (25 EC). In general, you may start the master thesis project when you have successfully completed the core courses Essentials in Communication Science and Societal Challenges.

It is possible to choose more Master’s courses than the necessary 20 EC specialization / elective courses.

### Scheme 1: Master’s programme without internship

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The three core courses have shared learning goals with a specialization-specific perspective. In the Essentials course, students familiarize themselves with theories and core concepts in Communication Science in general as well as in their specific specialization. In the Societal Challenges course, students explore the contributions of their specialization to societal issues. In the Research Topics course, students formulate a research proposal that fits within their own specialization. The Research Topics course serves as a preparation for the Master’s Thesis research.

### Scheme 2: Master’s programme with internship

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SPECIALIZATION
ORGANIZATIONAL
COMMUNICATION &
REPUTATION

When people cannot reach a goal on their own, they look for help and organize themselves in groups. In the complex society we live in, such organizations are among the most important social groups in our lives. We buy things from organizations. We receive services from organizations. We work in organizations. This specialization explores the functioning of organizations from a communicative perspective, because organizing involves communication-based activities like collaboration, leadership, negotiation, decision-making, and building relationships. When societies and organizations change, this inevitably calls for rethinking and redoing communication. In this master specialization, students learn to ask the right questions and do challenging research to understand communicative processes within and around organizations. In that way, they will be able to strategically advise organizations on how to handle the complex situations they are dealing with today.

WORK AND COMMUNICATION IN CHANGING ORGANIZATIONS

Organizations are constantly changing. With the lack of fixed structures, communication is the force that binds things together. Relevant changes in modern organizations include ‘new ways of working’, reorganizations and mergers, networked collaborations, and the introduction of new technologies in the workplace (e.g., artificial intelligence, robotics). Such developments call for leadership and attention to communication processes. At the same time organizations are increasingly aware of the importance of facilitating employees’ personal development, contributing to their feelings of attachment with the organization, and creating and maintaining a fruitful organizational identity.

Examples of questions we address are:

• How do ‘new ways of working’ affect employee identification with the organization?
• What are the effects of the introduction of robotics on employees’ work meaning?
• How is leadership constituted by communicative behaviours?
• How do organizations effectively implement new strategies?
• What are success and fail factors of mergers between organizations?

INFLUENCING RELEVANT STAKEHOLDERS
The success of organizations depends to a large extent to their relationships with internal or external stakeholders: employees, shareholders, customers, suppliers, the government and the media, to mention a few. In these times of unprecedented transparency and a complicated and ever-evolving media landscape, organizations must try to build and maintain good relationships with all relevant stakeholders and secure a stable and respected position in society. Organizations must actively manage their reputation, decide how they relate to sustainability and social responsibility, and find way to balance self-interests with the interests of other stakeholders, for instance using public relations and public affairs.

Examples of questions we address are:
• How do organization members present themselves to their outside world?
• How can organizations deal with scandals and crises to protect their reputation?
• How can organizations get into a dialogue with external stakeholders like local, national, or international governments by means of public affairs or lobbying?
• What are innovative ways to start a company in the context of societal transformations?

SPECIALIZATION COURSES
First semester
• Networked Business Communication
• Public Affairs
• Work and Technology

Second semester
• Reputation Management
• Vision, Strategy and Leadership
• Trust and Risk

Scheme 3 Core courses and specialization courses Organizational Communication & Reputation

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SPECIALIZATION TECHNOLOGY & COMMUNICATION

Technology is everywhere. Our lives are strongly affected by ongoing technological developments. Think of the impact of smartphones, the internet and social media on our daily life, work, and society. Developments such as robotization, artificial intelligence, the internet of things, and nanotechnology are increasingly changing the world we live and work in. This specialization focuses on the interaction between technology and communication within society. This interaction is twofold: Technology influences the way we communicate, and at the same time communication is crucial for the development, acceptance and use of new technologies.

EFFECTS OF TECHNOLOGY ON COMMUNICATION

We are rapidly moving toward a digital society. Computers, the internet and smartphones play a central role in our lives. Instant messaging and social media have redefined our ways of communicating and our relationships with others. The media landscape is constantly changing. At the societal level, there are growing concerns about new forms of inequality, disintegration, polarization, and privacy threats. Developments such as artificial intelligence, robotization, smart products, and the internet of things replace some of the communication traditionally done by humans. And technology itself becomes a communication means. Think of persuasive technology, such as apps and serious games. Augmented reality, virtual reality and 3D printing gradually blur the boundaries between the offline and the online world. In this specialization, we analyse how technology affects the very nature of communication.

