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Course Manuals give more detailed information about courses within a trimester. They contain the following information per course:
- course title, course code, number of credits;
- name of coordinator and teaching staff;
- examination form;
- examination regulation;
- aims and objectives of the course;
- extended description of the course content;
- subjects per lecture/workshop;
- required literature: books, syllabus, reader, sheets;
- literature and course content to be examined;
- recommended further reading.

Course Manuals will be available at the beginning of each trimester, for each year of the programme.
**General information**

You can download the Bachelor 1 Trimester 2 course manual, schedule, and book list and a lot of other information on the RSM IBA Current Students page (www.rsm.nl/current-students/iba). All first-year IBA students are already registered for the trimester 2 course channels and assigned to the workshop groups by IBA Programme Management. Please check to see if all trimester 2 courses are visible for you on MyEUR. If this is not the case, please contact IBA Programme Management by e-mail, IBAPM@rsm.nl.

If any changes to the schedule, registration dates, etc. should occur, these updates can be found in the respective announcement boards of the course channels. Therefore, it is important to check MyEUR frequently so you won’t miss any important information with regard to your course, timetable etc.

**Examination registration**

All first year students will be registered by IBA Programme Management for the Bachelor 1 courses and regular exams (incl. mid-terms) in Osiris. **Please note:** you **do** have to register for the re-sits which take place in July 2019 yourself.

Registration for all re-sits takes place via Osiris. The registration dates are always 35 to 7 days before the date of the exam. Mark your calendar! The examination schedule 2018-2019 (incl. the registration periods) and more detailed info about the examination registration procedures can be found on the RSM IBA Current Students page (www.rsm.nl/current-students/iba). Information about registering after the deadline can be found on the Examination Board page (https://www.rsm.nl/examination-board/request/registration-post-deadline/)

An online course evaluation will be mailed to you at the end of each trimester course. This evaluation will remain open until the course’s exam date. The day of the final examination, you will receive a separate evaluation about the exam. Please take the time to fill in both of these evaluations; your comments and feedback are greatly appreciated by members of the IBA teaching staff and Programme Management. Please be honest, but remember to remain professional and courteous in your feedback.

**Student advisers**

The student advisers’ key task is to support students with their IBA studies. Students may contact one of the student advisers for information, advice and/or guidance. The student advisers are familiar with all aspects of the course programmes and can assist students in making decisions in the fields of study planning, study choices, internships, exchange, a second study, mediation with regard to examination board issues, etc.

Students who are not able to continue their studies or experience delays, for instance because of personal circumstances such as illness, handicap, family circumstances etc., may also turn to the student advisers for personal advice and guidance. For more information and contact details please consult the following site: www.rsm.nl/studyadvice.

**RSM Rules**

The following rules and regulations, depending on your situation, may have an effect on your studies. For more information and a detailed explanation of all of these rules please consult the BSc IBA Examination Regulations (available via the RSM IBA Current Students website.

**Binding Study Advice rule**

The Binding Study Advice (BSA) implies that students need to pass all their first year courses in their first year of studies. For more information about BSA, go to the RSM IBA Current Students website.

Examinations are assessed with grades on the scale 0.0 – 10.0, accurate to one decimal place, where a 5.5 is the lowest pass grade.

**Compensation rule for 1st year courses**

The compensation rule means you can compensate one insufficient grade (between 4.5 and 5.4) with at least one rounded 7 (6.5 or higher), provided that you have passed all your other courses of Bachelor 1 in your first year of enrolment. The grade for the compensated course will remain on your grade list and counts in the grade point average for the total bachelor programme. Consult the Teaching & Examination regulations for detailed information.

**Max. 4 re-sits**

RSM would like to help students complete their bachelor's on time; meeting the Binding Study Advice (BSA) requirement is a first step in this direction. By limiting the number of B1 re-sits, RSM wants to encourage all students to pass the B1 regular exams and not wait until the summer re-sit period.

**What happens if you take more than 4 B1 re-sits?**

The number of exams that you take will be checked subsequently, only the first 4 results of re-sits (in chronological order) will be administered on your final grade list. The results of all your other B1 re-sits will be invalidated by the RSM Examination Board.
The Bachelor-before-Master rule
Admission to all RSM Master programmes is only possible if students have completed the entire Bachelor programme, without a single course left open.

Admission requirements MSc-programmes
To be admitted to one of RSM’s master programmes you need to meet the following criteria:

- You must have completed your entire International Business Administration Bachelor programme.
- You will need a grade point average of 7.0 or higher (GPA <7.0) over your Bachelor programme.

You can find more information on the Current Students website of the Master programmes.

Fraud/plagiarism
The Rotterdam School of Management, Erasmus University sets high quality standards. Consequently, the Examination Board applies a strict anti-fraud policy.

According to article 1.2 paragraph 2 Rules and Guidelines ‘fraud’ refers to:

the action or negligence of a student as a result of which it is impossible, entirely or in part, to form a correct judgment concerning his/her knowledge, insight and skills.

This includes, among others, cribbing, impersonation and plagiarism.

If fraud is detected, the Examination Board may impose a penalty. This penalty can range from a reprimand to the exclusion of all examinations for one year. In a very serious case of fraud the Examination Board may even advise the Executive Board to end the enrolment for the programme of the student concerned once and for all. Usually, the minimum penalty is invalidation of the examination concerned and the exclusion of that examination for a period of one year. Obviously, condemned students are no longer eligible for additional exam opportunities or other exceptional measures.

For detailed information on the university’s policy on fraud and plagiarism, please visit this website.

For more information about referencing and plagiarism please refer to the Handout Referencing 2017.
1st Year Student Mentor Programme (BAP-MG)

Course load: Not applicable
Trimester: 1 & 2
Coordinator: Ms Shouhe Kuo
Teaching staff: Mentors – 2nd year IBA students
Course structure: Workshops
Examination: No exams for this course, successful completion rests on your participation, handing in a series of assignments and your attendance
SIN-Online: Additional information about the course will be announced on the SIN-Online channel: '1st Year Student Mentor Programme'.
Office Hours: By appointment only

Course Overview

The First Year Mentor Programme: Making IBA Work For You is both an opportunity and resource for incoming IBA Students. The BAP-MG Mentor Programme was developed to support first year students as they make their adjustment to university life in the international setting offered by IBA. This programme is not a course in the traditional sense.

The sessions are led by second year IBA students, all of whom have participated in the Mentor Programme last year, and who have decided they want to pass on their experience and knowledge to incoming students.

During the sessions, you will have the opportunity to meet with fellow students, to share experience and knowledge about ways to navigate the classroom setting and information that is offered to you, to adjust to student life in Rotterdam and get tips about how to best make use of the resources available to you. In addition, the Mentor Programme serves as a bridge to help you adjust to the IBA culture and become part of the larger IBA community. Your mentor and fellow students can all serve as resources so that you can truly make the best of IBA.

The course consists of 12 sessions with your mentor group, beginning the first week of studies and ending in the middle of trimester 2. In addition to these group sessions, you will also have 2 individual interviews and an individual coffee moment (optional) with your mentors. Detailed info about your workshop schedule can be found on My Timetable.

Please note that attendance for the Mentor Programme is mandatory!

Programme overview

More detailed information about the session can be found in the Mentor programme Student Guide.

<table>
<thead>
<tr>
<th>2018</th>
<th>Week 50</th>
<th>Session 10</th>
<th>After Final Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>Week 3 &amp; 4</td>
<td>Personal Interview 2</td>
<td>Check-in and support for the next phase of your studies</td>
</tr>
<tr>
<td></td>
<td>Week 4</td>
<td>Session 11</td>
<td>Looking back, looking forward and going further in IBA</td>
</tr>
<tr>
<td></td>
<td>Week 6</td>
<td>Session 12</td>
<td>On Your Own</td>
</tr>
</tbody>
</table>

Literature

The Student Guide will be available on the SIN-Online channel, '1st Year Student Mentor Programme 2018-2019' before your first Mentor session.

RSM Student Representation

If you as a student have any comment about the quality of your courses, be it positive or negative, please send an e-mail to the corresponding representative or approach him or her personally.

RSM SR email: feedbackIBA@rsmsr.nl
Microeconomics & Markets (BAP068)

Course load: 5 EC
Trimester: 2
Coordinator: Dr. Anna Nadolska-den Ouden
Teaching staff: Dr. Anna Nadolska-den Ouden, Jian Chang (Q&A hours)
Course structure: 10 lectures of 2 hours; 4 non-obligatory Q&A hours of 45 min.
Examination form: Written test part 1: 50% of a total grade – open questions
Written test part 2: 50% of a total grade – open questions
Teaching form: 10 lectures of 2 lecture hours, 4 Q&A hours
Allocated study load: 140 hours, 5 EC
Contact: BAP068@rsm.nl

Consultation with the lecturer
- Only if necessary, students have the opportunity to meet the lecturer by making an appointment at the secretary's office (tel: 010-4082005, Mandeville, room T7-25). After each lecture a discussion forum will be opened. The lecturer will be also available for questions during the break and after the class.
- Students are strongly encouraged to use Canvas to ask questions about the contents of the Microeconomics course, as well as the "walk-in" Q&A hours.

