

ARNHEM BUSINESS SCHOOL

# Research Project Report

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## Added Value of Theory to the HRQM Program - G-Cluster -

**Client: Mr. Joop Vinke**

**Arnhem, June 2008**

**Research Group:**

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Nazanin Sharif

**HRQM D-Cluster**

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## TABLE OF CONTENTS

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|   |   |    |
|---|---|----|
| 1 | Executive Summary                         | 03 |
| 2 | Research Question and Research Objectives | 04 |
| 3 | Research Methodology                      | 05 |
| 4 | Research Results and Data Analysis        | 06 |
| 5 | Conclusion                                | 21 |
| 6 | Bibliography                              | 24 |
| 7 | Appendix                                  | 25 |

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## EXECUTIVE SUMMARY

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This research project has been conducted by five students of the current Human Resource and Quality Management (HRQM) D-Cluster, Bianca Brandt, Christine Natalia, Matthijs van der Ploeg, Anosha Rahmani and Nazanin Sharif, for the client Mr. Joop Vinke. The assignment was to find out whether the theory used in the HRQM G-Cluster is perceived by the students as added value to their study.

A survey was conducted among the HRQM G-Cluster in order to obtain the data necessary to answer the main research question and the sub-questions agreed upon with the client (c.f. page 4: "Research Question and Research Objectives"). The response rate was 92.3%, which accounts for 12 out of 13 students.

The results of the survey are presented and analyzed before conclusions are drawn.

The survey shows that 75% of respondents study some of the books of the booklist. The theory that is used in the G-Cluster of HRQM is perceived as added value to the study by 100.0% of respondents. 83.4% of respondents considered the visions of HRQM important in order for them to create their own approach of Human Resource and Quality Management. When it comes to being able to describe things, in response to one of the visions of HRQM, "You can't manage things that you can't describe", 75.0% of respondents find that they help them to describe "Human Resource" and "Quality", 66.7% find that theory helps them to describe things, another 91.7% of respondents find that discussions and opinions help them to describe things.

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# RESEARCH QUESTION AND RESEARCH OBJECTIVES

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In order to be able to possibly take measures regarding the amount of theory provided in the HRQM G-Cluster, the client needs to have an overview of whether or not the amount currently given is of added value to the G-Cluster students.

The main question is therefore constituted as follows:

**“Is the theory used in the HRQM G-Cluster perceived by the students as added value to their study?”**

The following sub-questions are taken into account:

- What do the G-Cluster students consider to be theory?
- To which extent do the students study the books that are to be found on the booklist?
- To which extent is the theory that the students have learnt applied in assignments?
- Is the amount of theory provided in the G-Cluster sufficient?
- Do students wish for more theory?

The investigation is comprised in a report consisting of three general parts: the data collected, the data analysis, the conclusion drawn from the analysis.

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## RESEARCH METHODOLOGY

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With the aim of answering the main question to find out whether or not the students of the current HRQM G-Cluster perceive the theory used as added value to their study, this research project is made.

The research will be conducted with the help of interviews with the client, questionnaires handed out to the students of the current HRQM G-Cluster and the subsequent analysis of the results. The statistics program SPSS will be used to draw up graphs that are of help when analyzing the data gathered. The tools used for the research are valuable for bringing together the data, which, in turn, enables answering the research question.

The two main methods focused upon are the interview and questionnaire manner, the easiest and most reliable way to obtain first-hand data.

Interviewing the client in this case holds an important value as a basis for the research in order to be able to fulfil the assignment to the satisfaction of the client.

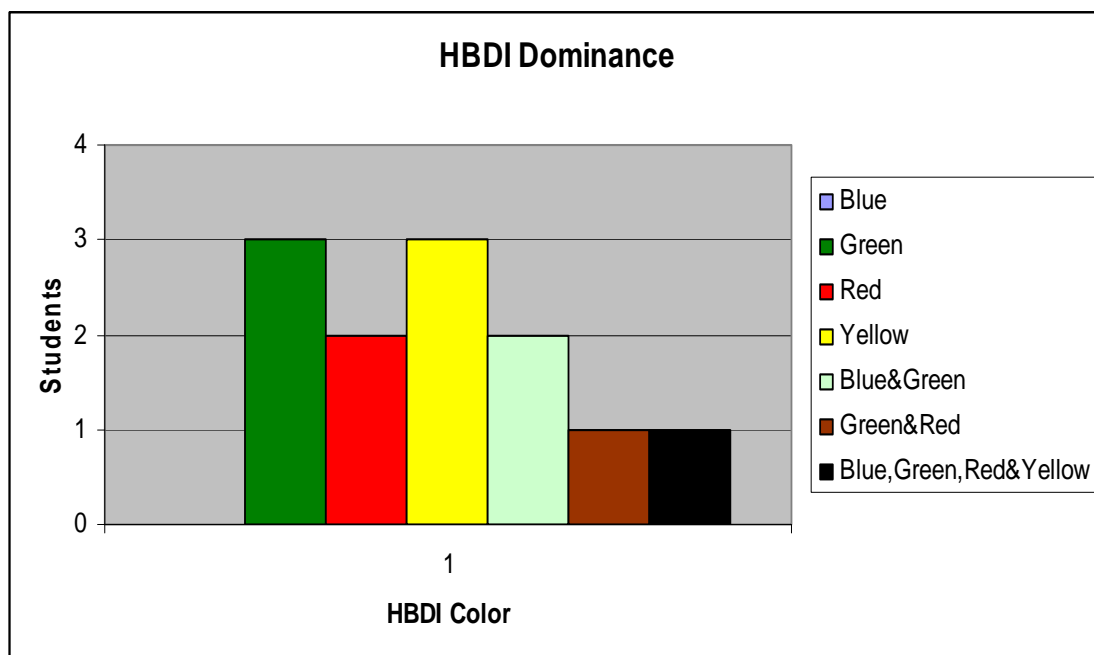
Subsequently, the questionnaire for the survey is created, based on the main research question and the project objectives, and thus, on the requirements and conditions of the client. The questionnaire is first distributed to a person who is not part of the group focused on in order to determine whether or not the questions are understandable, and they are adjusted if necessary. It is then handed out to the HRQM G-Cluster students. The data is analyzed with the help of Microsoft Excel the statistics program SPSS.

