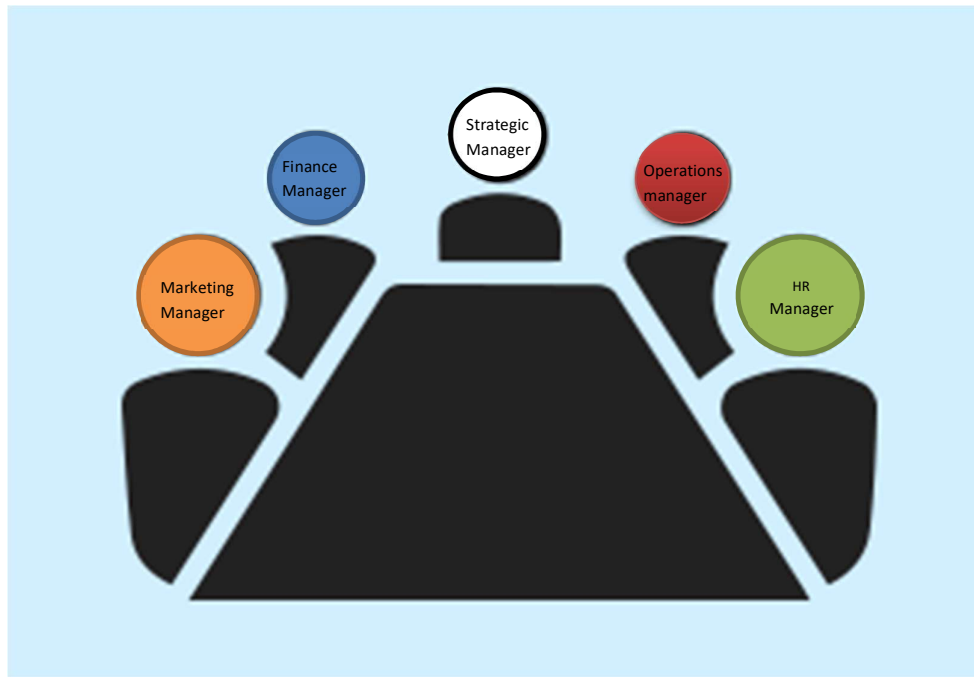


HANDBOOK

SPRING SEMESTER 2018-2019



BUSINESS PRESSURE COOKER



Questions? Please contact us at ifm-international@hr.nl.

Advance Copy Oktober 2018

TABLE OF CONTENTS

1	INTRODUCTION	4
2	SEMESTER OVERVIEW	5
3	TEACHING PHILOSOPHY AND METHOD	7
3.1	Business Pressure Cooker Principles	7
3.2	Philosophy on learning	8
3.3	Teaching method	8
4	CORE MODULE DESCRIPTIONS	9
4.1	Strategic Manager	9
4.2	Operations Manager	10
4.3	Marketing Manager	10
4.4	Finance Manager	11
4.5	Human Resource Manager	12
4.6	Business Manager Skills	13
5	ELECTIVES	15
5.1	Cross-Cultural Communication	15
5.2	Stock Market Game	17
5.3	Elementary Dutch	20
5.4	Critical Thinking	21
5.5	Presentations & Negotiations	23
5.6	What About Big Data?	25
6	CALENDAR	27
7	BUSINESS PRESSURE COOKER STUDENT GUIDE	28
7.1	Information & Questions	28
7.2	Coaching	30
7.3	Learning agreements and other documents	30
7.4	Certificates & Transcripts of records	30
7.5	Exams	30
7.6	Literature	30
7.7	Dutch way of teaching	31
7.8	Grading	31
7.9	Being on time	32

7.10	Language in class.....	32
7.11	In case of absence	32
7.12	Stay in touch.....	32
7.13	Holidays	32
10	Golden rules at our university.....	33

1 INTRODUCTION

Do you thrive under pressure? Are you up for the challenge of making decisions, managing time, and thinking on your feet? If so, then we have the programme for you.

Business Pressure Cooker is a unique experience that goes beyond the ordinary, using cases—actual business situations—as the basis for learning: As part of a senior management team, you will be responsible for identifying key challenges facing the organisation, formulating strategy, and making recommendations that must withstand scrutiny. As a decision-maker, not a spectator, you will learn how to separate good information from bad, to formulate sensible, actionable plans that manage risks and achieve your company's objectives.

Over the course of the semester, you will experience a series of case challenges—some of them involving visits to and solving problems of real companies. You begin with a problem that you will examine in depth over several weeks. The process gets more intense over time, culminating in a business case that must be solved in just a few hours—meaning you get better and faster with each round. You will work in teams, learn how to collaborate, manage conflicts effectively, and leverage skills to achieve your goals. You will also have an opportunity to present your ideas, develop persuasive arguments and communicate them effectively.

In addition to building your skills, Business Pressure Cooker enhances your CV or resume and gives you the ability to make a difference in an organization from day one. Employers want candidates who not only possess knowledge, but also the ability to make decisions, solve problems, and achieve results. The key question is: Does the candidate have a well-developed portfolio of knowledge and skills that will enable him or her to make positive contributions?

When it comes to international business, Rotterdam is the place to be! Europe's biggest port, the financial and business heart of The Netherlands, many international companies, a multicultural city ... a true gateway to the rest of the world! When it comes to the employers' needs, the Rotterdam University of Applied Sciences is the place to study. This Business Pressure Cooker semester has a solid practice-oriented programme developed in consultation with the international business community.

The integrative approach used in Business Pressure Cooker emphasizes the connections between finance, accounting, marketing, operations, communication, human resource management, strategy, and more. As a result, you will enjoy a remarkable international learning experience. Our classes bring together international and Dutch students—many with international internship and exchange experience—to provide you with a broad range of perspectives. This is supplemented by site visits to multinational companies and contacts with a range of international business managers.

We wish you a great experience in this unique “Business Pressure Cooker”!