Content
The course examines three interrelated questions:
1) how individuals and firms make choices,
2) in what way these choices interact in different markets and
3) how businesses and managers adjust their decision making process to the various characteristics of the markets in which they are active.

The first part of the course focuses on developing a sound understanding of the basic principles of consumer choice and the efficient use of inputs by firms. The second part of the course brings consumers and firms to the market place. Here we study how different market structures (perfect competition, monopoly, oligopoly, monopolistic competition) affect pricing and the allocation of resources. A strong emphasis is placed on the applicability of theories, principles and concepts to actual situations and concrete management problems. The skills developed during the course enable the students to (1) understand concrete situations and (2) to have an impact on these situations.

Learning objectives
- To understand consumer and producer behavior and its impact on markets
- To grasp basic economic theories and principles and their impact on business strategies and government policies
- To develop an understanding of the basic market structures and what they imply for a strategy of a company
- To apply the tools of microeconomics to solve business as well some economic problems

Compulsory study material
- There is one textbook for the course: Goolsbee, Levitt, and Syverson, Microeconomics, International Edition. The content of the lectures will follow the content of the textbook, though not always exactly.
- Course material provided on Canvas

Supplementary study material
- Launchpad, the online study platform for the textbook. Problem sets will be posted on Launchpad. In addition, the platform has useful exercises, questions, study advice, and tips. The URL for the website is: 
  http://www.macmillanhighered.com/launchpad/gls1e/113163/ECommerce/Unauthenticated#/index

Students are encouraged to solve all of the exercises on Launchpad as 2 questions during both Written test part 1 as well as Written test part 2 will be based on these exercises and/or the exercise from the book.

Lecture schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture 1</th>
<th>Lecture 2</th>
<th>Lecture 3</th>
<th>Lecture 4</th>
<th>Lecture 5</th>
<th>Written test part 1</th>
<th>Lecture 6</th>
<th>Lecture 7</th>
<th>Lecture 8</th>
<th>Lecture 9</th>
<th>Lecture 10</th>
<th>Written test part 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>Introduction</td>
<td>Using supply and demand to analyse markets</td>
<td>Consumer Behavior</td>
<td>Producer Behavior</td>
<td>Written test part 1 preparation</td>
<td>Written test part 1</td>
<td>Supply in competitive market</td>
<td>Market Power and Pricing strategies</td>
<td>Imperfect competition</td>
<td>Asymmetric information</td>
<td>Written test part 2 preparation</td>
<td>Written test part 2</td>
</tr>
</tbody>
</table>

Readings
- Chapter 1
- Chapter 2
- Chapter 3
- Chapter 4
- Chapter 5
- Chapter 6
- Chapter 7
- Chapter 8
- Chapter 9
- Chapter 10
- Chapter 11
- Chapter 15
Structure of the lectures
The purpose of the lectures is to give an overview of the basic theories about the organization and behaviour of companies and markets. The emphasis is on the compulsory literature, but we will also discuss some examples of concrete situations in which the practical relevance of theoretical concepts is shown. Students will also have a chance to look at the exercises from the book that later on will form a basis for a written test and midterm. Attending lectures is not compulsory, but strongly advised, given that the contents relate to those of the written tests.

Q&A hour
To encourage students to solve the exercises from the book and Launchpad systematically and to provide additional guidance on the solutions students can attend 4 Q&A sessions. Attendance to these sessions is NOT MANDATORY. The objective is to solve and discuss the exercises that seem more difficult for the students. Each Q&A session will deal the material of 2 lectures preceding that Q&A session. Before each Q&A session there will be an online poll on Blackboard so that the students could indicate the exercises that are difficult for them and they would like to receive more guidance on. BE CAREFUL: we will not go back in time and discuss exercises from the chapters have been discussed already. Schedule of the Q&A hour can be find on Timetables.eur.nl.

Examinations
- **Written test part 1**: 4 February from 09:30-12:00 hrs – 50% of a total grade
  The first partial test is a closed book written test in the form of open questions. **It will cover the material discussed during lectures 1 till and including 5.** The specific chapters related to this material are listed in the table above (compulsory course material).
- **Written test part 2**: 25 March from 9:30-12:00 hrs – 50% of a total grade
  The second partial test is a closed book written test in the form of open questions. **It will cover the material discussed during lecture 6 till and including 10.** The specific chapters related to this material are listed in the table above (compulsory course material). Note: much of the content of the second half of the course builds on a solid understanding of the first half of the course.

To pass the course the average grade of both partial written tests must be 5.5 or higher. There is no minimal requirement for an individual test.
- **Re-sit written test**: 8 July from 13:30-16:30 hrs (100%)
  **Re-sit test will be a single written test based on all of the material discussed during the course– lectures 1-10.** It will be in the form of open questions.

Examination feedback/perusal
Examinations will be corrected using ANS providing the students with all the information about how they performed during the examination.

Advice for students
While attendance is not compulsory, it is advisable to attend the lectures. The material for lectures (for example slides or questions) will be made available via Blackboard. The subjects on the course become more difficult and complex as the course proceeds and are built upon subjects discussed earlier. The advice to students is as follows: follow the study material consistently and do not wait until the end of the course to begin studying.

RSM Student Representation
If you as a student have any comment about the quality of your courses, be it positive or negative, please send an email to the corresponding representative or approach him or her personally after the lecture. RSM SR email: feedbackIBA@rsmsr.nl
Assessment plan

<table>
<thead>
<tr>
<th>Educational goals per course</th>
<th>Assessment formats</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>after following this course, the student is able to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To understand consumer and producer behavior and its impact on markets</td>
<td>written test part 1</td>
<td>written test part 2</td>
</tr>
<tr>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>To grasp basic economic theories and principles and their impact on business strategies and government policies</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>To develop an understanding of the basic market structures and what they imply for a strategy of a company</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>To apply the tools of microeconomics to solve business as well some economic problems</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Weighting factor</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Minimum grade required (4.5 or Pass)</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td>Opportunity to resit within the academic year (Yes/No)</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Form of examination (e.g. MC, Open-book, etc.)</td>
<td>closed book</td>
<td>closed book</td>
</tr>
<tr>
<td>Group / individual</td>
<td>individual</td>
<td>individual</td>
</tr>
</tbody>
</table>
Operations Management (BAP057)

Course load: 140 hours (5 EC)
Trimester: 2
Coordinator: Dr. J. de Vries
Teaching staff: Dr. J. de Vries
Prof.dr. M.B.M. de Koster

Course structure: Plenary lectures, exercises lectures, and electronic take home exams (bonus)
Examination: Closed book, written test with multiple choice and open questions (100%)

Contact Information

<table>
<thead>
<tr>
<th>Questions regarding ...</th>
<th>are directed to ...</th>
<th>at ...</th>
<th>by ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>content of lectures</td>
<td>Dr. J. de Vries</td>
<td>any time</td>
<td>&quot;Discussions&quot; (on Canvas)</td>
</tr>
<tr>
<td>organisation of lectures, ETHE and examinations (general)</td>
<td>Please look in this Course Manual or on Canvas.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>exemptions to rules</td>
<td>Examination Board</td>
<td>depending on type of request</td>
<td>Contact info RSM Examination Board: <a href="http://www.rsm.nl/eb">www.rsm.nl/eb</a>.</td>
</tr>
<tr>
<td>Long term absence (for example, due to illness) and other personal circumstances</td>
<td>Student advisers</td>
<td>Consult availability on website</td>
<td>Contact info IBA student adviser: <a href="http://www.rsm.nl/study-advice/">www.rsm.nl/study-advice/</a></td>
</tr>
<tr>
<td>Electronic Take Home Exams</td>
<td>For questions related to the ETHE, please read the sections specifically dedicated to this subject in this Course Manual, ask remaining questions on Discussion Board</td>
<td></td>
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</table>

Course Overview

Subject
In the course Operations Management, primary processes related to the creation and realisation of tangible products and services will be treated, namely, purchase, production, distribution, and support services. Operations Management usually denotes the management of such processes; Information Management, Financial Management, Personnel Management etc. are termed as secondary (supporting) processes. The organisation of industrial businesses involves, among other things, the choice of mechanisation and automation using information technology and the effective deployment of logistics. Primary processes are strongly based on all of these functional activities of an enterprise, starting from Research to Marketing, that have either direct or indirect relations with the production processes, and that add value to the product or service.