Examples of questions we address are:

- What are the effects of the digital society on inequality between people?
- How do smartphones and instant messaging affect our interpersonal communication?
- How do people handle privacy threats imposed by their mobile phones?
- What are the effects of social media on polarization and trust in news media?
What are the 21st century skills people need to function well in society?

COMMUNICATION SUPPORTING TECHNOLOGY
Not all technologies that are developed will be successful. Much depends on communication. It is crucial that designers of technology understand users and their use situations. Users seldom adopt a technology as is; they normally appropriate it to make it compatible with their wishes and experiences. Usability and user experience (UX) play an important role in the success of technologies. Communication professionals may serve as user advocates in technological design processes or take the responsibility for various types of user support. They may also focus on other stakeholders in technological design processes, for instance by popularizing advanced technologies, persuading investors or other critical stakeholders, or facilitating public debate about the desirability of new technologies. In this specialization, we analyse the role of communication as a success factor for technologies.

Examples of questions we address are:
• How can we design products for optimal UX?
• Why do people adopt some technologies almost immediately and some others not?
• How do people appropriate technologies so that the products fit into their lives or jobs?
• What are critical success factors in the implementation of software in organizations?
• How can we support users to make optimal use of technologies?

SPECIALIZATION COURSES
First semester
• Human-Centred Design
• User Support
• Innovative Digital Public Services

Second semester
• Social Implications of the Internet
• User Support
• Trust and Risk

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SPECIALIZATION MARKETING COMMUNICATION & DESIGN

Companies are always competing for the favour of consumers. In a highly competitive world, effective marketing communication can make a difference. Branding, positioning, and advertising are among the tools of the trade. Marketing communication professionals are increasingly aware of the communicative power of design. Think of product or packaging design, multisensory advertising, corporate or brand logos, and even the design of buildings and service environments. In collaboration with the MSc programme Industrial Design Engineering, this specialization combines attention to the fundamentals of marketing communication and consumer behaviour with attention to the possibilities of design.

UNDERSTANDING CONSUMERS

Every marketing communication effort starts with understanding consumers and their needs. Comprehensive knowledge of consumer psychology is essential for marketing communication professionals. In a society that can be characterized by globalization, fragmentation and individualization, it becomes clear that ‘one size fits all’ solutions do not apply. Depending on lifestyle, media use and culture, consumers react differently to marketing communication efforts. At the same time, companies strive for long-lasting relationships with customers. Against this background, the challenge is how to reach consumers in a turbulent environment and how to turn them into loyal brand ambassadors.

Examples of questions we address are:

- How is consumer decision-making influenced by unconscious processes?
- What are the effects of humour in advertising strategies?
- Do hedonic and utilitarian products require different positioning strategies?
- What is the role of values in brand preference and choice?
- How can marketing professionals create and maintain a brand personality?
COMMUNICATION BY DESIGN

Given the overload of traditional advertising messages, communication professionals look for new ways of promoting their products and reaching consumers. Design has the potential to play a very important role, since consumers do not perceive design as a selling attempt and because they often appreciate good design. Research invariably shows that design can have stronger effects on consumers than traditional marketing communication efforts. This specialization focuses therefore on the ways in which (multisensory) design may be used in marketing communication.

Examples of questions we address are:
- How do design elements (e.g., shape, colour, typeface) influence brand impressions?
- How does environmental design (e.g., interior design, lighting, scent, music) influence consumer perception of retailers and service providers?
- How do multisensory elements in packaging design affect the smell or taste of products?
- How can companies use music and scent to create the right atmosphere for consumers?

SPECIALIZATION COURSES

First semester
- Human-Centred Design
- Advertising and Consumer Psychology
- Design and Service Experience

Second semester
- Reputation Management
- Advertising and Consumer Psychology
- Design and Behaviour Change

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The rise of the internet, smartphones and social media have drastically changed the marketing communication profession. The influence of traditional advertising strategies such as television and radio commercials and print advertisements is decreasing. Instead, companies are increasingly using the benefits offered by the internet, which leads to entirely different marketing communication strategies. The internet and social media offer unprecedented possibilities of learning about the needs and preferences of consumers, building relationships with them, tailoring and personalizing messages, and monitoring effects. At the same time, there are growing concerns about privacy and autonomy, and people seem to be getting tired of social media and especially online advertising. This specialization focuses on the intersection between marketing communication

**MARKETING COMMUNICATION IN DIGITAL SOCIETY**
Companies have to constantly adjust their marketing strategies to fit in today’s media landscape. Many companies are trying to find ways to optimally integrate social media in their marketing communication strategy. At first, companies opened Facebook and Twitter accounts, trying to build relationships with customers. They often copied offline advertising strategies in the online environment. Nowadays, we can see the emergence of more sophisticated ways of using the internet for marketing purposes, such as content marketing, influencer marketing, 24 hour chatbots, and personalized ads. This specialization focuses on the strategies that are or can be used by companies, but also on the downsides of digital marketing communication.