Gerard van der Star, Britta Stoelinga, Ingrid van Dorp and Hans van Oudheusden

2 SEMESTER OVERVIEW

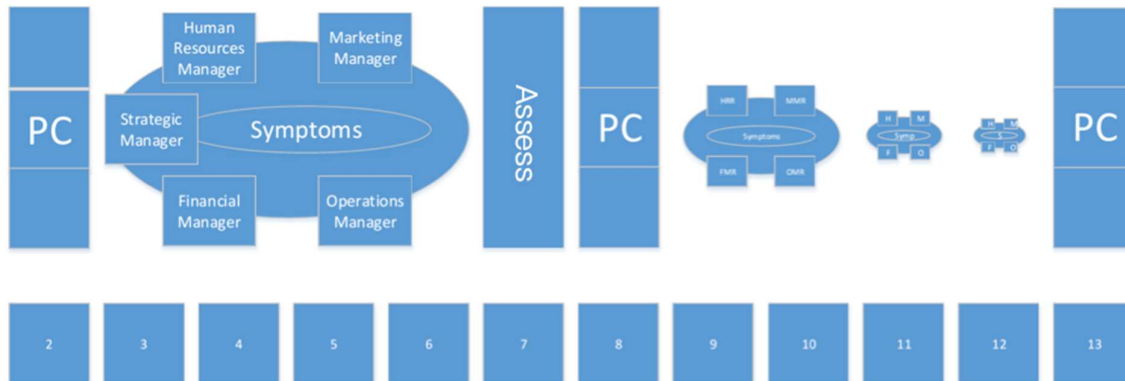
Under Construction

3 TEACHING PHILOSOPHY AND METHOD

3.1 Business Pressure Cooker Principles

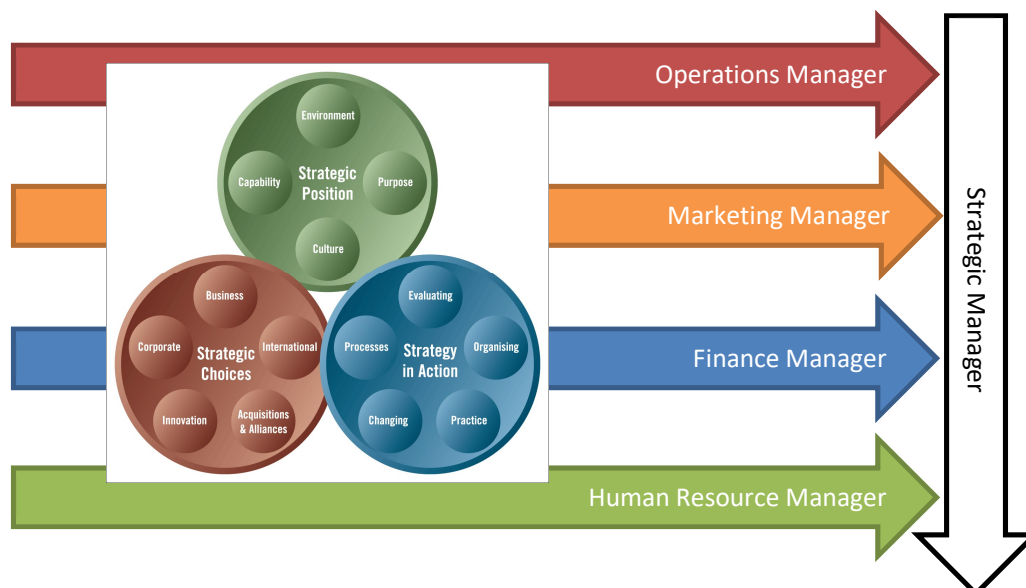
Whether the case is a historic or life business case, when solving business problems you will learn to follow the same structure:

1. Analyse the current position of the company and the key issues of the situation (*The strategic position*)
2. Develop possible solutions for the business problem at hand and decide on the best one (*Strategic choices*)
3. Construct an implementation plan, integrating operations, marketing, finance and HRM, aligned with your strategic choice (*Strategy in action*)



During the semester you will solve several business problems, using this same structure. However, the available time will vary. While we begin slowly to create deep learning, the pressure will increase, accumulating in a 'pressure cooker' of only 24 hours or even less.

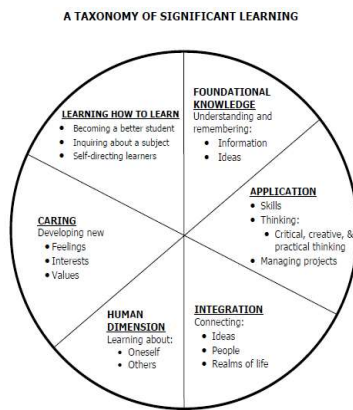
The ultimate focus will be on experiencing what it is to be a strategic manager. To reach this, you will be challenged to take on the roles of different managers: operations manager, marketing manager, finance manager and human resource manager. Only after having tackled several business problems from different management perspectives, will you be able to see the bigger picture, which is expected from a strategic manager. Usually only superficial issues or symptoms are available to the management team. This often results in symptom treatment. For a real and sustainable solution to wicked problems, deeper causes of these symptoms have to be identified and analysed in order to come to an effective action plan.