Relevance
Every organisation carries out both primary and secondary processes. In the primary processes, the value-addition takes place through the creation of a product or service and the distribution to the customer. Primary processes in automobile industries, for instance, consist of the following: development and prototyping of new models and features; efficient purchasing and assembling activities of the required components; taking care of the efficiency of supply and transport logistics; finding the right market and supplying automobiles to such markets. For companies like Mc Donald’s, primary processes consist of development and improvement of new products; finding good suppliers worldwide; supplying and distributing to various distribution centres, factories and restaurants; the production and sale process within the restaurants and the recycling of the waste products. It is clear that the primary processes of such organisations might differ; however, there are some similarities as well.

Characteristics of the course
The essential point of the subject forms the fundamental idea that effective management of product or service producing organisations, some of them being extremely complex, requires an integral approach. Herewith a large number of disciplines play a role. In order to provide insight into what is really the role of different disciplines in various organisations, it is essential to have a closer look at the qualities of the contemporary organisations that operate in a dynamic world under the pressure of international competition. Besides a strategic analysis, there is a need to know about the decisions that have the greatest influence at tactical and operational levels. These include hierarchical planning and control systems, choice of production systems, and production layout.

Place and function within the curriculum
The course may be seen as an introductory building-block to management studies. The introductory character can be derived from the fact that various subjects treated here have relevance to different sorts of organisations. The subjects that receive a more in-depth study in the form of compulsory and optional subjects in later years of the curriculum are: product and process innovation, sales and marketing, operations and logistics management.
Learning goals

Goals of the course
The aim of the course is to provide insight into features of primary processes and into the design, operation and control of such processes in production and service organisations. At the end of the course the students should be able to describe different basic concepts of primary processes, to understand their characteristics, and to apply them in practical situations in which process design and control are the centre of concern.

Main topics covered
The subjects that will be dealt with in this course can be roughly divided into three categories. In the electronic version of this course manual (on Canvas), you can use the colours of the subjects to identify them in the lecture schedule. For a detailed overview of the required materials to study for the written test, see the section Literature in this course manual.

- Performance requirements and analysis
  - Chapter 1: Introduction to Operations Management
  - Chapter 2: The Global Environment and Operations Strategy
  - Module D: Queuing Models
  - Module E: Learning Curves
  - Module F: Modelling with Simulation
  - Reader DPE: Deterministic performance estimation
  - Chapter 4: Forecasting Demand

- Process design
  - Chapter 5: Product Design
  - Chapter 6: Quality Management and International Standards
  - Supplement 6: Statistical Process Control
  - Chapter 7: Process Design
  - Supplement 7: Capacity Planning
  - Chapter 9: Layout Decisions
  - Chapter 10: Job Design and Work Measurement

- Planning and Scheduling
  - Chapter 12: Managing Inventory
  - Chapter 13: Aggregate Scheduling
  - Chapter 14 + DB: Materials Requirement Planning and ERP
  - Chapter 15: Scheduling for the Short Term
  - Chapter 16: JIT, Lean Operations, and the Toyota Production System

Knowledge and skills
At the end of the course, students must have acquired knowledge and skills concerning the importance of primary processes for production and service organisations; the organisation of different primary processes in various companies; similarities and differences in primary processes of different organisations; planning and management concepts of primary processes.

Learning objectives

- For “Performance requirements and analysis” you must be able to make and explain calculations on the subjects of waiting lines, deterministic performance estimation, learning curves, and forecasting. Furthermore, you must be able to explain the treated concepts, their usefulness, their pros and cons, as well as understand the interplay between the various factors such as the effect of stochasticity on performance indicators.
- For “Process design” you should be able to reproduce, explain, identify and compare the topics treated in the book and in the lectures. Furthermore, you must be able to calculate statistical process control variables (supplement 6); calculate material handling costs using from-to matrices for process oriented layouts; and calculate cycle times, number of workstations and the efficiency for assembly lines (Ch. 9).
- For “Planning and Scheduling” you must be able to make calculations with the models presented in the book and at the lectures, as well as reproduce, explain, identify and compare all issues, topics and definitions treated.

Course information

Hours to spend on this course

<table>
<thead>
<tr>
<th></th>
<th>20</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Overview lectures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exercise lectures</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Written test</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Preparation for: lectures and examination</td>
<td>102</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>hours</td>
</tr>
</tbody>
</table>
Form of the course

All parts of this course are of equal importance to obtain the desired knowledge. The plenary lectures are intended to give an overview of the subject and to explain additions to the book. The exercise lectures and electronic take home exams give the student hands-on experience with some of the subjects of this course.

Rules for participation

| Overview lectures: | not compulsory |
| Exercise lectures: | not compulsory |
| Electronic Take Home Exams: | not compulsory |

It is, however, strongly advised to attend all lectures of this course, and especially to participate in the Electronic Take Home Exams to increase the chances of passing the written test. The subjects treated in all overview lectures, exercise lectures and the Electronic Take Home Exams will be tested in the final written test.

Examinations and perusals

Examination dates

<table>
<thead>
<tr>
<th>Examination</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written test</td>
<td>Monday, March 18</td>
<td>13:30 – 16:30</td>
</tr>
<tr>
<td>Re-sit Written test</td>
<td>Thursday, July 11</td>
<td>13:30 – 16:30</td>
</tr>
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</table>

Type of questions at the written test

The written test consists of open questions as well as multiple-choice questions. There will be questions concerning all parts of the course, including but not restricted to the Electronic Take Home Exams and exercise lectures. The written test is a closed-book test. You will be permitted to use an alphanumerical, non-programmable calculator during the test. Any other electronic equipment (including, but not limited to programmable calculators, graphical calculators, electronic dictionaries, mobile phones, and watches) are not allowed at the written test.

Examples of examination questions

Old examinations will be made available on Canvas. These exam questions will be partly treated in the last exercise lecture.

After the examination / perusals

The first working day after the written test, the written test itself and the answers to all questions will be made available on Canvas. About three weeks after the written test, a "perusal" is held which offers students the possibility to review the open questions of their own work (after grading). Questions about the written test can be asked on a dedicated forum of the Discussion Board of Canvas. Please check Canvas for information on dates and times for these sessions.

Examination rules

Check the examination rules before attending the written test. Check the 'Exam Locations' channel one day in advance to verify the location.
**Literature**

**Book**

The following chapters are part of the compulsory literature:

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Operations Management</td>
</tr>
<tr>
<td>2</td>
<td>The Global Environment and Operations Strategy</td>
</tr>
<tr>
<td>4</td>
<td>Forecasting Demand</td>
</tr>
<tr>
<td>5</td>
<td>Product Design</td>
</tr>
<tr>
<td>6</td>
<td>Quality Management and International Standards</td>
</tr>
<tr>
<td>7</td>
<td>Process Design</td>
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<tr>
<td>10</td>
<td>Job Design and Work Measurement</td>
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<td>12</td>
<td>Managing Inventory</td>
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<td>13</td>
<td>Aggregate Scheduling</td>
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<td>14</td>
<td>Materials requirement planning (MRP) and ERP</td>
</tr>
<tr>
<td>15</td>
<td>Scheduling for the Short Term</td>
</tr>
<tr>
<td>16</td>
<td>JIT, Lean Operations and the Toyota Production System</td>
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<tr>
<td>D</td>
<td>Queuing Models</td>
</tr>
<tr>
<td>E</td>
<td>Learning curves</td>
</tr>
<tr>
<td>F</td>
<td>Modelling with Simulation</td>
</tr>
</tbody>
</table>

**Other compulsory materials**

- Errata to the book of Heizer and Render.
- Durlinger, P.P.J. and Bemelmans, R.P.H.G., "Logistieke Technieken", Materials Requirements Planning, Chapter 3, 1999. Sections 3.4.2 and 3.4.3 do not have to be studied.
- Theory and concepts from the MRP Adventure Game Case (a software program which is available on the school's network and downloadable from Canvas)
- Reader "Deterministic Performance Estimation"
- Lecture slides
- Articles and other materials posted on Canvas

All "other compulsory materials" are available on Canvas (under Modules - Literature).

**Old editions of the book**

It is assumed that you use the 12th edition of the book of Heizer and Render. All page references given during the course are only for the 12th edition. The differences with previous editions are limited, however, using an older edition is at your own risk. For your convenience, you find on Canvas (under "Course information") some tables that give an indication which chapters and pages to study from the 9th, 8th and 7th edition. Usage of the 6th edition (or older) is strongly discouraged, since differences with the current edition are just too large.