**Examples of questions we address are:**
- What are the benefits of content marketing compared to traditional advertising?
- How do marketers balance authenticity and control in influencer marketing?
- How do customers experience chatbots?
- How effective are personalized advertisements in social media?
• How do companies use their Facebook, Twitter or Instagram accounts?

**DATA ANALYTICS AND CONSUMER BEHAVIOUR**
The internet, smartphone apps and the internet of things enable companies to collect real-time data about customers and potential customers. Think of data about media use, earlier purchase behaviours and interests, lifestyle, location, and social activities. Such data can be combined and used to generate either individual or generic consumer profiles. Companies can use these profiles to target specific customers at specific times and specific places. However, there are growing concerns about privacy and misuse of data, which already have resulted in new legislation.

**Examples of questions we address are:**
• How do “big data” analytics allow companies to target specific consumers?

• How do consumers react to strongly personalized product promotion attempts?
• How do companies use Google Analytics to optimize their marketing strategies?
• How can communication professionals raise the privacy awareness of consumers?

**SPECIALIZATION COURSES**

**First semester**
• E-Strategizing
• Advertising and Consumer Psychology
• Advanced Big Data Analytics

**Second semester**
• Advanced Topics in Digital Marketing
• Advertising and Consumer Psychology
• Trust and Risk
COURSE DESCRIPTIONS

If you would like to know more about the current forms in which a course is taught and which literature is used, please check OSIRIS course catalogue. Osiris is the University of Twente’s electronic course information system for all bachelor and master programmes.

ESSENTIALS IN COMMUNICATION STUDIES (201800090)
In this course, we will make an inventory of relevant theories and key concepts within communication science. The first part of the course focuses on the general communication theories; the second part addresses a selection of theories that are relevant for the chosen specialization. Students are expected to actively work with theories and key concepts. To do so, they will describe and explain theories and key concepts, compare and relate them to each other, and reflect on their merits and limitations. Based on these activities, they formulate their own vision on the discipline and their chosen specialization. They are encouraged to explore their personal fascinations.

SOCIETAL CHALLENGES (201800092)
Major concerns shared by people often involve communication, as their cause, the possible solution, or both. A challenge-based approach on science calls for students to understand, study and engage with societal challenges in domains such as health, demographic change, security, efficient energy, governance, sustainability, inclusion, and freedom. In this course, students will practice setting their footprint by exploring a societal challenge from a communication perspective. Working in groups of students with different master specializations, students will focus on one societal challenge using a combination of fieldwork and literature research. Students analyse the societal challenge from the perspective of their specialization, and to collectively write an advice report on the role of communication.

RESEARCH TOPICS (201800091)
In this course, students gain experience with identifying a relevant research problem within the chosen specialization and writing a research proposal. To do so, they conduct a literature study, write a literature review, formulate relevant research questions, and select a suitable research approach. Students work individually on their research proposal, supervised by a senior teaching staff member and supported by a small group of peers. They are instructed about effectively writing and presenting research proposals. The course ends with a pitch, in which the proposal is convincingly presented. Students also practice judging research proposals and presentations. The research proposal may serve as the start of the Master’s thesis.

MASTER INTERNSHIP COMMUNICATION SCIENCE (201800099)
Students have the possibility to do an internship within an organization in the Netherlands or abroad. An internship is primarily aimed at confronting acquired academic knowledge and skills with the practice of communication professionals working in the field. The internship may or may not be combined with the Master’s thesis. Apart from the main internship focus of connecting academic knowledge and skills to the professional working field, students will also gain practical experience, functioning as a junior communication professional. They describe their activities and reflect on their functioning and personal competences. The programme provides a supervisor from the teaching staff.