3.2 Philosophy on learning

“For learning to occur, there has to be some kind of change in the learner. No change, no learning.” (L. Dee Fink; creating significant learning experiences, page 30)

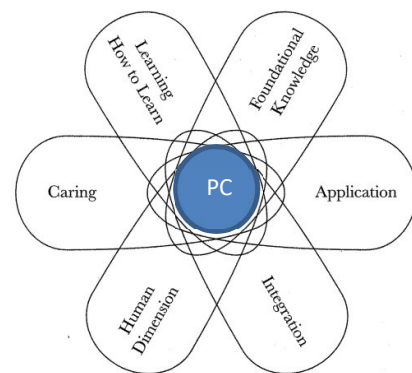
Dee Fink identified 6 kinds of learning:



Kind of learning	In Business Pressure Cooker
Foundational knowledge	Management models about strategy, operations, marketing, finance and HR management
Application	Application of management models in establishing a <i>strategic position</i> , making <i>strategic choices</i> and <i>strategy in action</i>
Integration	Strategic manager: integrating interests of operations, marketing, finance and HR
Human Dimension	Learn to work under time pressure in a multidisciplinary and multicultural team
Caring	Value other management perspectives besides your own
Learning how to learn	Learn how to become a self-directing learner in solving business problems

Above mentioned kinds of learning are synergistic. Each kind of learning is related to the other kinds of learnings and achieving any one kind of learning simultaneously enhances the possibility of achieving the other kinds of learning as well.

Business Pressure Cooker creates the perfect setting to achieve this synergy: solving real business cases, in teams, under time pressure supported by intensive coaching and feedback.



3.3 Teaching method

- The business problem is always the central starting point (combination of life business cases and historic cases) – the student teams own this problem as if the company is their own company.
- Theory will be applied where and whenever relevant in solving the business problem, from different managers’ perspectives (strategic, operations, marketing, finance, HR manager)
- No central lectures, but intensive team coaching and (central) interventions by the coach whenever necessary. Peer-to-peer interventions are also stimulated when a student team comments other analyses, choices and action plans.
- Self-study of general management principles & theories.
- Self-study will be facilitated by recommendations regarding literature (books, articles, websites and videos). And each team has the possibility to reserve specific time slots for question & answer sessions.
- General management principles & theories will be hammered home and refined through a series of pressure cooker-sessions. Students are requested to reflect on used principles & theories within their portfolios
- All activities will be executed in teams. All teams have the same problem to be solved. However, only the best solution will earn points for the prestigious Business Pressure Cooker Award.
- Team members switch management roles regularly
- Intensive team coaching by a team of lecturers with multidisciplinary skills and knowledge, topped off with expert experience in at least one of the management roles.

4 CORE MODULE DESCRIPTIONS

4.1 Strategic Manager

Strategic Manager	Module Code: BPCSTM01	5 EC
Introduction		
Strategy is the high-level planning and decision-making system that guides the entire organisation. It clarifies what the company seeks to achieve and why, and offers direction on how to leverage resources in order to reach those goals. The strategic manager is thus the overall leader of the company, responsible for setting overall direction and ensuring that specific decisions and actions are consistent with its general course. He or she must balance departmental priorities, mediate conflicts between functional managers, and provide leadership in order to ensure that company resources are allocated efficiently and work together.		
Learning outcomes		
After successful completion of the module, the student is - under time pressure and in a multidisciplinary and – cultural team, able to:		
Strategic position:		
1. Distinguish the company’s key issues in a given business situation.		
Strategic choices		
2. Make strategic decisions based on a structured analysis of the company’s internal and external position.		
3. Formulate strategic goals that make effective use of the company’s core values and resources.		
Strategy in action		
1. Integrate different departmental interests into coherent and consistent implementation plans.		
2. Negotiate between different departmental interests, while taking the strategic goals into account.		
3. Show leadership during discussions with different departments about the company’s strategy.		
Prerequisites		
Basic knowledge of the Principles of Strategic Management		
Content		
Toolbox, including for example the following models:		
Business model canvas		
Ansoff’s product/market grid		
Porter’s 5 forces		
SWOT analysis		
Confrontation matrix		
PLC		
BCG matrix		
Porter’s generic strategies		
Decision (SAF) matrix		
Stakeholder analysis		
Ishikawa diagram		
Assessment		
Grading integrated with other core modules		
Assessment I: individual (essay)	Period 1: 25%	Integrative historical case.
Assessment II: teamwork (presentations)	Period 2: 45%	Integrative (live + hist.) cases.
Assessment III: individual	Per 1 + 2: 30%	Participation (qual. + quant.)
Both assessment 1 and assessment 2 must be passed; compensation is not possible.		
Team performance will also be assessed at individual level.		
Literature		
Book: Exploring Corporate Strategy, Gerry Johnson et al. 7 th + edition		
Articles: To be decided by the team		
Websites: To be decided by the team		
Note: Occasional travel costs, e.g. to case companies		
Contact persons		
Business Pressure Cooker Lecturers Team		

4.2 Operations Manager

Operations Manager	Module Code: BPCOPM01	3 EC
Introduction		
Operations is the task of monitoring and managing activities that directly transform inputs into the output—i.e., products—of the organisation. The operations manager is thus directly responsible for creating the value that is provided to customers and other stakeholders. Operations managers are also tasked with ensuring an adequate return on investment and face cost pressures that need to be balanced against an organisation's social and environmental responsibilities. When the strategic direction changes, the operations manager's main responsibility is to keep the original operation up and running while at the same time developing a new operational plan for the new strategy.		
Learning outcomes		
<i>After successful completion of the module, the student is - under time pressure and in a multidisciplinary and – cultural team, able to:</i>		
Strategic position:		
1. Identify and map the operations process of the company to show the value creation process of the company for its customers.		
Strategic choices		
2. Judge the impact of a change in strategy on the company's operations process.		
3. Decide on the best solution for operations while taking the company's costs and social responsibilities into account.		
Strategy in action		
4. Redesign the operations process to align with a new strategy, realizing the new company's operations objectives.		
Prerequisites		
Basic knowledge of the Principles of Operations Management		
Content		
Toolbox, including for example the following models:		
ITO		
Business process re-design		
Cost of quality		
Lean 6 sigma		
Risk management		
Assessment		
<i>Grading integrated with other core module</i>		
Assessment I: individual (essay)	Period 1: 45%	Integrative historical case.
Assessment II: teamwork (presentations)	Period 2: 25%	Integrative (live + hist.) cases.
Assessment III: individual	Per 1 + 2: 30%	Participation (qual. + quant.)
<i>Both assessment 1 and assessment 2 must be passed; compensation is not possible.</i>		
<i>Team performance will also be assessed at individual level.</i>		
Literature		
Book: Operations Management, Nigel Slack et al. 6 th + edition		
Articles: To be decided by the team		
Websites: To be decided by the team		
Contact persons		
Business Pressure Cooker Lecturers Team		