To participate in the Electronic Take Home Exams, you need an access code for MYOMLAB. If you want to work with an older version of the book or with a second hand book, you should purchase a stand-alone licence for MYOMLAB at the bookshop on campus (ISBN: 9781784495701).
Grading

Examination grade

The examination consists of:

- a written test with a number of multiple-choice questions and a number of open questions. The multiple-choice questions count for 7.5 points of the examination grade; the open questions count for the remaining 2.5 points. Points for the individual open questions are indicated on the written test.
- bonus points by participating in the Electronic Take Home Exams (ETHE).

There are three ETHEs this year.

- Those who achieve a grade of 4.5 or higher ON ALL THREE ETHE’s, earn a bonus of 1 point.
- The ETHE bonus will only be awarded if the grade for the closed book exam is 4.5 or higher and the student participated in all three ETHEs.

On questions that require a single number as an answer, a student's answer is considered correct if it differs at most 0.01 from the correct answer without rounding. Answers that are "close" to the correct answer may give partial points, subject to criteria set by the teachers. Any Electronic Take Home Exam that is not handed in before the deadline will be graded with a 0 (zero), the maximum grade achievable is 10 (ten).

Final grade

The final grade will be based on the written closed book test and the ETHE bonus points. The closed book written test accounts for 100% of the final grade. Bonus points are added to the total.

<table>
<thead>
<tr>
<th>Grade written test</th>
<th>ETHE grades (max. 1 point)</th>
<th>Final grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example 1</td>
<td>4.3 ETHE1: 4.5, ETHE2: 4.5, ETHE3: 4.5 (ETHE bonus points will not be awarded when your written test grade is 4.4 or lower)</td>
<td>4.3 + 0 = 4.3 (in order to pass a course, you need a final grade of 5.5 or higher)</td>
</tr>
<tr>
<td>Example 2</td>
<td>4.7 ETHE1: 4.5, ETHE2: 4.5, ETHE3: 4.5</td>
<td>4.7 + 1.0 = 5.7</td>
</tr>
<tr>
<td>Example 3</td>
<td>4.7 ETHE1: 8.5, ETHE2: 4.3, ETHE3: 4.5 (ETHE bonus points will not be awarded when one of the ETHE grades is 4.4 or lower)</td>
<td>4.7 + 0.0 = 4.7 (in order to pass a course, you need a final grade of 5.5 or higher)</td>
</tr>
<tr>
<td>Example 4</td>
<td>9.5 ETHE1: 4.5, ETHE2: 4.5, ETHE3: 4.5</td>
<td>9.5 + 1.0 = 10 (you cannot achieve a higher grade than 10.0)</td>
</tr>
</tbody>
</table>

Number of attempts

- There are two opportunities to do the written test (for dates see the section "examinations and perusals") in this academic year.
- Each Electronic Take Home Exam must be handed in before the appropriate deadline (see the section "Electronic Take Home Exams"). It is NOT possible to redo an Electronic Take Home Exam at a later time in the same academic year.

Requests for exemption

Only if another academic study (or a Dutch HBO) has been successfully completed, it is in a few specific cases possible to receive exemption from this course. To be eligible for an exemption a written request has to be send to the Examination Board. Students may be asked by the Examination Board or by the teaching staff to provide additional information. For more information concerning exemptions, please see the ‘Examination and Teaching Regulations IBA’ on the following website: www.rsm.nl/examination-board.

Plenary lectures

There are two types of plenary lectures. Ten "plenary lectures" on Monday are used to introduce the various subjects. Slides for these lectures will be posted on Canvas. The subjects and the literature to be studied for each of these plenary lectures are described in the schedule below. Refer to MyEUR for the location of the lectures.

Refer to the section “Literature” for an exact description of the compulsory literature for this course. References in the table refer to the 12th edition of the book of Heizer and Render with the exceptions "DB" (this is the chapter by Durlinger en Bemelmans, available from Canvas). "DPE" (this is the reader "Deterministic Performance Estimation", available from Canvas under "course information - literature").
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Instructor</th>
<th>Subject</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Monday December 10 11.00 - 12.45</td>
<td>De Vries</td>
<td>Intro to Operations Management The Global Environment and Operations Strategy Learning curves Queuing Models</td>
<td>Ch.1 Ch.2 Mod. E Mod. D</td>
</tr>
<tr>
<td>2</td>
<td>Monday December 17 11.00 - 12.45</td>
<td>De Vries</td>
<td>Deterministic performance estimation Modeling with Simulation</td>
<td>DPE Mod. F</td>
</tr>
<tr>
<td>3</td>
<td>Monday January 14 11.00 - 12.45</td>
<td>De Vries</td>
<td>Forecasting Demand</td>
<td>Ch.4</td>
</tr>
<tr>
<td>4</td>
<td>Monday January 21 11.00 - 12.45</td>
<td>De Vries</td>
<td>Process Design Capacity Planning Job Design and Work Measurement</td>
<td>Ch.7 Sup.7 Ch.10</td>
</tr>
<tr>
<td>5</td>
<td>Monday January 28 11.00 - 12.45</td>
<td>De Vries</td>
<td>Layout Decisions</td>
<td>Ch.9</td>
</tr>
<tr>
<td>6</td>
<td>Monday February 4 16.00 - 17.45</td>
<td>De Vries</td>
<td>Managing Inventory Statistical Tools for Managers</td>
<td>Ch.12 CD Tutorial 1</td>
</tr>
<tr>
<td>7</td>
<td>Monday February 11 11.00 - 12.45</td>
<td>De Vries</td>
<td>Aggregate Scheduling JIT, Lean Operations, and the Toyota Production System</td>
<td>Ch.13 Ch.16</td>
</tr>
<tr>
<td>8</td>
<td>Monday February 18 11.00 - 12.45</td>
<td>De Koster</td>
<td>Material Requirements Planning and ERP</td>
<td>Ch.14 DB</td>
</tr>
<tr>
<td>9</td>
<td>Monday February 25 11.00 - 12.45</td>
<td>De Vries</td>
<td>Scheduling for the Short Term</td>
<td>Ch.15 (and pages 355-356 of Sup. 7)</td>
</tr>
<tr>
<td>10</td>
<td>Monday March 4 11.00 - 12.45</td>
<td>De Vries</td>
<td>Quality Management and International Standards Statistical Process Control</td>
<td>Ch.6 Sup.6</td>
</tr>
</tbody>
</table>

**Exercise lectures**

The second type of lectures are so-called "exercise lectures". These lectures are also held in plenary, but serve a different purpose than the Monday lectures. Four exercise lectures will be used to work on mainly quantitative aspects of topics treated before in the plenary lectures. These lectures are, among others, meant to help you prepare for the Electronic Take Home Exams, and finally for the written test.

Three exercise lectures will be used to explain the questions of ETHE1, ETHE2 and ETHE3. At this time you have already received your grade. The lecture will help you to identify any mistakes you made in the calculations so that you will be better prepared for the written test. The last exercise lecture will give you the opportunity to make one of the past examinations to practice for the upcoming examination of this year.

No slides will be published on Canvas for the exercise lectures, **your presence is requested**! The assignments which we will discuss during the exercise lectures will be posted on Canvas and are required to be prepared beforehand! Refer to MyEUR for the location of the lectures. You do not need to solve these assignments correctly, but you always need to **TRY** to solve them. During the exercise lectures you might be asked to show how you tried to solve a certain exercise.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Instructor</th>
<th>Subject</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tuesday December 11 15:00 - 16:45</td>
<td>De Vries</td>
<td>Exercises lecture Modules D and E, Material of lecture week 1 + preparation ETHE1</td>
<td>Canvas</td>
</tr>
<tr>
<td>2</td>
<td>Tuesday December 18 15:00 - 16:45</td>
<td>De Vries</td>
<td>Exercises lecture, reader &quot;Deterministic Performance Estimation&quot;, Material of lecture week 2 + preparation ETHE2</td>
<td>Canvas</td>
</tr>
<tr>
<td>3</td>
<td>Tuesday January 15 15:00 - 16:45</td>
<td>De Vries</td>
<td>Exercise lecture Chapter 4 Explanation of the ETHE1 questions.</td>
<td>Canvas</td>
</tr>
<tr>
<td>5</td>
<td>Tuesday January 29 15:00 - 16:45</td>
<td>De Vries</td>
<td>Explanation of the ETHE2 questions.</td>
<td>Canvas</td>
</tr>
<tr>
<td>6</td>
<td>Tuesday February 5 15:00 - 16:45</td>
<td>De Vries</td>
<td>Exercises lecture Chapter 9 and Chapter 12 + preparation ETHE 3</td>
<td>Canvas</td>
</tr>
</tbody>
</table>
Electronic Take Home Exams (ETHE)

Deadlines
Electronic Take Home Exam 1 will be available starting Wednesday December 19, 2018 at 16:00. The deadline for handing in Electronic Take Home Exam 1 is Wednesday December 19, 2018 at 23:59.