ADVANCED BIG DATA ANALYTICS (201800096)
In this course, we explore the use of big data analytics to analyse and interpret the communication, actions, and organization of social relations of people in organizations. Attention will be paid to text mining and various machine learning techniques will be studied. Students can familiarize themselves with software dedicated to handling and analysing textual data. Besides, we will focus on how to analyse and use large data sets. Special attention will be paid on how to interpret the results, and how to integrate the advantages of big data analytics in operational settings. Students will be introduced to the literature on big data analytics in communication and management studies. We will explore how organizations can benefit most of their data.

ADVANCED TOPICS IN DIGITAL MARKETING (201500080)
In this course we get the students in touch with established and emerging technologies, part of the marketing toolbox. We expose the students to various aspects of the Digital Transformation in the Marketing and teach them the skills and knowledge underpinning the work of the modern and future marketer. The course reviews current theories, models and management approaches in the field of marketing in digital environments with focus on four technology
domains that are shaping already the marketing practice: Artificial Intelligence (AI), the Internet of Things (IoT), the Consumer Neuroscience (Neuromarketing) and the Big Data as the basis of marketing information and data-driven marketing. The students explore cutting-edge topics of the marketing practice in a research paper based on a critical literature review of a topic they choose. Two practical assignments allow students to apply neuromarketing methods in real-life situations and get familiar with the emerging marketing method of Behavioural Targeting.

**ADVERTISING AND CONSUMER PSYCHOLOGY (201800101)**
Having a great product with a well-balanced price, effective distribution and a company with vision and passion behind it to satisfy the desires of consumers are some of the fundamental prerequisites for business success. Effective marketing communications in a digital world is another critical element. In this course we will discuss relevant psychological theories behind advertising, branding, design, media, in-store promotions, word-of-mouth, virality, influencer marketing, native advertising, content marketing, social media, etc. During the lectures students will be stimulated to discuss various marketing communication cases. The focus of this course will be on the effective use of psychological theories towards the application of on and offline advertising and other marketing communications activities to achieve business success.

**DESIGN AND BEHAVIOUR CHANGE (201700008)**
In this course, we explore how design may contribute to behaviour change in the areas of health and wellbeing, pro-social behaviour, and sustainability. Throughout the course, students will work in multi-disciplinary teams together with students from Industrial Design Engineering. In these teams, students will bring together insights from design research and consumer psychology and will actually ‘use’ these findings to create and test a design for behaviour change intervention. By bridging the gap from theory to practice, students will become aware of individual, social and environmental determinants of behaviour change, and will be able to identify opportunities for using the communicative potential of design. At the end of the course, teams will present their work and lay down their findings in a scientific report.
DESIGN AND SERVICE EXPERIENCE (201800095)
Managing consumer experience and behaviour is very important for service organizations. We explore how environmental design decisions impact the way consumers think, feel and behave. The servicescape consists of a complex interaction of social and environmental elements which are experienced holistically. Within the service environment, customer motivations vary. Depending on the activity at hand (i.e., consumers performing a complex or simple task), situational context (i.e., peak or off-peak hours), and the consumer’s emotional and motivational state (i.e., consumers looking for a specific goal, or just enjoying the environment), environmental design of the servicescape impacts consumer experience and behaviour. In this course, key concepts and theories of consumer experience and the service environment will be discussed and students will translate theory into practice. In a group assignment, students will develop and present a conceptual design for a specific service environment.

E-STRATEGIZING (192350200)
In this course the student will learn how to develop a Digital Strategy for a chosen company and assess information strategies in practice. The student will also become familiar with the latest scientific insights by the study of e-strategy articles that cover e-strategies from different angles and follow the book “Digital Future”. On macro level a network perspective is chosen. Strategy is an inter-organizational effort with many stakeholders with many different interests. The student will specifically learn how to make a digital media strategy with a canvas approach. The student will take part in a case study and write an integral Information plan for a given company, using the information planning literature provided. The course balances comprehensive, incremental and transactional planning and includes inter-organizational e-strategizing and e-governance. A socio-technical approach is followed with pre-sensing versus top down approach.

HUMAN-CENTRED DESIGN (201800094)
In this course we focus on Human-Centred Design (HCD) processes and methods. Starting from an advanced understanding of usability, user experience, and accessibility garnered from recent literature, students will work on designs meant to inform, assist, and communicate with specific target groups. Students will engage with a range of methods throughout the different stages of a human-centred design process, with the end goal of delivering a concept or prototype app for a group of target users. The course has a workshop character, requiring intensive team-based participation. Students will iterate on their concept app with knowledge gained from the literature and their own findings researching user groups. Throughout this course, we place the intended user in the middle of the design process to ensure the resulting app will be best suited to their specific needs and abilities.