4.3 Marketing Manager

Marketing Manager	Module Code: BPCMAM01	4 EC
Introduction		
Marketing is the process of identifying customers that the organisation is best positioned to serve, and finding ways to do so profitably. The marketing manager leads the new product development process, and determines how the company's offerings should be priced, promoted, and delivered to customers. Although the marketing plan drives much of what the organisation does, it must also account for the strengths and constraints of other functional departments: the operational capabilities and costs to develop and produce goods and services, the capacity to finance capital investments and operating costs, and the ability of the organisation's employees to deliver quality products and a satisfactory customer experience.		
Learning outcomes		
<i>After successful completion of the module, the student is - under time pressure and in a multidisciplinary and – cultural team, able to:</i>		
Strategic position:		
1. Identify company's several product market combinations and its value propositions.		
Strategic choices		
2. Judge the impact of a change in strategy on the company's marketing mix.		
3. Justify the choice of (new) segmentation-targeting strategy.		
Strategy in action		
4. Create a (new) value proposition, based on the customer's needs and the competitors in the market.		
5. Outline a detailed marketing mix plans: a marketing communication plan, a (new) product development plan etc. aligned with the company's (new) strategic goals.		
Prerequisites		
Basic Knowledge of the Principles of Marketing Management		
Content		
Toolbox, including for example the following models:		
STP		
Roger's diffusion/adoption cycle		Marketing plan
Market entry modes		Marketing communication plan
Assessment		
<i>Grading integrated with other core modules</i>		
Assessment I: individual (essay)	Period 1: 35%	Integrative historical case.
Assessment II: teamwork (presentations)	Period 2: 35%	Integrative (live + hist.) cases.
Assessment III: individual	Per 1 + 2: 30%	Participation (qual. + quant.)
<i>Both assessment 1 and assessment 2 must be passed; compensation is not possible.</i>		
<i>Team performance will also be assessed at individual level.</i>		
Literature		
Articles: To be decided by the team		
Websites: To be decided by the team		
Contact persons		
Business Pressure Cooker Lecturers Team		

4.4 Finance Manager

Finance Manager	Module Code: BPCFIM01	4 EC
Introduction		
Finance involves the flow of capital to and from the organisation to support its ability to function. The finance manager oversees monetary concerns, deciding how best to attract and invest money in the business. In particular, he or she chooses the best way to raise funds for growth and sets both short- and long-term moneymaking goals. It goes without saying that the suitability, acceptability and feasibility of a strategy fully depends on the financial position of the company, which makes it imperative that other functional departments work closely with the finance manager. Because a change in strategic direction can dramatically alter the inflows and outflows of capital for the firm, understanding and managing risk constitutes one of the major responsibilities of this manager.		
Learning outcomes		
<i>After successful completion of the module, the student is - under time pressure and in a multidisciplinary and – cultural team, able to:</i>		
Strategic position:		
1. Explain the financial position of the company in terms of capital inflow and outflow.		
Strategic choices		
2. Evaluate the impact of a change in strategy on capital inflow and outflow.		
3. Capital budgeting: determining which projects the company should pursue based on their merits.		
4. Evaluate the various options to finance a particular newly identified investment opportunity.		
Strategy in action		
5. Develop a solid financial plan for the company or project		
Prerequisites		
Basic Knowledge of the Principles of Financial Management		
Content		
Toolbox, including for example the following models:		
Value based management		
Payback period and ROI		
Capital Budgeting		
Discounted cashflow and NPV		
Financial statement analysis		
Assessment		
<i>Grading integrated with other core modules</i>		
Assessment I: individual (essay)	Period 1: 35%	Integrative historical case.
Assessment II: teamwork (presentations)	Period 2: 35%	Integrative (live + hist.) cases.
Assessment III: individual	Per 1 + 2: 30%	Participation (qual. + quant.)
<i>Both assessment 1 and assessment 2 must be passed; compensation is not possible.</i>		
<i>Team performance will also be assessed at individual level.</i>		
Literature		
Book: not mandatory, any financial management book not older than 10 years is acceptable		
Articles: To be decided by the team		
Websites: www.investopedia.com (free access) and others (to be announced)		
Contact persons		
Business Pressure Cooker Lecturers Team		

4.5 Human Resource Manager

Human Resource Manager		Module Code: BPCHRM01	3 EC
Introduction			
Managing human resources—attracting quality employees to the company, training them, motivating them, organising them, and properly deploying them—is one of the key elements of a successful organisation. The role of human resource manager is therefore vital to the success of organization and employees alike. He or she needs to have a good understanding of department needs and functions, in order to bring the right people into the organisation, ensure a match between job requirements and available skills, and maximise productivity. This individual must also manage employees in such a way that the organisation functions smoothly and cost-effectively, and customers receive an outstanding experience at every point of engagement with the organisation.			
Learning outcomes			
After successful completion of the module, the student is - under time pressure and in a multidisciplinary and – cultural team, able to:			
Strategic position:			
1. Explain how employees create value for the company and its customers.			
Strategic choices			
2. Judge the impact of a change in strategy on Human Resource Management.			
3. Assemble an effective team for a specific business task.			
Strategy in action			
4. Translate the new strategy into requirements for staff.			
Prerequisites			
Basic knowledge of the Principles of Human Resource Management			
Content			
Toolbox, including for example the following models:			
Belbin’s team roles			
ADKAR		Hersey & Blanchard leadership model	
Lewis culture model		Kotter’s 8 step change model	
BSC		Goleman’s leadership style	
Assessment			
Grading integrated with other core modules			
Assessment I: individual (essay)		Period 1: 45%	Integrative historical case.
Assessment II: teamwork (presentations)		Period 2: 25%	Integrative (live + hist.) cases.
Assessment III: individual		Per 1 + 2: 30%	Participation (qual. + quant.)
Both assessment 1 and assessment 2 must be passed; compensation is not possible.			
Team performance will also be assessed at individual level.			
Literature			
Articles: To be decided by the team			
Websites: To be decided by the team			
Contact persons			
Business Pressure Cooker Lecturers Team			