Electronic Take Home Exam 2 will be available starting Wednesday January 23, 2019 at 16:00. The deadline for handing in Electronic Take Home Exam 2 is Wednesday January 23, 2019 at 23:59.

Electronic Take Home Exam 3 will be available starting Wednesday February 20, 2019 at 16:00. The deadline for handing in Electronic Take Home Exam 3 is Wednesday February 20, 2019 at 23:59.

Making the assignment & handing it in
The Electronic Take Home Exams are fully internet-based on MYOMLAB. You need to register for MyOMLab yourself: for the registration you MUST use your student email address, containing your student number! See the examples below for correct registration to ensure you will get a grade for your ETHE.

Example 1: John Doe has student number 123456jd. He registers himself in MyOMLab with the email address johndoe@gmail.com. He obtains NO GRADE for his ETHE and will not get the bonus even if he made the ETHE correctly, because he uses a private email address.

Example 2: John Doe has student number 123456jd. He registers himself in MyOMLab with the email address johndoe@student.eur.nl. He obtains NO GRADE for his ETHE and will not get the bonus even if he made the ETHE correctly, because his email address does not contain his student number.

Example 3: John Doe has student number 123456jd. He registers himself in MyOMLab with the “email address” 123456jd@eur.nl. He obtains NO GRADE for his ETHE and will not get the bonus even if he made the ETHE correctly, because the extension eur.nl is NOT a valid email address!

Example 4: John Doe has student number 123456jd. He registers himself in MyOMLab with the email address 123456jd@STUDENT.eur.nl He obtains a grade for his ETHE and will possibly get the bonus.

Further details about registering, making and submitting the ETHEs will be provided via Canvas, in the document Student Manual MyOMLab & ETHE 2018-2019.

Topics
Electronic Take Home Exam 1 will cover Module D and Module E of the book treated in the plenary lectures of weeks 1 and in the exercise lectures of week 1 (see “Organisation of lectures”).

Electronic Take Home Exam 2 will cover the reader “Deterministic Performance Estimation” and Chapters 4, 5, 7, and 10, treated in the plenary lectures of weeks 2, 3 and 4, and in the exercise lectures of weeks 2 and 3 (see “Organisation of lectures”).

Electronic Take Home Exam 3 will cover Chapters 12, 13, 14, 16 of the book and the Chapter of Durlinger and Bemelmans, treated in the plenary lectures of weeks 6, 7 and 8 and in the exercises lectures of weeks 6 and 8 (see “Organisation of lectures”).

Cooperation
Students are NOT allowed to discuss about the questions while making the ETHE. Each student must solve and fill out his/her own ETHE questions. Although you can use your books and notes, the ETHEs are in fact small midterm exams, checking whether your knowledge of the material is up to examination level.

The bonus point which can be achieved with the Electronic Take Home Exams are taken into account when calculating the final grades in March and July of this academic year.
**Instructions for the students**

**Study guide**
It is important to study the material given in the course schedule before attending the lectures. Furthermore, it is advised to practice some exercises before attending the exercises lectures. This will enhance your learning capacity and facilitate understanding the lectures.

**Course feedback**
The faculty involved, likes to evaluate the course in different aspects with a view for improvement. The department of MTI would especially like to stand still at the experiences of students with the exercises lectures and the Electronic Take Home Exams. Please feel free to inform us of your experiences through the Discussion Board of Canvas, via the student representation or on the evaluation form. Your co-operation is deemed essential for this evaluation and it would be greatly appreciated.

**RSM Student Representation**
If you as a student have any comment about the quality of your courses, be it positive or negative, please send an email to the corresponding representative or approach him or her personally after the lecture. RSM SR email: feedbackIBA@rsm.rug.nl

**Assessment plan**

<table>
<thead>
<tr>
<th>Course: BAP057 Operations Management</th>
<th>Written test</th>
<th>Electronic Take-Home Exams</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Educational goals</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>after following this course, the student is able to:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Describe different basic concepts of primary processes</td>
<td>X</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Understand characteristics of primary processes</td>
<td>X</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Apply the characteristics of primary processes in practical situations in which process design and control are the centre of concern</td>
<td>X</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Weighting factor</td>
<td>100%</td>
<td>Bonus</td>
<td>100%</td>
</tr>
<tr>
<td>Opportunity to resit within the academic year</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Form of examination</td>
<td>MC &amp; open</td>
<td>MC &amp; open</td>
<td></td>
</tr>
<tr>
<td>Group / individual</td>
<td>Individual</td>
<td>Individual</td>
<td></td>
</tr>
</tbody>
</table>
QMT: Statistics (BAP058)

Course load: 4 EC
Trimester: 2
Coordinator: Dr. B. Bode
Department: Technology & Operations Management
Teaching staff: Dr. B. Bode (lectures)
Office: Mandeville, T09-10
Tel: 010-4082204
E-mail: bboode@rsm.nl
Office hour: only by appointment
Teaching-assistants (workshops): to be announced on Canvas

Course structure: Lectures (2 hours per week) and workshops (2 hours per week)
Course schedule: Lectures are scheduled on Tuesdays (11-13 hrs), workshops on Fridays (9-11 hrs or 11-13 hrs or 13-15 hrs)

Examination: Written test, partly multiple choice and partly open questions, closed book, bonus system.

Compulsory literature
- All lecture sheets (published on Canvas).
- (for optional companion material, Student Solutions Manual, Study Guide, see http://international.cengage.com)

Course description
Everyday practice in business and management is characterized by decision making in situations with uncertainty. Statistics is the tool to handle this uncertainty and to help in making the appropriate decisions. This course gives an introduction to statistics with illustrative business applications. The lectures treat the basic statistical concepts and methods, and the workshops provide working skills in statistics by applying the methods on real-world business problems. The treated topics are:

- Introduction to statistics
- Descriptive statistics
- Probability and distributions
- Estimation
- Hypothesis testing
- Applications in business

Course objectives
This introductory course gives the student a basic working knowledge of statistics as it is applied in business. It introduces the student to statistical thinking, to the application of statistics to business data, and the use of statistical information in making decisions. The course is practically oriented towards solving business problems in four steps:

1. Formulate the problem in terms of statistics;
2. Identify the appropriate statistical techniques;
3. Solve the problem (by hand or with Excel);
4. Interpret the results (what does the solution mean for the problem at hand).

This course on statistics provides an essential preparation for the second-year course Applied Business Methods (BAB08) and for later applied work in case projects and thesis research.

Student preparation
The lectures are helpful in getting an understanding and overview of the statistical concepts and methods. To obtain a practical understanding, it is necessary to make exercises. The advised study scheme is as follows, where ‘WS’ stands for the ‘weekly schedule’ of this course.

1. Before the lecture at Tuesday: get an impression of the sections of the book that are scheduled for this lecture (see WS, Keller Sections). Try to identify the main topics and purposes of this lecture and try to understand some of the examples.
2. Attend the lecture, with active participation.
3. After the lecture: study the treated sections of the book.
4. Before the workshop on Friday: prepare the exercises for this workshop (see WS, Workshop Exercises).
5. Attend the workshop and take active participation in discussing, analysing and answering the exercises. Note that the student is supposed to have been active in trying to answer the questions before attending the workshop.
6. At the workshop take active part in making an old exam question that counts for the bonus system (see below).
7. After each workshop the student can make some additional exercises to test her or his knowledge (see WS, Self-study Exercises).

Weekly schedule (changes may occur, consult Canvas regularly)
The lectures are on Tuesdays from 11.00 till 12.45 hours. All lectures are given by Dr. B. Bode (RSM Erasmus University).
The workshops are on Fridays, in nine groups, three groups from 9.00-10.45 hours, three groups from 11.00-12.45 hours and three groups from 13.00-14.45 hours. The workshops are given by teaching-assistants. Please note the advised 'Student preparation' described before. Brief answers to the even-numbered questions are in the book, full answers to the Workshop Exercises and the Self-study Exercises will be published during the course on Canvas. Further note that the
perform so well at the
that past experience shows that students with prior knowledge in statistics tend to overestimate their cunnings and do not
these students, this will just allow them even more to get good marks at the
bonus, also these students have to attend at least 80% of the workshops. Possibly some old exam questions are easier for
Remarks for students with prior knowledge on statistics

The rules are as follows.

• All students are registered for a workshop group by the IBA Programme Management. The group compositions are final and cannot be changed during the trimester. Within the workshop group, groups of 3 students have to be formed.