INNOVATIVE DIGITAL PUBLIC SERVICES (201400188)
In this course, we explore the most important developments in digital public services. We focus on how to apply and design ICT applications for citizens, how to market them and how all kinds of citizens do cope with the accelerating digitization of government. All these aspects are studied within specific contexts of governmental agencies, such as municipalities, provinces, national governments and international agencies such as the EU. Topics that are addressed in this course are amongst others history, presence and future of digital public services; how governments cope with differences in users of the digital society; how public services are designed, how citizens are nudged by governments to use government-preferred channels. Students will be introduced to literature at the intersection of public communication, public administration and technology studies. This course will provide a framework for students who will work or do research in the public sector in the future.

NETWORKED BUSINESS COMMUNICATION (201800093)
In this course, we explore how communication is affected by disrupted entrepreneurship. Since traditional business structures are declining, entrepreneurs use new communication (strategies). Instead of traditional communication instruments in organizations, the use of Social Networking Sites, instant messaging, remote meetings and collaborative tools is common. In this course we focus on current experiences, habits and trends, advantages and pitfalls and future perspectives. In cooperation with various organizations, students will work on assignments from and for dynamic, entrepreneurial organizations on the one hand. And on the other hand, based on theoretical insights, we will analyse how disruptive organizations organize themselves and relate these analyses to the existing scientific field. Company visits and guest lectures are the core of this course.

PUBLIC AFFAIRS (200900001)
Organizations increasingly invest in public affairs activities to respond to societal and political developments, to promote relationships with key stakeholders, and to influence policy making. In this course, we will explore the theoretical foundations of public affairs and its practical applications. We focus on how activities such as issue management, stakeholder management, and lobbying, can be applied for the organization’s interests. As public affairs is a relatively young scientific discipline and still in search of an
importance of trust for the success of organizations in satisfaction, productivity. Subsequently, the role of trust in enhancing a range of positive outcomes and the relevant theories on its emergence and development will be discussed in this course. The general discussion of what trust is and the relevant theories on its emergence and evolution will then proceed to an elaborate discussion of the role of trust in enhancing a range of positive organizational outcomes (e.g. commitment, satisfaction, productivity). Subsequently, the importance of trust for the success of organizations in both offline and online environments will be examined. Within this course, we will also focus on diverse strategies used to mitigate the negative consequences of breach of trust. For the duration of the course, seminal literature on trust from a range of disciplines (psychology, sociology, management science, marketing, human-computer interaction, and communication science) will be used.

**REPUTATION MANAGEMENT (192403650)**

As products and services have become more and more alike, organizations increasingly acknowledge the need to differ based on what makes them unique: their corporate reputation. Organizations with an attractive reputation prove effective in attracting customers, investors, and good staff. Also, they can survive corporate crises that may be fatal for other - less reputable - organizations. Therefore it is important for both organizations and scholars to pay systematic attention to issues concerning the process of reputation formation. In this course, we analyse how to manage corporate reputation by relating the concept to the following topics: identity and image; stakeholder management; reputation measurement; corporate social responsibility; crisis communication; and media coverage. Every week another organization is put central that serves as a case to discuss relevant reputational topics.

**SOCIAL IMPLICATIONS OF THE INTERNET (2014001910)**

The Internet has been as associated with changes in many areas of social life. Debates about the social implications focus on important topics such as digital inequality, economic growth, participation in policy making, cultural consumption, health, family, and regulation. Discussions of the implications often result in utopian and dystopian effects and are often supported by shallow arguments. In this course, students are encouraged to take a more critical look, resulting in a better understanding of the main perspectives and key findings about the social implications of the Internet. The course will be taught in weekly classes, each consisting of a lecture followed by discussion. The discussion will require familiarity with the provided readings. The goal is to expose students to several insights about which they have to write two short essays (on any two of the topics covered).