4.6 Business Manager Skills

Business Manager Skills Module Code: BPCBMS01 5 EC
Introduction <p>Excellent business skills are essential for being an excellent Strategy, Marketing, Finance, Operations and Human Resource Manager.</p> <p>Successful management and leadership requires not only a good thorough theoretical foundation, but also mastering certain skill categories such as planning, communication, creativity and productivity. For example project management skills are essential for planning. And communication obviously requires writing, presentation, negotiation and social networking skills. Perhaps the most difficult and most important category skill at the same time is creativity; this involves e.g. brainstorming, imagination, idea generating and problem solving. Productivity contains skills like time management, (personal) leadership, cultural sensitivity and decision making. Many of these skills are essential and key to cooperating successfully within a management team.</p> <p>Development of these skills is an automatic consequence of taking the other Business Pressure Cooker modules; at the same time it is also a prerequisite for success. In other words: soft and hard skills are sides of the same coin. If needed, specific coaching for specific skills will be offered.</p>
Learning outcomes <p><i>After successful completion of the module, the student is - under time pressure and in a multidisciplinary and –cultural team, able to:</i></p> <p>To take a strategic position, to make strategic choices, and to implement strategy in action, using the following skills (list is not exhaustive):</p> <ul style="list-style-type: none">• Analytical thinking• Decision making• Bridging theories and praxis• Building arguments and convincing others• Managing time• Performing under pressure• Setting priorities and organising work flow• Working in team / supporting each other• Coping with conflicts• Communicating openly and honestly• Creative thinking• Effective writing• Behaving professionally• Reflective thinking• Listening• Being open-minded to divergent opinions• Giving the right feedback in a constructive way• Presenting convincingly• Dealing with intercultural differences <p>These skills will be assessed according to the competences used by the Rotterdam University in the Honours Programme; these are:</p> <ul style="list-style-type: none">✓ Innovation Driven✓ Explore Driven✓ Collaborative Working✓ Interactive Learning✓ Knowledge Creation
Prerequisites <p>Basic Knowledge of Principles of Business Management</p>

Content		
Integrative part of other 5 core modules, for example in form of brain storming sessions, discussions, feedback sessions, project management, presentations and competitions.		
Assessment		
<i>Grading not integrated with other core modules</i>		
Assessment: individual (portfolio)	Per. 1 + 2: 100%	Portfolio of evidence (STARR)
Literature		
Articles: To be decided by the team		
Websites: http://www.businessschoolledge.com/21-business-skills-to-succeed		
Contact persons		
Business Pressure Cooker Lecturers Team		

5 ELECTIVES

5.1 Cross-Cultural Communication

Subject	Cross-Cultural Communication
Module code:	BPCCCC01K
Author	S. Winkler
Credits	2 ECTS
Skills	
<p>At the end of the course the participant is able to</p> <ul style="list-style-type: none"> • apply core-concepts of the relevant theory to cross-cultural situations • review complex and often problematic cross-cultural business situations • describe and analyse problems in multi-cultural situations in terms to be understood by all relevant participants • analyse and reflect on his/her own communication style • reflect on her/his own attitudes and biases • communicate solutions to people from different cultural backgrounds continue gaining knowledge and insight into the essence of intercultural (personal) communication. 	
Prerequisites	
Successfully completed first year of a bachelor degree (3 years programme) or second year (4 years programme)	
Various Requirements	
<ul style="list-style-type: none"> • basic knowledge of management styles, communication and marketing • basic insight in cultural differences in communication in varying cultures • able to look at one's own cultural background • able to view other cultures with an open mind • able to reflect and communicate one's position • able to listen and learn, and be willing to adapt to a new (cultural) situation • a fair understanding of business English in writing, speaking as well as listening 	
Content	
<ul style="list-style-type: none"> • Introduction to Dutch culture • Intrapersonal and interpersonal awareness • Introduction to basic concepts of Cross-cultural communication: the dimensions of Hofstede and the model of Richard D. Lewis • Doing business with a global mindset (based on the personal profile test in the book of Solomon and Schell) • Non-verbal communication • Doing business in China 	
Teaching methods	
Lectures, cases, presentations, role plays and practical group exercises.	
Examination and Assessment Method	
• Assessment Moment	During classes + At the end of the course
• Assessment Method	Educational video + Participation in class

• Assessment Explanation	Create an 8-10 minutes educational video that describes and analyses a number of problem situations that may arise when doing business with a certain country. Include a business interview with a company doing business in that country and present advice for do's and don'ts in Cross-Cultural Communication based on theoretical knowledge and field research.
• Resit Procedure	Resit video or adjustment video
• Extra Detail	Video is a group assignment (max 4 people), individual participation and initiative will be assessed via peer evaluation.
Literature	
<p><i>Recommended but not required:</i></p> <p>Jacobs, A., <i>Cross-Cultural Communication</i>, Noordhoff Uitgevers, ISBN 9789001807771</p> <p>Solomon & Schell: <i>Managing across cultures, The seven keys to doing Business with a global mindset</i>, Mcgraw-Hill Education Europe, ISBN 9780071605854</p>	

