

Customised Programme

Handbook

**Business Innovation
Semester 2 2019-2020**

Customised Programme semester 2, second year students

Below is the list of the Negotiated Learning Units we offer in semester 2 of 2019-2020, including short descriptions of each Unit. The offering for 2020-2021 will become available in December 2020 for both our own BUSINESS INNOVATION students and our incoming exchange students to choose from. Below you can find the current offer of electives in 2019-2020.

Based on your choices/interests, we will decide on the final offer and create a schedule such that no-one has clashes.

You will get a grade per Negotiated Learning Unit. There will be an assessment to determine what the grade is at the end of each unit. You will receive two chances to pass year 2 NLU's. You **cannot** resit a second year NLU with a pass/fail NLU from year 1, 3 or 4.

In the end Business Innovation students will need to do 28 EC worth of Negotiated Learning Units.

The remaining 2EC from semester 2 is for the CP passport appraisal. This is one of the thresholds for starting your grad track next year!

Please make your choice known, by sending your preference to businessinnovation@inholland.nl. The sooner you send your choices, the sooner we can make the schedule. You can join the NLU up until it starts, if it is not full. But if there are not enough registrations, before Christmas, for an NLU it will be taken off the list.

- Circular Economy (5 EC)
- Create your Start-up (3 EC)
- Data literacy for Innovators (3 EC)
- Human Resources Management (3 EC)
- Mandarin Chinese (5 EC)
- Marketing Old & New Skool (5 EC)
- Organisation Design & Change (5 EC)
- Psychology (5 EC)
- Social Design Tokenomics (3 EC)
- Urban Agriculture (5 EC)

1. Circular Economy

EC	Contact hours	Lecturer	Max students
5	35	Elles van Asseldonk	30

‘Consider this: all the ants on the planet, taken together have a biomass greater than that of humans. Ants have been incredibly industrious for millions of years. Yet their productiveness nourishes plants, animals, and soil. Human industry has been in full swing for little over a century, yet it has brought about a decline in almost every ecosystem on the planet. Nature doesn’t have a design problem. People do.’

Cradle to Cradle: Remaking the way we make things.

Thanks to the inheritance of our forefathers, our generation has some serious work to do. Today’s world finds itself in ecological peril. The loss of biodiversity is so great that scientists are now talking of us being in the sixth greatest extinction era the world has known. The International Geosphere-Biosphere Program (2010) shows an exponential change in various areas: growth in atmospheric carbon, tropical deforestation, increase in cars, decrease of sea-ice. Stephan Harding notes that “if this does not depress you, you must see a therapist”. We need to realize that humans are part of the biosphere and all our actions remain in the closed system of earth’s ecology. Therefore we need to redesign the current system, as well as our current way of thinking.

The problem lies in the solution; we need to stop thinking we have a solution and instead focus on a solution ecosystem. The Blue Economy (Pauli, 2012) is a way of thinking of the earth as a floating blue dot in space, in which companies are organised around each other’s’ waste or output systems to create ecosystems such as seen in nature. Just like Pauli, entrepreneur behind Ecover, architect William McDonough and chemist Michael Braungart found inspiration in nature, and applied principles of biomimicry to create truly innovative sustainable solutions. In their provocative book ‘cradle-to-cradle’ they describe how our current manufacturing model, which dates back to the Industrial Revolution in the early 1800s, creates incredible amounts of waste and pollution, and show by their experiences of redesigning everything from carpets to campuses how easy it is to do things differently.

Rather than adhering to our linear economic model, we can reorganise production in a circular way. Thus products can be designed from the outset so that, after their useful lives, they will circulate onwards. Circular economy is a regenerative system in which resource input and waste are minimised by closing material and energy loops. Circular economy provides a coherent framework for systems level re-design and innovation.

The NLU is organised in five steps answering the following questions:

1. How is our current economic and production system organised?
2. What is circular economy? How does it compare to linear economy?
3. Who are the frontrunners? (with a field visit, during our “solution safari”)
4. How does it feel to be part of the circular economy as a consumer? (experiencing the service economy by a field visit)
5. How do we apply the things we learnt to our own ideas? Can we as a classroom create a circular economy? What new business models do you need? (New value propositions, circular business canvas model)

2. Create your Start-Up

EC	Contact hours	Facilitators	Max students
3	21	Edwin van der Sleen & friends	20

When entrepreneurs come to me with that “million dollar idea,” I have to tell them that an idea alone is really worth nothing. It’s all about the execution (Zwilling, 2018)

Do you have this one great idea you are sure about it has the potential for a huge business? But you don’t know how to start? Just get out and do it! Join this NLU to get insight in what is needed to get going and to keep the business going. Failure and success... perseverance and slack.... there is only one who can do it ...and that is YOU! We support you.

In 5 workshops and training sessions we will guide you through the entire start-up process; from pitching your initial start-up idea, turning it into a viable business proposal, and getting support from investors, to incubating your start-up for further development and growth.