**TRUST AND RISK (201800098)**

In this course, we will explore the positive impact of trust on the establishment and the creation of various forms of interactions and exchanges, just as we will discuss the link between risk perception and trust in different contexts. The general discussion of what trust is and the relevant theories on its emergence and evolution will then proceed to an elaborate discussion of the role of trust in enhancing a range of positive organizational outcomes (e.g. commitment, satisfaction, productivity). Subsequently, the importance of trust for the success of organizations in
MASTER’S THESIS
COMMUNICATION SCIENCE

The Master’s thesis (201800100) can be seen as the final course of the Master’s programme. Supervised by a senior faculty member from the programme, you conduct an individual research project on a specific topic within your specialization. The research results in a thesis (a research report or article) and a colloquium. It is possible (but not required) to conduct the research project within or for an external organization (for instance a company, communication agency, or a governmental organization). You will be responsible for finding an organisation and agreeing the research topic yourself, but you also need approval from the university. It possible to combine the graduation project with an internship (201800099) within the same organization. At the start of the graduation process, you can receive support or advice from our graduation coordinator. More information can be found on our graduation website: www.utwente.nl/en/com/graduation-web/master

CAREER OPPORTUNITIES

Communication Studies is a wide-ranging Master’s programme that offers excellent job prospects. On average, our graduates find a job within two months.

WHERE OUR GRADUATES WORK

The programme has an active LinkedIn community in which some 500 of our total number of 700 graduates stay connected. If you would like to know which jobs they have and which organizations they work for, check the Pheidippus LinkedIn group.

BUSINESS

Most major companies have departments dedicated to internal and external communication, public relations, advertising, marketing communication, sponsoring, media contacts and PR.

ADVICE AND CONSULTANCY

You could opt for a career as an account manager or communication consultant, advising clients and designing communication strategies.

MEDIA

Broadcasters, media companies and publishers offer plenty of job opportunities in public relations, marketing and research.

GOVERNMENT & NON-PROFIT

Non-profit organizations include government bodies and healthcare institutions. Communication experts advise central, regional and local government on how best to approach various target groups. You could also develop and implement communication policy plans or act as a media spokesperson. In the healthcare sector, you could be part of public health campaigns designed to encourage people to embrace healthy living and ditch bad habits.

RESEARCH INSTITUTES

If you decide to pursue a career in research, your first step will be to embark on an in-depth study of a fascinating aspect of communication studies as a PhD student at a university or research institute.
ORGANIZATION AND STUDY GUIDANCE

During your Bachelor’s programme you can count on sufficient supervision, with several staff members playing a role. The University of Twente also offers additional student supervision and counselling, you can, if necessary, go to the Bureau of Student Psychologists and the student deans.

PROGRAMME DIRECTOR AND MANAGEMENT TEAM

The programme director is Menno de Jong. He is supported by a management team consisting of Joyce Karreman (organization & management), Thomas van Rompay (curriculum development), and Mark van Vuuren (external affairs). Programme director and management team are always open for feedback, suggestions or innovative ideas.

Prof.dr. Menno de Jong
Cubicus Building, Room C201
m.d.t.dejong@utwente.nl

Dr. Joyce Karreman
Cubicus Building, Room C210
j.karreman@utwente.nl

Dr. Thomas van Rompay
Cubicus Building, Room C208
t.j.l.vanrompay@utwente.nl

Dr. Mark van Vuuren
Cubicus Building, Room C205
h.a.vanvuuren@utwente.nl

STUDY ADVISORS

As study advisors, Gert Brinkman and Jeanet Luijerink offer advice on study-related issues and can discuss practical matters concerning the study with you. You can contact them with any individual problem relating to the programme, studying in general, or personal circumstances. You can also discuss your experiences with courses, complaints, study choice, planning, delay, graduation support, exemptions, and (course and examination) regulations. If necessary, they can refer you to other professionals within or outside the university for help. Jeanet Luijerink is the primary study advisor for the Master’s programme, but when she is absent you can also contact Gert Brinkman.

Bachelor: Drs. Gert Brinkman
Cubicus Building, Room C118
g.w.brinkman@utwente.nl

(Pre-)Master: Jeanet Luijerink
Cubicus Building, Room C106
j.w.m.luijerink@utwente.nl

PROGRAMME ADMINISTRATION

Astrid Oppers-van den Berg is responsible for the programme administration. She supports the students and lecturers in an administrative way. She works in consultation with the programme director, programme coordinator, study advisors and the internship- and graduation coordinator.

She is among other things responsible for:

- assigning and adjusting of exam programs,
- organization of colloquia,
- applying and preparation for diplomas and certificates,
- placing education-related announcements on the student portal,
- supporting the examination boards and program committee.

If you have questions about one of the above mentioned topics, the programme officer is the first person to contact.