• If a student cannot participate in a workshop (s)he should inform the coordinator (dr B. Bode) BEFORE the workshop takes place. The student should send an email message to bbode@rsm.nl to explain the reason for non-participation.

• If a student wishes to stop participation in the bonus system then (s)he should inform his or her fellow students in the same group and (s)he should send an email message to bbode@rsm.nl to stop the participation.

• A student has participated in the workshop if (s)he is actively(!) present during both hours and if in addition (s)he hands in serious answers to an old exam question that will be made in fixed groups (of 3 students) during the last part of the workshop. The answers are handed in directly at the end of the workshop. Serious work to try to solve the question is essential, but errors in the solution are allowed. If a group of students does not hand in answers or if the answers do not result from serious work then this is seen as non-participation. The workshop lecturers judge the participation of groups.

• Students who achieve a participation of at least 80% are allowed to make a bonus question at the written test that counts for 1 full grade point (in addition to the 10 grade points that can be earned by the regular written test; final grades higher than 10 are not possible, but virtual scores above 10 will certainly be remembered by the teaching staff). This bonus question will very closely resemble one of the 10 old exam questions made at the workshop.

• Students who did not participate sufficiently are admitted to the regular written test as well as the re-sit written test but they are not allowed to make the bonus question.

Final note: Workshop participation and training with old exam questions is an excellent way of preparing for the exam, this is the motivation for the bonus system. The formal rules are just to prevent free riding.

Remarks for students with prior knowledge on statistics
Some of the topics treated in this course may have been part of the high school program of some students. To earn the bonus, also these students have to attend at least 80% of the workshops. Possibly some old exam questions are easier for these students, this will just allow them even more to get good marks at the written test. It should be mentioned, however, that past experience shows that students with prior knowledge in statistics tend to overestimate their cunnings and do not perform so well at the written test, so that participation in the workshops is strongly advised in any case.
Examination
The knowledge of statistics of the student and the competence in applying statistical methods will be judged by a written test. The use of books, notes, palmtops and any means of communication (mobile telephones and so on) are not allowed during the written test. The use of a graphical calculator is not allowed either. It is (only) allowed to use one of the following calculators:
- FX-82SX Plus (Casio),
- FX-82MS (Casio),
- FX-82 Solar (Casio),
- FX-350MS (Casio),
- TI-30Xa & TI-30Xa Solar (Texas Instruments),

The written test consists of a mixture of multiple choice and open questions on all matters discussed in the lectures and the workshops. During the course a sample written test will be made available on Canvas.

Final written test: Friday 22 March 2019 from 13.30 – 16.30 hours
Re-sit written test: Friday 19 July 2019 from 9.30 – 12.30 hours

Examination Perusal
The date, time and place of the perusal will be announced when the grade is published.

RSM Student Representation
If you as a student have any comment about the quality of your courses, be it positive or negative, please send an email to the corresponding representative or approach him or her personally after the lecture.
RSM SR email: feedbackIBA@rsm.nl

Assessment plan

<table>
<thead>
<tr>
<th>Course: BAP058 QM&amp;T: Statistics</th>
<th>Assessment format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational goals</td>
<td>Written test</td>
</tr>
<tr>
<td>after following this course, the student is able to:</td>
<td>Total</td>
</tr>
<tr>
<td>describe the difference between descriptive statistics and inferential statistics as well as the role that probability plays in inference;</td>
<td>x</td>
</tr>
<tr>
<td>describe the difference between nominal, ordinal, interval and ratio level of measurement of variables;</td>
<td>x</td>
</tr>
<tr>
<td>give the definition and the formula of the most well-known measures of (central and non-central) location and spread (including the geometric mean), and use these concepts and formulas skillfully in practical applications, under which the computation of the arithmetic mean and the standard deviation of linearly transformed variables;</td>
<td>x</td>
</tr>
<tr>
<td>give the definition of the concepts frequency distribution, bar chart, pie chart, stem-and-leaf display, histogram, polygon and box plot, and use these concepts skillfully in practical applications;</td>
<td>x</td>
</tr>
<tr>
<td>describe the difference between the classical, the relative frequency and the subjective approach of assigning probabilities;</td>
<td>x</td>
</tr>
<tr>
<td>give the definition of the basic concepts and rules of probability (including Bayes’ law), and use these rules skillfully in practical applications, also with the aid of probability trees;</td>
<td>x</td>
</tr>
<tr>
<td>describe the difference between discrete and continuous random variables as well as discrete and continuous probability distributions;</td>
<td>x</td>
</tr>
<tr>
<td>give the definition of Chebysheff’s theorem and use this theorem skillfully in practical applications;</td>
<td>x</td>
</tr>
<tr>
<td>describe the properties of the most well-known probability distributions (uniform, binomial, Poisson, normal, exponential, t-distribution and χ²-distribution) and their mutual relationships, and use these distributions skillfully in practical applications, also with the aid of probability tables;</td>
<td>x</td>
</tr>
<tr>
<td>give the definition of a sampling distribution and of the central limit theorem, give the formula of the most well-known sampling distributions (mean, proportion and variance) and of the standard error of the mean and of the proportion, and use these concepts and formulas skillfully in practical applications;</td>
<td>x</td>
</tr>
<tr>
<td>describe the difference between a point estimator and an interval estimator, give the definition of the properties unbiasedness, consistency and relative efficiency of estimators, give the formula of the confidence interval estimate of the mean, the proportion and the variance, and use these concepts and formulas skillfully in practical applications, under which the determination of the sample size to estimate a mean or a proportion;</td>
<td>x</td>
</tr>
<tr>
<td>give the definition of the concepts: null hypothesis, alternative hypothesis, one-tail test, two-tail test, Type I error, Type II error, significance level, p-value, power of a test and operating characteristic curve, give the formula of the test statistic for testing hypotheses with respect to a population mean, a population proportion and a population variance, and use these concepts and formulas skillfully in practical applications.</td>
<td>x</td>
</tr>
</tbody>
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<tr>
<th>Weighting factor</th>
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<tr>
<td>Minimum grade required? (4.5 or Pass)</td>
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<td>n.a.</td>
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<td>Opportunity to re-sit within the academic year (yes/no)</td>
<td>yes</td>
<td>yes</td>
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<td>Form of examination (e.g. MC, open-book, etc.)</td>
<td>open questions/MC</td>
<td>open questions/MC</td>
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<tr>
<td>Group/individual</td>
<td>individual</td>
<td>individual</td>
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</table>
Skills 2: Effective Business Communication (BAP066)

Course load: 3 EC
Trimester: 2
Coordinator: Ms Shouhe Kuo
Teaching staff: Ms Marion Corfield, Ms Monique Kokkelink
Mr Mike Senneck, Mr Bryan O’Donovan, Ms Hayley Doidge, Ms Sonya Spry, Ms Helena Schröder,
Ms Jodie Mann, Mr Shafayet Choudhury and Ms Nilsa Harney,

Course structure:
Examination:
Workshops (3 hours per week, 10 sessions in total)
Written test, role plays and attendance requirement

Learning goals
The Effective Business Communication Skills course aims to develop students’ ability to participate in a wide range of communication-oriented business activities. Particular emphasis is placed on communication in a multi-cultural business environment. By the end of the course, students should be able to apply these skills confidently and competently.

Learning objectives

Oral skills
At the end of the course students should be able to:

- Conduct a job interview in a professional, engaging manner and handle a wide range of pertinent questions;
- Give constructive feedback;
- Present a business plan with attention to structure, delivery, style, verbal and non-verbal communication;
- Use presentation tools and handle questions, requiring team cooperation and coordination skills;
- Conduct business negotiations, using various techniques and with attention to cross-cultural communication issues;
- Show competent inter-personal skills; building and enhancing team spirit;
- Use business etiquette when taking part in meetings and teamwork tasks show inter-cultural cooperation,
discussing issues with tact and diplomacy;
- Show the following behavioral traits: positive attitude, enthusiasm, initiative, motivation and time management

Writing skills
At the end of the course the students should be able to:

- Write a persuasive and correct cover letter and CV for a professional and appealing job application to various employers. Correct forms of address, good layout, structure and targeted content should be used for both the letter and the CV;
- Write a structured market-based report for a specific purpose or client, including a professional description of trends as reflected in graphs;
- Write a concise Executive Summary;

Workshop attendance - compulsory

Attendance
Students may not miss more than 1 workshop (or 2 half workshops). Missing more than 3 hours will disqualify a student from the written test in March 2019, and he/she will not receive the 3 EC.

Attendance will be administered on My Attendance

Should personal circumstances affect your study performance, please report this to the IBA student advisers as soon as possible. The contact information and availability of the student advisers can be found on the following website: www.rsm.nl/studyadvice.