“Overall, every entrepreneur should be concerned if they don’t regularly feel stretched beyond their comfort zone, meaning mastering the art of execution if you are mainly creative, or developing creativity if you are mainly process driven. Don’t forget that the fun and challenge is in the learning, so enjoy the ride. The entrepreneur lifestyle is not meant to be comfortable.” (Zwilling, 2018)

3. Data Literacy for innovators

EC	Contact hours	Facilitators	Max students
3	21	Gustaaf Vovking	20

Data. Everybody wants to mine the gold. Professionals, managers and consultants who understand how to do that are in high demand... and extremely scarce:

- Companies like Google, Apple and Facebook thrive on mining the vast amounts of data to improve all of their services... and bottom line.
- Online retailers and brick and mortar retailers want to improve their supply chain, internal organizations and all things employee engagements via their data.
- Government want to apply Data science to improve security, lower fraud and organize better.
- We could go on and on...

In this series of workshops you are going to study and experience Data sensible Business Innovation. From asking the right questions, to getting the right data, picking the right data science tools and getting to data founded Business Innovations.

This series of workshops will focus on the sensible application of Data Science for Business Innovators. Each student will come up with an application of Data Science for Business Innovation and pass a body of knowledge test. This helps them be a credible partner for (senior) management who demand data and evidence based innovation.

Day 1: Data Science Demystified – The Data Science cycle

Assignment: In groups of 2/3 pick a business (project) and set up a Data driven Business Innovation

Day 2: Data Science methods

Assignment: Identify which methods are (not) useful and why (not) for your group's Data driven Business Innovation

Day 3: Data Science in action

Assignment: Uncover pitfalls for your group's Data driven Business Innovation

Learning objectives

- You will learn how to use the Data Science cycle (1. Question, 2. Data collection, 3. Data wrangling, 4. Applying data science) to support innovation projects.
- You will learn how to pick Data science techniques.

4. Human Resources Management

EC	Contact hours	Lecturer	Max students
3	24	Stephanie Hain	25

Description

Human resources - the engine of every organisation. People are the most important asset of a company – and often the most expensive one at the same time. Human resources make a company run, develop, grow, adapt, innovate, etc. Even the smallest businesses need human resources: someone to generate new ideas, someone to develop, maintain and upgrade the company's products and services, someone to take care of the financial administration and – last but not least – someone to take care of the people.

Many functions might be outsourced in the future. Maybe the amount of people will be reduced tremendously due to disruption of businesses by using robots and smart IT applications, but still human resources will be needed. They need to be recruited, hired, kept happy, developed, managed, and possibly fired.

In this NLU we will go into the fundamentals of human resources. We will look at the whole cycle of Human Resources Management, starting with HR Strategy & Planning, through Recruitment, Employer Branding, Training and Talent Development to Employee Exits and all the steps that need to be taken care of in between (compensation, benefits, contract forms, management styles, team set-ups, etc.)

Wherever humans are involved, human behavior comes to the fore. The NLU HRM will focus on all HR related topics in order to make sure they are looked at in an entrepreneurial context. The changes and developments in today's markets have a huge impact on almost all main HR topics, so the discussion about how to adapt and what to do differently in the future will continuously come back during the course.

5. Mandarin Chinese

EC	Contact hours	Lecturer	Term	Max students
5	35	Jolanda Broex	3 & 4	20

Description

Knowledge of the Chinese language contributes to understanding the Chinese culture of the people. Therefore, in this workshop of negotiated learning you will learn the basics of the Chinese language. The goal is that you gain a basic understanding of the fundamentals of Mandarin Chinese.

Learning Objectives

In ten weeks you will visit 2 times 1 1/2-hour workshops you will become one of those who speaks Chinese and learn to make yourself understood in Chinese in daily life situations. As language and cultural are intricately fused, we will also look at some cultural aspects and how they affect daily life behaviour and conversation.

We will focus on pronunciation, basic grammar, reading and writing basic texts and speaking and listening. After 10 weeks (including self-guided practice) you will definitely not be near-native in Chinese, but you'll definitely be able to express yourself converse with Chinese people in day-to-day situations. You will impress your Chinese business partners in business contacts by being able to conduct the introduction part of the meeting in Chinese!

N.B.: this NLU 'Chinese for beginners' is only open to students who don't have any background in Chinese.

6. Marketing Old & New

EC	Contact hours	Lecturer	Max students
5	28	John Clancy	30

Clever marketing drives brand loyalty, product longevity, and profit. It is critical for the long-term success of any business because it ensures that a company attracts, retains, and grows customers by creating, delivering, and communicating superior customer value.

In this NLU, we'll begin by looking at marketing's role in an organisation, the activities that constitute marketing and how the parts are integrated into a marketing plan. From there we'll examine the environment in which marketing operates including the explosion of the Internet, globalisation and shifting societal values.