Astrid Oppers-van den Berg
Citadel Building, Room 434-436 and 438-440
BDZ-CW-CES@utwente.nl
PROGRAME COORDINATOR
As programme coordinator, John Sevens provides policy support to the programme director and is responsible for the organisational, procedural and intrinsic coordination and harmonisation of the Bachelor's and Master's programmes. If you have a complaint or a practical question about the programme or a certain course, the programme coordinator is the first person to see.

Drs. John Sevens
Ravelijn Building, Room R3111
p.m.j.sevens@utwente.nl

INTERNSHIP AND GRADUATION COORDINATOR
The internship and graduation coordinator is Mark Tempelman. He forms the link between the students and the working field when you are searching for an internship or a graduation project. You can also contact him with any questions you may have about internships and graduating. He receives requests from organisations that are looking for communication students for research or for an internship.

Drs. Mark Tempelman
Cubicus Building, Room C216
m.h.tempelman@utwente.nl

STUDY ASSOCIATION COMMUNIQUÉ
Communiqué is the study association for students in the Bachelor’s and Master's programmes of Communication Science at the University of Twente. Communiqué offers a friendly place where everyone is welcome to discuss their ideas over a cup of coffee or tea. In addition, the study association provides various services and organises many activities for its members. Communiqué organizes field trips, lectures and colloquia, sells textbooks at a discount, and arranges social activities like drinks and parties. Communiqué also organises an introduction day in August to welcome the new students.

Communiqué
Study Association for Communication Science, Cubicus Building, Room B105
Board@communique.utwente.nl
QUALITY ASSURANCE

Quality Assurance involves a continuous improvement of our programme. Many stakeholders are involved, each with a specific contribution in the Plan Do Check Act cycle. Below we clarify the involvement of various stakeholders with evaluation and improvement.

- **Students** Students share their experiences in panel meetings and periodic surveys, such as course evaluation surveys, programme evaluation surveys and the National Student Survey. Students participate in the Programme Committee where the student experiences are discussed and the Programme Director is advised about possible improvements.

- **Teaching Staff** Teachers evaluate their teaching experiences based on direct feedback in classes, information from student experience surveys, and panel meetings; they also critically evaluate the examination results. Teachers use the Quality Assurance pages to communicate which improvements they will make in the next edition of their courses. Teachers share their opinions and experiences in regular meetings with the Programme Director. Some teachers are involved in the Programme Committee.

- **Programme Committee** The Programme Committee (in Dutch: Opleidingscommissie) is a legal body supporting educational quality enhancement. The Programme Committee has 3-5 teaching staff members and an equal number of students. The Programme Committee discusses educational experiences and results and advises the Programme Director about improvements. The Programme Committee also monitors the realisation of improvements.

- **The Programme Director** The Programme Director is in charge of all aspects of a programme. The Programme Director agrees on improvement plans for courses as proposed by teaching staff, taking the recommendations by the Programme Committee into account. The Programme Director reports annually about programme improvements to the Dean. Typical aspects of concern are intake, dropout rates, pass rates, final results, quality of teaching, profile of the programme, the connection with state of the art research, and employability.

- **Study Association Communiqué** The board of our study association Communiqué has an Educational Affairs officer, who is in direct contact with the programme’s Management Team. The Educational Affairs officer participates in quality discussions and proposes improvements in the programme. In addition, the study association organises an Educational Feedback Committee which serves as a low-threshold way of collecting feedback on modules and programme during the year.

- **Examination Board** The Examination Board is the legal internal body assigned with safeguarding the quality of examination in the programme, thus safeguarding the quality of the diploma. The Examination Board consists of expert examiners who take an independent stand while assessing the quality of examinations and final theses in the programme. The assessment may result in directions for examiners and the Programme Director. The board reports annually to the Dean.

- **NVAO** All programmes are subject to external Quality Assurance for maintaining national accreditation by the NVAO. The NVAO framework overlooks our internal Quality Assurance cycles every six years. The NVAO assesses in particular the profile of the programme, the final qualifications, graduation rates, quality of staff, and viability of the programme.
CONSULTATIVE COMMITTEES

EDUCATIONAL FEEDBACK COMMITTEE (EFC)
The EFC is a student committee that forms part of Communiqué. The EFC collects feedback of students on the programme and on specific courses and ensures that the feedback is passed on to the relevant people within the programme (module coordinators, teaching staff, Programme Coordinator, or Programme Director). Students can provide their feedback online (www.communique.utwente.nl/feedback). The EFC meets once a month and considers complaints, suggestions and feedback submitted by students. When problems occur, a solution is sought in close collaboration with the teaching staff within the programme. The Programme Coordinator also attends the EFC meetings to facilitate direct and open communication between programme and students.

