

Ontvangen op vrijdag 20 december 2024 per e-mail.

Dear Eva,

It is my pleasure to give you feedback on your performance as a new lecturer researcher 'Human Resource Management & Organisation' at Hotel Management BA Fulltime Programme.

To start with, you have since last 1.5 years ago jumped the bandwagon which is already moving in a fast pace as far as DBE curriculum, team formation as well as the new organisation structure (based on learning communities is concerned). You have adapted to the situation very quickly and hit the ground running. What I admire about you is that you don't hesitate to ask what is not clear or fully understood by you (and slowly & steadily you have found your way to the answers to the questions you have had). You gave given importance to the quick start trainings, some guidance from your buddy colleague in our team as well as another expert colleague (with more experience in your expertise group 'Leadership & People'). Your empathetic, open and always eager-to-learn attitude is the reason that has helped that you could make soft landing at your new job i.e. teaching in Hotel Management School, BA Programme while you had no prior experience as a teacher but brought in experience in the filed of HRM, Talent Management, Leadership, Organisational Behaviour, Coaching etc. You also have good collaborative and connecting-with-people skills which you can use even more within our team as well as outside our team (especially with key stakeholders within our academy and Industry Partners).

As a coach of our BA fulltime students, you have taken your job seriously from the beginning, by practising your dialogue and reflection skills. I see that slowly but gradually you are learning to adapt your coaching to the individual needs of your students and their preferred learning styles. What helps you in this regard is the fact that you are (intrinsically) sensitive to your student's needs. What I would love to see more of is that you help your students become more self-reliant and self-regulated. I do see that it is already starting to happen, so my compliment for that. Providing formative, constructive feedback during the (iterative) learning process in the PPD and atelier sessions does not mean that you have to put in lots of hours (even working in the weekends), you can try exploring the possibilities of peer-to-peer feedback even more than you do now (use Feedbackfruits app for example) as well as the new GenAI features.

With your previous work experience (especially at IKEA) you bring something unique to the table. As an expert, I would love to see that you keep taking initiatives like some you are already working on (role plays for practising interview techniques, difficult conversations etc) especially to develop and practice different didactical strategies. In the coming period, you can work on connecting with some of our industry partners who can help you develop our programme and make it more contemporary and future-proof. You have strong theoretical basis as far as the body of knowledge related to HRM is concerned, it is now a matter of making it more demand-driven and practising just-in-time teaching to find the learners wherever they are in their learning process. Next time we meet, I would like to explore how you can embed subjects such as ESG (ESRS), CSRD metrics, CSRD reporting, AI based solutions for HR etc in our programme.

As a atelier facilitator, I think you are well on your way to learn the ropes. You have the natural ability to facilitate young learners. I would love to see you explore and try different methods to stimulate your students practice their creativity in ateliers, try out-of-the-box things as well as (at the same time) keeping their (Design challenge) project management in check. You

mentioned that you are learning a lot from the DBE Atelier part of the BDB course, perhaps you can share what you are learning with other teachers in our team as well, as sharing is caring and by sharing you will learn a lot more about how to master certain tools that help make your atelier more interactive and datapoint rich. I would love to see you try more of the (digital) didactic tools in your ateliers (especially related to interaction, group process as well as encouraging creativity & innovative ideas).

My overall assessment is that you have a natural ability to adapt your learning & teaching approach to embed the principles such as 'Constructive learning', 'Contextual learning' and 'Collaborative learning' (and with experience you will become even better at it), where I think you should put more time and energy on, are the 'Self-action learning' (by designing more clever interventions so that your students take control & ownership of their own learning also at meta cognitive level) and 'Designerly Learning' (guiding your students to master the phases of DBE, Design Thinking, Experimentation & Innovation).

Lastly, I recommend that you can put more effort in getting even a better grasp at our Programme Learning Outcomes and Programmatic Assessment in general. This is to keep challenging yourself, so that, your professional growth as a teaching professional keep flourishing even after you have passed your BDB portfolio (which I have confidence that you will).

I wish you good luck finishing your portfolio and please do not hesitate to contact me in case you have specific questions related to your portfolio.

Best Regards,

Harpinder

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