Businesses mostly succeed by concentrating on a group of customers they can serve better than anyone else. We'll investigate and analyse the core strategies that these companies implement in order to stay relevant and prosper in an increasingly competitive world. To do that, we'll take an in-depth look at the principles used in the implementation of an effective marketing mix, which is predominately associated with the 4P's (Product, Price, Place, Promotion) of marketing or the 7P's (4P's + Physical Environment, Process, People) of service marketing.

To help bring marketing to life, this NLU will be filled with interesting examples, stories and discussions about real companies and their marketing practices. And those models will be used as a foundation for solving real-life cases and developing and implementing your own marketing plan for an established company.

7. Organisation Design & Change: developing effective organisations

EC	Contact hours	Lecturer
5	35 (exclusive assessment)	Gert Dammer

As soon as an organisation is larger than a one-man operation, it needs to be designed: you need to agree on who does what, how and when you are going to communicate to each other. Even two people can be a great challenge, think about the projects you have worked on so far with fellow students. Of course when the organisation grows it becomes more complicated. You need to think of a company culture and structure that fits vision, mission and strategy to work effectively and efficiently.

In this course you will learn how to design an organisation for efficiency and effectiveness through (short) lectures, discussions and practical work using real-life case studies. The following topics are included.

- Basics of organisational designing: elements of functionalisation, co-ordination and finalisation.
- Normative model: which organisational design/structure is more effective and efficient?
- Cohesion of strategy, culture and structure: impact of mission and vision.
- Design & change: business strategy to individual competences.
- Design & change: implementation processes geared to core business.

8. Psychology

EC	Contact hours	Lecturer	Max students
5	35	Jeanette van Geuns	25

Description

“Psychological knowledge is essential to scientific and technological innovation. Technology requires the use of human operators, and understanding human capacities and limits is essential for implementing technological advances.” (American Psychological Association, 2010)

Psychology is at the core of all human behaviour. By understanding the fundamental human drives which underpin consumer behaviour, and how different people think, feel and act, we can create innovations that will cater to their needs.

In this NLU we will take a broad approach to the study of Psychology. We will explore fundamental theories and models, and look at recent developments from a variety of perspectives. The focus will be on applying psychological principles in our daily lives. Topics to be covered include:

- What is psychology and what does it offer
- States of consciousness
- How we are changed by experience
- Memory and cognition: remembering, thinking, deciding, creating
- Human development
- Motivation and emotion
- Personality and intelligence
- Understanding individual differences

9. Social Design Tokenomics

EC	Contact hours	Lecturer	Max students
3	21	Richard John	25

You have all heard of Bitcoin and buzz words such as Ethereum or maybe even Ripple. These are all built on the relatively new technology known as blockchain. Blockchain will soon replace the underlying structure for a lot of the applications and services we use today, including systems for managing our finances, tracking our health, and determining how we connect, transact, and communicate with each other. The truth is these technologies pave the way for unforeseen business models and social interactions. Tokenomics (short for Token Economics) is the study and design of social and business models based on this up and coming technology. The ultimate aim of tokenomics is to enhance societies quality of living, in a fair, just manner, without the need of a central authority or governing body. During this course we will explore the potential of tokenomics from a social perspective. Just as blockchain is a young technology, tokenomics, as a field of expertise is still in full development. Join the course as we explore the potential of these systems for Social Design and Business Modelling.



- The tokenization of things | Matthew Roszak | TEDxSanFrancisco <https://youtu.be/Rto-earGcxg>

During this course you will learn:

- The basics of blockchain from an innovators (non-technical) perspective.
- The basics of token economics; the foundation for business models of the (near) future.
- Your role as a Business Innovator in the upcoming Blockchain space.
- Work on the development of your own Token Economics based Business Model.
- How to visualize tokenomics based Business Models.

6 sessions (once per week, 3 hours)

1, 2: Theory on Tokenomics and Blockchain

3: Excursion to a Blockchain Innovation Lab (to be confirmed)

4, 5 and 6: Design your own Tokenised Social Network or Business Model for a Blockchain Application

Classes are interactive with an emphasis on discussion, workshops and learning by doing.

10. Urban Agriculture: Design for Change

EC	Contact hours	Lecturer	Max students
5	35	Elles van Asseldonk	25

Description

For the first time in human history; half of the world's population lives in cities. Cities have been planned as places of work and leisure -remaining parasitic for food on the arable land around it. This course reimagines cities as green places where food is produced in economically viable ways. The fundament of the course are critical, radical theories from urban planning; this course will examine food security (with special attention to the global south), food production techniques, ask students to create business canvas models and take the first steps into setting up a sustainable business in urban agriculture.

The course is a mixture of lectures and field visits. The field visits provide students with an inside look into the world of fruit tree growing, beekeeping, and insect farming or mushroom growing (t.b.c). Students will get hands-on and build an aquaponics system, practise food waste preservation techniques and start their own project. A variety of innovative organisations will give guest lectures, including (but not limited to) the Kitchen of the Unwanted Animal, the off-grid KasKantine, and Metabolic Lab.