EXAMINATION BOARD BEHAVIOURAL SCIENCES (BS)
The examination board is responsible for all aspects of testing the instruction - e.g., the procedures during exams, the quality of the exams, and the regulations with which both students and lecturers must comply. The examination board also assesses requests for exemption from exam components during your studies (exams, practicals etc.). There is one joint examination board for the Bachelor’s programmes of Communication Science and Psychology and the Master’s programmes of Communication Studies, Psychology, and Educational Science and Technology. The examination board consists of five faculty members and is supported by a registrar. The Study Counsellors and the Programme Coordinators are advisors. The Examination Committee meets once a month. For more information see: www.utwente.nl/en/bms/examboard

PROGRAMME COMMITTEE
Communication Science has its own Programme Committee, which focuses both on the Bachelor’s and on the Master’s programme. The Programme Committee occupies itself with all issues directly related to the set-up and quality of the instruction, such as advising where necessary to make alterations to the course. In accordance with the law, the Programme Committee consists of students and staff. On our Programme Committee there are five faculty members and five students. Members of the Programme Committee are appointed by the Dean. The Programme Committee advises the Programme Director and the Dean, the latter particularly with regard to educational affairs that are addressed in the Faculty Council, such as the course and examination regulations.

EDUCATIONAL APPLICATIONS

OSIRIS
OSIRIS is the electronic student information system in use at the University of Twente for all Bachelor’s and Master’s programmes. For more information see: www.osiris.utwente.nl/student
- OSIRIS Courses Offering (no need to log in): Detailed information about modules (e.g., the teachers, the current form in which the modules and module components are taught, learning objectives of the modules, and literature used).
- OSIRIS Student (you need to log in): Meant for enrolment and unenrolment modules and courses, checking recent study results, an overview of study progress and study counselling.

CANVAS
Canvas is the digital learning environment at the University of Twente. All modules and courses at the UT are supported with Canvas. It is used for announcements, looking up lecture sheets / interesting articles, looking up assignments and handing them in, checking (partial) grades, forming groups for assignments and the saving of shared documents.

SCHEDULE / TIMETABLE
MyTimetable is the application in use at the UT for the creation of personal timetables. You can enter MyTimetable via www.rooster.utwente.nl
ADMISSION REQUIREMENTS MSC CS

DUTCH HBO DEGREE
Students with a bachelor’s degree from a university of applied sciences (HBO) do not directly fulfil all the admission requirements. In order to start a master’s programme you first need to do a pre-master programme to bring your knowledge up to the required level. For more information see the Programme Guide Pre-Master Communication Studies 2017/2018 or www.utwente.nl/en/education/master/programmes/communication-studies/admission

DUTCH UNIVERSITY DEGREE
As a student from another Dutch university, direct access to the Master’s degree programme in Communication Studies will depend on the subject you have taken during your Bachelor’s programme.

1. Students with a degree in the humanities or technical sciences typically have to take the full 30-credit version of the pre-Master’s programme first, as they do not possess enough background in communication and social-science research methods and techniques.

2. Students with a degree in the social or behavioural sciences do normally have the required knowledge and skills in research methods and techniques and are therefore exempted from the 15 credits of pre-Master’s courses on these topics. However, they may still be required to take 15 credits of courses specific to the field of communication science.

3. Students with a degree in communication and information Studies only have to take the 5-credits pre-Master’s course in Inferential Statistics before being admitted to the Master’s programme.

4. Students with a degree in communication science from the University of Amsterdam, VU University Amsterdam, Radboud University or Wageningen University have direct access to the Master’s in Communication Studies.

INTERNATIONAL DEGREE
Students of foreign university programmes should meet the following requirements for enrolling in the Master’s programme Communication Studies:

- A bachelor degree in communication sciences or closely related.
- Sufficient research competencies, including knowledge of research methodology and qualitative and quantitative data analysis.
- Sufficient English language skills: Academic IELTS, 6.5 overall, and all sub-scores are at least 6.0; TOEFL-IBT at least 90; Cambridge CAE-C (CPE).
- In addition, Chinese nationals need a Nuffic certificate.

Students who do not have the required research competencies, may be referred to the Pre-Master programme. For more information see the Programme Guide Pre Master Communication Studies 2017/2018 or www.utwente.nl/en/education/master/programmes/communication-studies/admission/