5.2 Stock Market Game

Subject	Stock Market Game
Module code:	BPCSMG01K
Author	P.J.M. Koevoet-Sonneveld
Credits	2 ECTS
Skills	
<p>At the end of the course the participant is able to</p> <ul style="list-style-type: none"> • control an investment portfolio by interpreting (economic) news for selecting stock • justify his investments on the stock exchange by written report • draw up an investor profile and reflect on his own profile • draw up a written analysis of an annual report of a company listed on the US stock market by using factors like: return, dividend, financial risks, emotional risks, customer profile, standard deviation, correlation, investment funds etc. • evaluate whether or not it was wise to invest in this company • work under time pressure • take decisions • present and explain why he/she has chosen certain investment tools 	
Prerequisites	
<p>Successfully completed the first year of a bachelor degree (3 years program) or second year (4 years program).</p>	
Various Requirements	
<ul style="list-style-type: none"> • Computer skills are required to operate the game and to find information about stocks that are on the stock exchange. • A good set of nerves and a competitive attitude will help you to get a higher rank at the end of the game. • Reflective skills • Initiative • A fair understanding of business English in writing, speaking as well as listening 	
Content	
<ul style="list-style-type: none"> • Assets • (starting up) the competition • economic influences on the market • risk and return • attitude towards risks • financial analysis • stock picking and investment strategies • company management 	
Teaching methods	

<ul style="list-style-type: none"> • Lectures: the basics of investments are lectured. • Individual assignments: trading on the stock market and analysing an annual report of a company that is listed on the US stock market • Presentations / Discussions : during classes, students learn from each other. They give a brief oral explanation why they choose to do certain investments and where they got their information. Of course current economic developments and the impact of them are discussed as well. 	
Examination and Assessment Method	
• Assessment Moment	7th week of first period and during classes
• Assessment Method	<ul style="list-style-type: none"> • Observation of during classes • Written report
• Assessment Explanation	Active participation in competition + report
• Resit Procedure	Re-entering competition or rewriting report
• Extra Detail	Student has to score minimum 55 to pass. Attendance during classes is compulsory.
Literature	
Syllabus: The Stock Market Game (optional)	

5.3 Elementary Dutch

Subject	Elementary Dutch
Module code:	BPCEDU01K
Author	F. van der Werf
Credits	2 ECTS
Skills	
At the end of the course the participant is able to:	
<ul style="list-style-type: none"> understand short sentences and frequently used expressions that are related to (a few areas in) daily life communicate in simple everyday situations; he/she can use simple words to describe aspects of his/her own background, his/her immediate surroundings and needs and desires 	
Prerequisites	
Successfully completed first year of a bachelor degree (3 years programme) or second year (4 years programme)	
<i>Please note that Dutch speaking students are not allowed to participate in this course.</i>	
Various Requirements	
<ul style="list-style-type: none"> Active and open attitude, confidence, initiative, enthusiasm A fair understanding of English in writing, speaking as well as listening 	
Content	
<ul style="list-style-type: none"> Basic Dutch grammar Dutch pronunciation Dutch alphabet, spelling Counting in Dutch Basic vocabulary, phrases and sentences related to themes in daily life such as getting acquainted, leisure time, weather, grocery shopping and asking for directions/ giving basic information 	
Teaching methods	
Lectures, interactive lessons	
Examination and Assessment Method	
<ul style="list-style-type: none"> Assessment Moment 	During classes + At the end of the course
<ul style="list-style-type: none"> Assessment Method 	Speaking test and idiom test
<ul style="list-style-type: none"> Assessment Explanation 	<p>Speaking test: role play in which student will have to give and ask for information in Dutch</p> <p>Idiom test: translating vocabulary and expressions from Dutch to English and from English to Dutch</p>
<ul style="list-style-type: none"> Resit Procedure 	<p>Resit speaking test</p> <p>Resit idiom test</p>

• Extra Detail	Student has to score minimum 55 to pass. Attendance during classes is compulsory.
Literature	
Dutch For Dummies – Margreet Kwakernaak	
Handouts to be distributed in class	

5.4 Critical Thinking

Subject	Critical Thinking
Module code:	BPCCRT01K
Author	G. Groeneveld
Credits	2 ECTS
Skills	
<p>At the end of the course the participant is able to</p> <ul style="list-style-type: none"> • Identify arguments versus facts and opinions • Identify the parts of argument (claims, reasons, evidence, objection, refutation) • Visualise complex arguments using argument maps • Identify and understand logical fallacies • Evaluate complex written arguments • Participate in a debate using theories of argumentation and evaluation • Create effective arguments in favor of a particular position 	
Prerequisites	
Successfully completed first year of a bachelor degree (3 years programme) or second year (4 years programme).	
Various Requirements	
<ul style="list-style-type: none"> • An acknowledgement of potential personal barriers to critical thinking • The ability to approach arguments with critical distance • An open and respectful attitude towards the opinions of others in the class 	
Content	
<ul style="list-style-type: none"> • Introduction to Critical Thinking in Business • Defining argumentative claims • Identifying parts of argument in paragraphs, short essays, visuals, and short videos • Mapping short arguments • Logical Fallacies and appeals in argument • Evaluating short arguments • Class debate 	
Teaching methods	
Lectures, class activities, modelling, short homework assignments, debate, practice test	
Examination and Assessment Method	
• Assessment Moment	At the end of the course
• Assessment Method	Written exam
• Assessment Explanation	Written exam: Identifying and evaluating written arguments
• Resit Procedure	Resit written examination
• Extra Detail	Student has to score minimum 55 to pass. Attendance during classes is compulsory.