Course description
Effective Business Communication Skills comprises two parts, which will enable you to communicate both competently and efficiently in various business situations.

These parts are:
- Oral Skills - focuses on intercultural communication in a variety of role-play situations – meetings, negotiations, presentations, interview techniques, discussions etc. Students will be graded twice during the course. The schedules for grading will be arranged by the teacher concerned. In addition students will be graded for class participation.
- Writing Skills - trains students to compose a range of effective business documents. Appropriate business vocabulary and style (upward, downward, formal and less formal) will also be covered in this part, together with some attention to structure and accuracy in the use of English. Students will be given three assignments during the course, which will be outlined in workshops 1 and 2. The final assignment is the Portfolio, which must be uploaded before workshop 9. The deadlines are as follows:

<table>
<thead>
<tr>
<th>Assignment 1: CV &amp; Letter</th>
<th>Workshop 2</th>
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</thead>
<tbody>
<tr>
<td>Assignment 2: Business Report</td>
<td>Workshop 5</td>
</tr>
<tr>
<td>Assignment 3: Executive Summary</td>
<td>Workshop 6</td>
</tr>
<tr>
<td>Assignment 4: Portfolio</td>
<td>Workshop 9</td>
</tr>
</tbody>
</table>
Please note - All assignments should also be uploaded to the Canvas link for your group by 23:00 the night before the assignment is due. Assignment 3 is a group assignment, which ties in with the group presentation. This is not graded separately but will count towards the class participation grade.

Literature
- Digital reader Skills 2: Effective Business Communication – to be downloaded from Canvas before lesson 1. This is essential information and includes the assignments.
- In addition, there is a separate Reader for Writing Skills – students are expected to work through this in their own time.

Recommended Literature
- Financial English. I. Mackenzie. Thomson Heinle

Assessment and Examination
A student’s grade is determined by totaling the grades. The Oral skills part counts for 50% of the grade and the Writing skills for 50%.

- Oral Skills
  One role-play and one presentation will be evaluated (33% each). These are on-course activities for which there is no re-sit possibility. The student’s class participation accounts for the remaining 33%.

Please note: the main emphasis in this part of the course is to build confidence and encourage cross-cultural interaction regardless of language level, ethnic background etc. Assessment will focus mainly on participation along with preparation and attendance.

Please also note that, once agreed, schedules for oral grades cannot be changed, except by prior arrangement with the teacher concerned. Furthermore, students may not switch classes or join another group to make up for a class missed.

- Writing skills
  The grading for this consists of two different parts:
  - On-course assignments (50%)
  - Final written test (50%)

Two on-course assignments will be graded (Business Report & Portfolio). Each counts for 25% of the writing skills grade.

Please note: The Business Report and Portfolio are on-course assignments for which there is no re-sit possibility. No second attempts can be accepted for grading purposes. Late assignments will also not be accepted. If students have to miss a class when an assignment is due, they should upload the assignment in time and ask their trainer whether a hard copy is required.

In the written test, students will be asked to write a market report. Structure, content, style and correct use of English will be evaluated and particular attention will be paid to a professional description of trends.

Please note that the grade for the final written test must be 5.5 or higher. If this condition is not met, then no final grade will be awarded. Your grade will then be noted in Osiris as “O”, which stands for “onvoldoende” (Dutch for insufficient). This rule is in line with the “Examination Regulations Bachelor of Science in International Business Administration”.

Examination Dates
- Written test: Tuesday 19 March 2019 from 10:30-12:30 or 13:30-15:30
- Re-sit Written test: Tuesday 9 July 2019 from 09:30-11:30

Plagiarism
Please note that no copying, sharing or transfer of material between students is permitted. Any evidence of assignments or parts of assignments copied either from other students or from published sources will be treated as plagiarism. EUR sanctions for plagiarism are outlined on the following website: https://www.eur.nl/en/about-eur/vision/cheating-and-plagiarism.

RSM Student Representation
If a student has any comment about the quality of the course, please send an email to the student representative or approach him or her personally after the workshop.
RSM SR email: feedbackIBA@rsmsr.nl
## Assessment plan

<table>
<thead>
<tr>
<th>Educational goals per course</th>
<th>Participation</th>
<th>Oral assignment</th>
<th>Written assignment</th>
<th>Written test</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>after following this course, the student is able to:</td>
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<tr>
<td><strong>Evaluate &amp; Apply</strong>: Conduct a job interview in a professional, engaging manner and handle a wide range of pertinent questions</td>
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<tr>
<td><strong>Evaluate &amp; Apply</strong>: Give constructive feedback</td>
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<tr>
<td><strong>Apply</strong>: Present a business plan with attention to structure, delivery, style, verbal and non-verbal communication</td>
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<tr>
<td><strong>Apply</strong>: Use presentation tools and handle questions, requiring team cooperation and coordination skills</td>
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<tr>
<td><strong>Evaluate &amp; Apply</strong>: Conduct business negotiations, using various techniques and with attention to cross-cultural communication issues</td>
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<tr>
<td><strong>Apply</strong> competent inter-personal skills; building and enhancing team spirit</td>
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<td>X</td>
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<tr>
<td><strong>Apply</strong> business etiquette when taking part in meetings and teamwork tasks show inter-cultural cooperation, discussing issues with tact and diplomacy</td>
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<td>X</td>
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<tr>
<td><strong>Apply</strong> the following behavioral traits: positive attitude, enthusiasm, initiative, motivation and time management</td>
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<td>X</td>
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<tr>
<td><strong>Apply</strong>: Write a persuasive and correct cover letter and CV for a professional and appealing job application to various employers. Correct forms of address, good layout, structure and targeted content should be used for both the letter and the CV</td>
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<td>X</td>
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</tr>
<tr>
<td><strong>Apply</strong>: Write a structured market-based report for a specific purpose or client, including a professional description of trends as reflected in graphs</td>
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<td>X</td>
<td>X</td>
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<tr>
<td><strong>Apply</strong>: Write a concise Executive Summary</td>
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<td>X</td>
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<tr>
<th>Weighting factor</th>
<th>Oral assignment</th>
<th>Written assignment</th>
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<td>16,7%</td>
<td>33,3%</td>
<td>25%</td>
<td>25%</td>
<td>100%</td>
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| Minimum grade required (4.5 or Pass) | 5,5 | 5,5 |
| Opportunity to re-sit within the academic year (Yes/No) | No | No | No | yes |
| Form of examination (e.g. MC, Open-book, etc.) | participation | open (task) | assignment | assignment |
| Group / individual | individual | individual | group & individual | individual |
**Strategic Business Plan (BAP074)**

**Course load:** 6 EC  
**Trimester:** 2 and 3  
**Coordination:** J.J. Nijholt  
**Teaching staff:** To be announced on Canvas  
**Course structure:**  
- 2 plenary lectures, 2nd trimester  
- 1 introductory seminar, 2nd trimester  
- 4 seminars, 2nd and 3rd trimester  
- online knowledge clips  
- 4 question hours, 2nd and 3rd trimester  
**Assessment:**  
- Final Report (50%)  
- Assignments (total of 4) (40%)  
- Individual presentation (5%)  
- Participation during seminars (5%)  
**Course schedule:**  
- Plenary lectures on Mondays (2nd trimester)  
- Seminar sessions (obligatory) on Thursdays  
  See MyEUR, Timetable for the lecture and seminar dates and times.

**Introduction**  
During this course students draw up a strategic business plan for a real-life small or medium sized company and formulate a business strategy for the coming five years. Students apply the knowledge gained in "Introduction to Business" (BAP064) with a specific emphasis on the strategic concepts and tools studied in that course.

**Learning Objectives**  
The primary learning objectives are:

- Deepening the understanding and knowledge of a limited set of strategic concepts and tools including, but not limited to, strategy formulation, five forces analysis, market profiling and segmentation.
- The consistent and logical application of those strategic concepts and tools to a real-life case.
- Understanding the limitations and applicability of different data sources for different analyses. Specifically, understanding and applying the distinction between internal analyses, yielding insights into a company, and external analyses, yielding insights into environments, industries and markets.

Students also apply much of the content of the "Skills" courses. Therefore, secondary learning objectives are:

- Building on, deepening, and exercising teamwork, writing and presentation skills.
- Developing project management skills including time management and planning.

**Overview of the Course**  
During the first trimester, students need to do two qualifying assignments, namely 'Team Formation' and 'Company Registration' (see below). This means you need to form a team of four students and find a suitable company willing to cooperate with you on the course. Companies need to meet certain criteria to be considered ‘suitable’, which are shared through Canvas and discussed during the Strategy lectures of Introduction to Business (BAP064). Failure to do the qualifying assignments means students cannot take part in the course.

