



## Erasmus Policy Statement 2014 - 2020

### NHH - international (EU and non-EU) strategy

Internationalisation is both a goal and a tool for NHH. Students and staff are exposed to international challenges and opportunities. Internationalisation in all academic activities at NHH develops and improves the quality of education and research.

Internationalisation in education has particularly been a priority area for NHH in the last 25 years when the first student exchange programme was established. NHH launched its very first study programme taught in English in 1986. Focus on internationalisation has subsequently led to collaboration on research and education, partnership in international networks and a steadily increasing number of exchange students.

Internationalisation is about how the authorities and educational institutions should meet the challenges and opportunities in a world of increased globalisation. In the education and research sector, this is a matter of integrating an international, intercultural and global dimension into the goals, organisation and actions of the institution.

In the current situation with a global arena for recruiting students and staff, position and partnership in alliances and networks, and reputation, have become particularly important. Accreditation is a necessary prerequisite if NHH is to assert itself. The school's position and reputation will also be affected by its position in the various rankings.

NHH has ambitions to succeed in distinguishing itself in the international education and research. Strong institutional cooperation with international partners is a prerequisite. CEMS – the Global Alliance in Management Education – has been chosen to play a key role in NHH's international cooperation. The interaction between the academic and business world, with students and staff involved, with focus on teaching, training and competence development, will have a significant impact on our institution in the future. NHH intends to educate students for a global environment – and for the future.

Internationalisation is highlighted as one of the school's most important strategic priority areas, requiring strategic focus, commitment and support at the highest level. With strong support from the school's top management, the overall international strategy plan will help NHH to achieve its ambitious goals for the plan period.

In the international strategy of NHH there is a strong commitment to have partner universities all over the world. NHH has a positive attitude to choose new academic partners in new areas and countries where links and experience between academic staff already exist, including new EU-countries. Geographical diversity and cooperation in different language areas are important issues when we look for new partners. We are conscious to follow up the strategies and plans initiated at the national level by the Ministry. Target groups for new initiatives will include students in all degree cycles.

In the recent years joint degree programmes are established with partner institutions in 6 different countries. The programs allow a growing number of students to go through two Master programs at two institutions in order to specialize in two different majors and hence strengthen their academic/international competence. More joint degrees programs will be developed in the future – and with partner institutions in new countries and geographical areas. The programs will have designated academic champions with special duties for supervision of students. Initiatives are in accordance with national initiatives and supported by the management of our institution.

Students in the Executive Education are also in the target group and shall have possibilities for increased international exposure through teaching modules abroad and by use of international staff in the established executive programmes.

All students in the different cycles will be target groups for increased international opportunities in order for them to achieve a broader academic competence. More exchange opportunities will be developed – also in new geographic areas, according to plans at national level, including more cooperation in the “new economies” – the BRICS-countries. The partnership for NHH in these areas will be strengthened and new cooperations will be established.

### **Organisation and implementation of teaching and training projects: Intensive courses.**

NHH has implemented several intensive courses/block seminars for both internal students as well as students from partner institutions. These courses are now firmly anchored in the faculty at NHH, with strong external commitment from guest lecturers from other institutions as well as from corporate partners. The specific content in the courses varies and will adapt to relevant topics and the economic world and in the society. The content in these intensive courses could alternate. Examples of topics could be: Business Ethics, Entrepreneurship, International Management, Brand Management, Supply Chain Management, Market Structure and Strategy, Issues and trends in food consumption and marketing, and Social Media.

The courses are held at external places outside the institution. Accommodation suits this type of intensive courses particularly very well allowing excellent local opportunities for team building and cultural activities. The feedback received from the courses has been very favourable, both regarding the academic contents as well as the opportunities for social activities. NHH will strengthen this teaching and training concept in the plan period.

### **Programme on modernisation with focus on Innovation and new pedagogical methods.**

As part of the strategy of NHH more focus will be made in order to strengthen the relations between NHH as an academic institution and specific external stakeholders. These relations will include companies and corporate partners. The actual cooperation will include specific business projects where students with different academic background and nationalities work together on specific topics. The projects are initiated as joint-ventures between academic staff at NHH and companies. The same concept is used for the relations between NHH and social partners and NGO's.

Innovation and new pedagogical methods will have more focus in the learning environment in the years to come. For some years now there is more variety in teaching methods – and the school is looking to further develop this. Among the teaching methods that will be emphasized more strongly in the programmes, NHH will include lectures in both plenary sessions and smaller groups. Sessions focusing on the presentation and discussion of solutions to assignments, for example mathematical problems; typically in smaller groups. Assisted solving of different practical assignments, for example in computer labs, Student projects, group work, case studies, oral presentations, Business games, simulations, Interactive classes with discussions on different topics, Visits to companies working within a particular field relevant to the course, Internships with credits evaluated and supervised from the companies and from NHH.

Specific focus in teaching will also include certain training skills for students. These topics have the purpose of giving students perspectives of real life problem solving. Examples of such courses could be Business Communication Skills, Corporate Governance, Corporate Responsibility, Anti-Corruption, Presentation Skills, Talent Management, Team and Work Group, Working in multinational environment, etc.

Opportunities for International career for candidates will have stronger focus in the future. An International Career Centre has been established at NHH this year. The Centre will serve as a facilitator between the candidates and international companies for the purpose of international recruitment. Recruiting to internships will also be

a part of the activities. International candidates will also make use of the Centre for recruiting and internships in Norway.

NHH will strengthen the relations with Social partners in the new Erasmus for all programs. Relations have been initiated towards Social Partners and NGO's as Fairtrade, Norwegian Red Cross and Save the Children. Internships and projects will also be a part of these initiatives.