Literature
Handouts distributed during class

5.5 Presentations & Negotiations

Subject	Presentations & Negotiations	
Module code:	BPCPRN01K	
Author	I.M. van Dorp	
Credits	2 ECTS	
Skills		
At the end of the course the participant is able to:		
<ul style="list-style-type: none">• describe presentation and negotiation requirements in (international) business situations• apply presentation and negotiation techniques• analyse and reflect on his/her own presentation style• behave professionally and effectively in presentation and negotiation• demonstrate his/her (business) presentation and negotiation skills within “real life” cross-cultural (business) situations		
Prerequisites		
Successfully completed first year of a bachelor degree (3 years programme) or second year (4 years programme).		
Various Requirements		
<ul style="list-style-type: none">• Active and open attitude• Communicating openly and honestly• Being open-minded to divergent opinions• Be willing to adapt to a new (cultural) situation• A fair understanding of business English in writing, speaking as well as listening		
Content		
During this course the following topics will be covered:		
<ul style="list-style-type: none">• How to structure a convincing presentation?• How to prepare a negotiation?• Presentation, negotiation and debating tactics• Body language• Reflection and feedback		
Much attention will be paid to practical assignments and reflection on own skills. Guest speakers from companies will participate in the workshops and share their experiences in international negotiations.		
Teaching methods		
workshops, presentations, role plays		
Examination and Assessment Method		
• Assessment Moment	Continuously; at the end individual pitch	
• Assessment Method	Reflection portfolio (35%), individual pitch (65%)	
• Assessment Explanation	Judgement about how well required presentation skills are shown	

• Resit Procedure	Extra presentation assignment
• Extra Detail	Student has to score minimum 55 to pass. Attendance during classes is compulsory.
Literature	
-	

5.6 What About Big Data?

Subject	What About Big Data?
Module code:	BPCBID01K
Author	A.G.E. Looman
Credits	2 ECTS
Skills	
At the end of the course the participant is able to	
<ul style="list-style-type: none"> Describe the role of (Big) DATA within the company's strategy Make the business case for Big Data in terms of Return on Investment Assess Data Management in terms of chances instead of problems Discuss the impact of Big Data on matters of privacy 	
Prerequisites	
Successfully completed first year of a bachelor degree (3 years programme) or second year (4 years programme).	
Various Requirements	
<ul style="list-style-type: none"> Cooperation, communication, positive and critical thinking A fair understanding of business English in writing, speaking as well as listening (nice to have:) knowledge of Business Process Management and/ or experience with an ERP Environment, i.e. SAP, Oracle. 	
Content	
<ul style="list-style-type: none"> Introduction on Big Data (What is it, how to support the company's strategies or management decisions, what is the effect on the client's behavior, examples). What are the strengths & opportunities and what are the weaknesses & threats in the Big Data market, what are latest developments. How to ensure Big Data quality and what about the analysis itself (introduction of an example); What roles do we see, Governance & Risk Management (Datamanagement). How to ensure privacy for citizens and what challenges do we see for global companies; security on the internet. 	
Teaching methods	
Central presentations / exercises in subgroups, debating and learning by doing.	
Examination and Assessment Method	
• Assessment Moment	Continuously and at the end of the period.
• Assessment Method	Group presentations (50%), individual essay (50%)
• Assessment Explanation	Judgement about how well required data management skills are shown, good understanding of the importance of data management.

• Resit Procedure	Extra individual essay or group presentations; both elements have to score a minimum of 55.
• Extra detail	Student has to score minimum 55 to pass. Attendance during classes is compulsory.
Literature	
As this course is primarily an introduction course, meant to familiarise yourself with the underlying topics, anything you can find yourself on these subjects and bring into the course will be welcomed.	

6 CALENDAR

Period 1		
week 1	04 Feb - 08 Feb	intro / events
week 2	11 Feb - 15 Feb	workshops & coaching
week 3	18 Feb - 22 Feb	company, workshops & coaching
<i>Holiday</i>	<i>25 Feb - 01 March</i>	
week 4	04 March – 08 March	workshops & coaching
week 5	11 March - 15 March	workshops & coaching
week 6	18 March - 22 March	workshops & coaching / exams
week 7	25 March - 29 March	coaching / portfolio / exams
Period 2		
week 1	01 April - 05 April	company, competing & coaching
week 2	08 April - 12 April	workshops & coaching
week 3	15 April – 19 April	workshops & coaching / resits period 1
week 4	22 April - 26 April	workshops & coaching
<i>Holiday</i>	<i>29 April - 03 May</i>	
week 5	06 May - 10 May	workshops & coaching
week 6	13 May - 17 May	workshops & coaching / final presentations
week 7	20 May - 24 May	company, compet. & coach., exams / portfolio
week 8	27 May – 31 May	portfolio and resits; outro / events
		farewell dinner + handing over of certificates

7 BUSINESS PRESSURE COOKER STUDENT GUIDE

7.1 Information & Questions

Ingrid van Dorp

Semester Coordinator

e-mail: dorim@hr.nl

Hans van Oudheusden

Head of International Relations

e-mail: oudjb@hr.nl

Katja van Noordenne & Paola van Lierop

International Relations Officers

e-mail : ifm-international@hr.nl

We are your main contact during the study programme whereas the Centre of International Affairs (information desk on the 1st floor, coia-exchange@hr.nl) is your main contact before the programme.

We provide Business Pressure Cooker students with general information via e-mail and help with matters such as learning agreements, certificates and schedules.

After you arrive, please use your student e-mail (your student number + @hr.nl, for example: 0123456@hr.nl) for all communication with the Rotterdam University of Applied Sciences. Check this e-mail daily or create an automatic forward for e-mails on this account to your private account. You will receive your login details during the introduction week.

The front office for international relations is open daily from 10.00 to 12.00 and 13:30 to 15:30. You can find us on the 2nd floor in room B2.129.

While we are always happy to help you, we hope that you will try to find as many answers as possible from the handbooks, the school information systems (Hint, Osiris etc.) and from other students.

7.2 Coaching

During your Business Pressure Cooker semester you will have several sessions with your coach. He/she will contact you for an appointment. Main focus of the coaching is the Business Skills Manager Portfolio, however, it is not a problem to talk about other topics too. And - of course – you can always contact IFM-International, Ingrid van Dorp, or Hans van Oudheusden.