Having formed a team, and found a suitable company, you will present your company during the introductory meeting at the start of December. You will prepare a document called 'Company Proposal' in advance and bring it to the seminar session. If your tutor deems that both assignments have been completed appropriately, the tutor will sign your Participants Agreement (available on Canvas) and allow online registration of your company (details on how to register your company will become available on Canvas as well).

Teams will work towards the Final Report by completing four assignments. At the start of the course, two plenary lectures will discuss the setup of the course and the first assignment. The remaining assignment will be introduced and discussed in a series of online knowledge clips available well in advance of your upcoming deadlines.

Students will be offered the possibility to meet their seminar tutor in the week before the four assignment deadlines during an informal ‘question hour’. The time slots will appear in your MyEUR, My Timetable.

You will get feedback on your four assignments, both from your seminar tutor as well as your fellow students, during each of the four seminars. Every team member is required to present one of these four assignments during the seminars.
About the Qualifying Assignments

1. QUALIFYING ASSIGNMENT: TEAM FORMATION
In order to qualify for entry into the course Strategic Business Plan you need to form a team of exactly four students and register this team through My Registrations. This is a qualifying assignment that needs to be completed in trimester 1.

Deadline is Sunday 11 November 2018 (23:59).

2. QUALIFYING ASSIGNMENT: COMPANY REGISTRATION
The team is responsible for finding and contracting a suitable company before the introductory seminar and will present this company during the seminar session. This will be an informal presentation; you do not need to prepare slides. However, you are required to prepare and hand in a document before this seminar in which you list the company (or companies) you have contacted describe how the company criteria are met. More information about the company proposal will be posted on Canvas.

The company has to meet specific criteria (see Canvas) and the tutor will check whether these criteria are being met. If so, the tutor will:
- sign the participants agreement,
- formally allow you to register the company online.

About the Participants Agreement
Posted at the Canvas site of the course you will find a number of documents. One of them is the ‘Participants Agreement’ which details the expectations and contributions that all three parties in the course have: your student team, your company, and the staff of the Department of Strategic Management and Entrepreneurship from RSM. The main function of this document is to get your company to commit themselves to your team. Moreover, if you are able to show a signed Participants Agreement at the introductory meeting this will show your tutor you have completed your Qualifying Assignment.

If you failed to finish the Qualifying Assignment before the introductory seminar, but still managed to register a suitable company before 20 December 2018 (see below), your seminar tutor will sign the Participants Agreement during the first seminar session in January and return it to you. The Participants Agreement is intended for your own administration.

Online Registration
The company has to be registered online ultimately on 20 December 2018 at 23:59 (details on how to do this will be announced through Canvas at the start of the course). During online registration, you are asked to provide some information about the company that will allow us to contact the company (if deemed necessary).

Extensions
In case you have not found a firm before the introductory seminar, we ask you to share a plan of action in which you make clear how the team will find a company to register before 20 December 2018. If your plan is viable the seminar tutor will allow you extension of the deadline until that date. However, your tutor will refuse extension if you cannot provide evidence you have attempted to find a suitable company (as evidenced by your company proposal) and/or do not have a convincing plan for finding a suitable company before 20 December. This means you failed the Qualifying Assignment for entry into the course and you will have to do the course next year!

Teams that present a convincing plan but still fail to register a suitable company by 20 December also fail the Qualifying Assignment for entry into the course. Extensions for this qualifying assignment past the deadline may only be given by the course coordinator, and will only be given to teams that have showed serious effort (as evidence by the company proposal) and for circumstances beyond your control. Please visit the consultation hour as soon as possible if it seems you will not make the deadline.

Exemptions to the Criteria
In case a company willing to participate in the course does not meet one or more of the criteria, we encourage you to ask for an exemption. To do so, send an e-mail to businessplan@rsm.nl. In your e-mail, clearly explain which criteria are being met (provide some evidence) and which are not. Provide arguments as to why you think the company is suitable for this course. We will try to respond within a couple of working days.

Literature
The obligatory reading for this course consists of the theories, models and concepts from the plenary lectures and the course readers:
Assessment
The final grade for this course is composed as follows.

- Final report: 50%
- Assignments (total of 4): 40%
- Individual presentation (during seminar): 5%
- Participation (during seminar): 5%

For the first three assignments we apply the regular rules with respect to minimum grades (equal or higher than a 4.5 in order to receive a final grade). Also see the Extended Course Manual posted on Canvas.

Bonus Worksheets
Each of the four assignments will have one voluntary bonus worksheet. Doing this worksheet is not mandatory. A submitted bonus worksheet will only receive a passing or failing grade. However, achieving a ‘pass’ for the bonus worksheet means that you will receive an additional 0.5 added to your assignment grade, provided you had already scored a grade of 4.5 or higher for that assignment’s regular content.

Extended Course Manual
All students are expected to be familiar with the rules and procedures as described in the Extended Course Manual, available on Canvas. In that document you will find further information on staff, communication, absenteeism, restrictions and exemptions.

RSM Student Representation
If you as a student have any comment about the quality of your courses, be it positive or negative, please send an e-mail to the corresponding representative or approach him/her personally after the lecture.

RSM SR e-mail: feedbackIBA@rsmsr.nl

Consultation Hour
The consultation hour will be organized every Monday from 08:30 to 09:30 in Mandeville, room T7-67, for the duration of the course. The consultation hour is intended to discuss company or team problems - but not course or assignment content, which should be discussed during the ‘question hour’ scheduled before assignment deadlines.

Assessment plan

### BAP074 Strategic Business Plan

<table>
<thead>
<tr>
<th>Assign 1</th>
<th>Assign 2</th>
<th>Assign 3</th>
<th>Assign 4</th>
<th>Presentation</th>
<th>Participation</th>
<th>Final Report</th>
<th>Total</th>
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#### Primary learning goals:
- Deepening the understanding and knowledge of a limited set of strategic concepts and tools including, but not limited to, strategy formulation, five forces analysis, and market profiling and segmentation.
  - x x x x x x

- The consistent and logical application of those strategic concepts and tools to a real-life case.
  - x x x x x x

- Understanding the limitations and applicability of different data sources for different analyses. Specifically, understanding and applying the distinction between internal analyses, yielding insights into a company, and external analyses, yielding insights into environments, industries and markets.
  - x x x x x x

#### Secondary learning goals:
- Building on, deepening, and exercising social, writing and presentation skills.
  - x x x

- Developing project management skills including time management and planning.
  - x x x

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<td>Minimum grade required (4.5 or Pass)</td>
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<td>4.5</td>
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<td>Opportunity to resit within the academic year (Yes/No)</td>
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<tr>
<td>Form of examination (e.g. MC, Open-book, etc.)</td>
<td>Assignment</td>
<td>Assignment</td>
<td>Assignment</td>
<td>Presentation</td>
<td>Participation</td>
<td>Report</td>
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</table>
1st Year Student Mentor Programme (BAP-MG)

- The Student Guide is available on the ‘1st Year Student Mentor Programme 2018-2019’ channel.

Microeconomics & Markets (BAP068)

- Launchpad, the online study platform for the textbook. Problem sets will be posted on Launchpad. The URL for the website is: http://www.macmillanhighered.com/launchpad/gls1e/113163/ECommerce/Unauthenticated#/index
- Course material provided on Canvas

Operations Management (BAP057)

- Heizer, J. & Render, B., Operations Management, 12th edition, Prentice Hall, 2016, ISBN 9781292148748 (the book itself will show ISBN 9781292148632). Purchase the book from bookshop on campus or from the STAR study association in order to get the special RSM package with a 24 month access code for MYOMLAB (required for the ETHE). The standard book package bought elsewhere only provides a one year access code, this is the reason for the different ISBN!
- All other compulsory materials are available on Canvas (under Modules – Literature)

QMT: Statistics (BAP058)


Skills 2: Effective Business Communication (BAP066)

- Digital reader Skills 2: Effective Business Communication – to be downloaded from Canvas before lesson 1. This is essential information and includes assignments.
- In addition, there is a separate Reader for Writing Skills – students are expected to work through this in their own time.

Strategic Business Plan (BAP074)


Books can be bought at:

- RSM STAR
- Study Store on campus Woudestein
- Second-hand books are available via RSM Student Representation, RSM STAR, Study Store on campus Woudestein, Second Reader
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Speak your mind by:
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- Email us at info@rsmsr.nl
- Fill out the feedback surveys
- Join our focus groups (with food and drinks!)

WEBSITE: WWW.RSMSR.NL
FB: RSM STUDENT REPRESENTATION
INSTA: @RSMSTUDENTREPRESENTATION
Did you already know that you can find a lot of information on the [RSM IBA Current Students](www.rsm.nl/current-students/iba) website?