7.3 Learning agreements and other documents

A learning agreement is a document which proves that you have studied at our school and sometimes also lists the courses you have taken here.

You can hand in your learning agreements to be signed at the student desk on the 2nd floor.

7.4 Certificates & Transcripts of records

The certificates and transcripts of records are made, once the Business Pressure Cooker programme is finished. You receive a certificate when you complete all core modules successfully and at least three of the electives (30 ECTS in total). You will always receive a transcript of records.

7.5 Exams

There are a couple of exams during the programme. The procedure for exams in our school is the following:

For the first 45 minutes you are not allowed to leave.

Please be present 10 minutes before the exam starts. After 30 minutes from the start of the exam you are not allowed to enter the room.

The things you can take with you to the exam are different with each exam. In some cases you are allowed to bring notes and books. In some cases only writing tools. For the foreign students dictionaries are always allowed. Be prepared to have your dictionary checked for extra notes.

During the exam we require absolute silence. The person monitoring the exam has permission to remove a student from the exam if necessary.

7.6 Literature

For most courses in the Business Pressure Cooker programme specific books will be (highly) recommended, but not mandatory. Please see module descriptions.

To make most of this semester and to increase your chances of being really successful, it will help enormously if you already get yourselves familiar with the theoretical frameworks that we use for solving cases **before you come to Rotterdam**.

If you already know what these theories are about at the start of the semester, you will be able to refine and apply your knowledge at a much higher level and you will also be able to critically review the solutions that are provided by other students in your team or in other teams.

The book we ask you to read and study well before coming to Rotterdam is: **Exploring Corporate Strategy, Johnson, Scholes & Whittington, 7th edition or higher, Pearson Education. Text only version is sufficient.**



You do not need the newest edition. It is perfectly fine if you buy a second-hand copy or download an eBook online. This book is regarded as the backbone of our programme and we will refer to it on a regular basis. In the introduction week there will be an assessment to test your foundational knowledge regarding analysing and solving business problems.

Keep this in mind when planning your finances.

7.7 Dutch way of teaching

(taken from: <http://www.nuffic.nl/international-students/dutch-education/dutch-way-of-teaching>)

Respect for each individual's opinions and convictions is a national virtue that gives strength to the fabric of Holland's diverse and plural society. This is the foundation of the teaching method used at the Dutch educational institutions.

The teaching style can be described as interactive and student-centred, providing students with the attention and freedom they need to develop their own opinions and creativity in applying their newly acquired knowledge.

Problem-based learning

Holland has received international acclaim for its ground-breaking problem-based learning system, which trains students to analyse and solve practical problems independently through emphasis on self-study and self-discipline.

Interaction in class

Interaction in class is a must. Students are expected to come to school prepared and to feel responsible for the development of their own skills and knowledge. Based on that, discussions in class become possible and questions can be asked.. They should not be passive, but contribute to discussions, raise questions and be critical of what lecturers or fellow students say.

7.8 Grading

There are many different grading systems in the world, such as (from lowest to highest grade) 1 to 5, 1 to 10, 1 to 20, 1 to 100, 5 to 1, F to A. In Holland a ten-point system is used in both secondary and higher education. A grade of 10 is the highest and 5,5 is the minimum pass grade.

Here an overview about the Dutch grading system and how it is valued:

(for more information check: <http://www.nuffic.nl/international-students/dutch-education/dutch-grading-system>)

10	Pass with distinction *
9	Pass with merit *
8	Very good pass
7	Good pass
6	Sufficient
5.5	Pass
5	Near pass
4	Fail
3	Bad fail *
2	Poor *
1	Very poor *

* The grades 1-3 are hardly ever awarded and 9 and 10 are very rare.

After you have finished a course, your grade will be visible in the Osiris system. You can log into the system with you student account. You can also ask your teacher about your grade. In general, if you have any questions about the grades, please contact your lecturer first!

If you do not pass an exam, you are entitled to a re-sit.

Re-sits for period I are generally held during period II, re-sits for period II are generally held in the last week of the Business Pressure Cooker programme, so please keep this in mind when booking your flight home.

You are supposed to be present at the start of the Business Pressure Cooker programme, i.e. the introduction week. You are not expected to leave before the end of the programme including the outro week.

7.9 Being on time

The Dutch are fairly punctual people and we expect the students to be in class on time. It is especially important that, if you are planning to participate in an excursion or other activity outside university, you show up on time because the group will not wait.

Electives (Mondays and Fridays): If you come late to your class, you can still attend the lesson but it will be counted as absent!

Core Modules (Tuesdays, Wednesdays, and Thursdays): Every "case day" will start with a kick-off moment and a closing moment (mostly in form of presentations). You ARE part of the management team, you ARE one of the managers in the team. Appropriate time management skills are expected accordingly.

7.10 Language in class

Part of a respectful attitude is that we all communicate in English whenever various nationalities are present in a room. Remind each other.

7.11 In case of absence

All classes are mandatory. If you are sick or otherwise unable to attend classes, it is important that you let us know! Send an e-mail to Ms. Van Noordenne and Ms. Van Lierop (ifm-international@hr.nl) and also inform your lecturers.

7.12 Stay in touch

It is very important that we have your most recent contact information. We e-mail students on a daily basis, so if you ever notice that you are not getting our e-mails, please let us know immediately. Also notify us if you change your phone number.

7.13 Holidays

While you are following the Business Pressure Cooker programme, you will have the same holidays as the Dutch students.

10 Golden rules at our university

- Show respect in attitude and communication.
- Be prepared for class and do your homework.
- Make sure you are on time for classes and exams.
- It is not allowed to eat, drink or use your mobile phone during classes.
- Meet the deadlines!
- Check your student email address daily for all communication related to school.
- Take your responsibility in teams.
- Stick to agreements with lecturers or fellow students.
- Cooperate with evaluations.
- Be informed about the rules of examinations.