Finally, conclusions are drawn from this data analysis.

# RESEARCH RESULTS AND DATA ANALYSIS

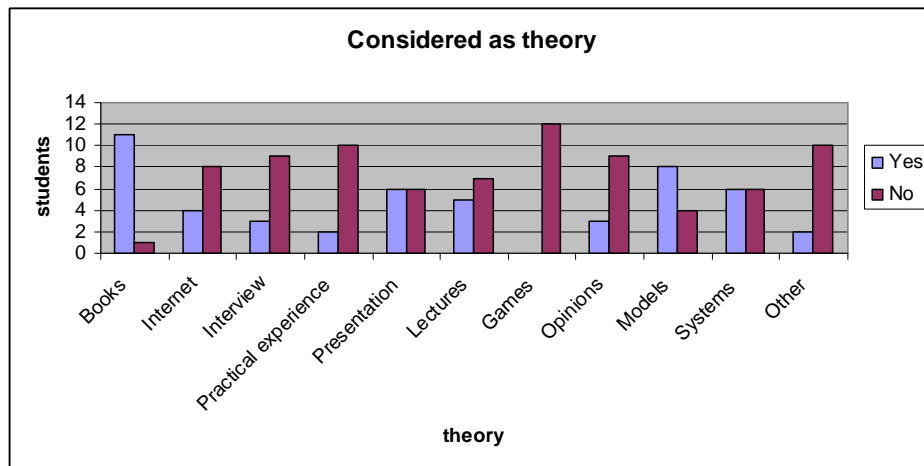
Conducting the survey among 12 of 13 students of the HRQM G-Cluster at Arnhem Business School generated the following results:

1. To the question “What is (are) your HBDI dominance(s)?”, 25% of respondents answered “green”, 25% answered “yellow”, 16.7% answered “red”, 16.7% answered “blue” and “green”, 8.3% answered “green” and “red”, 8.3% answered “blue”, “green”, “red” and “yellow”.



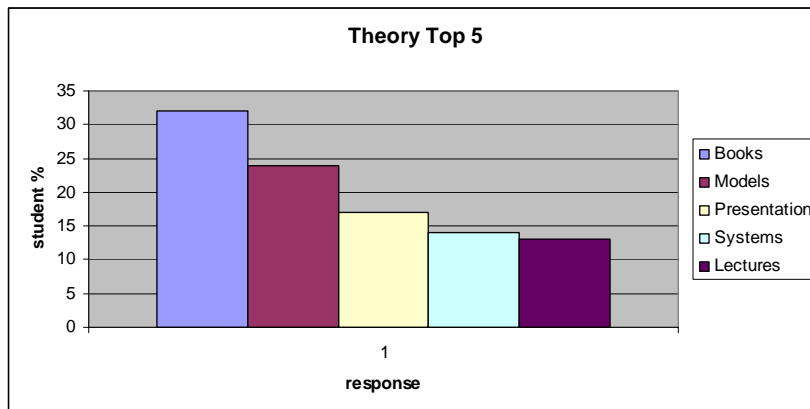
| Valid                 | Frequency | Percent    |
|-----------------------|-----------|------------|
| blue                  | 0         | 0          |
| green                 | 3         | 25         |
| red                   | 2         | 16,7       |
| yellow                | 3         | 25         |
| blue&green            | 2         | 16,7       |
| blue,green,red&yellow | 1         | 8,3        |
| green&red             | 1         | 8,3        |
| <b>Total</b>          | <b>12</b> | <b>100</b> |

2. For the question “What do you consider to be theory?”, the respondents had to mark all the items that apply out of a list of eleven (c.f. questionnaire in the appendix). 91.7% of respondents marked “books”, 33.3% marked “internet”, 25.0% marked “interviews”, 16.7% marked “practical experience”, 50.0% marked “presentations”, 41.7% marked “lectures”, 0.0% marked “games”, 25.0% marked “opinions”, 66.7% marked “models”, 50.0% marked “systems”, 16.7% marked “other” and added: “discussions”.



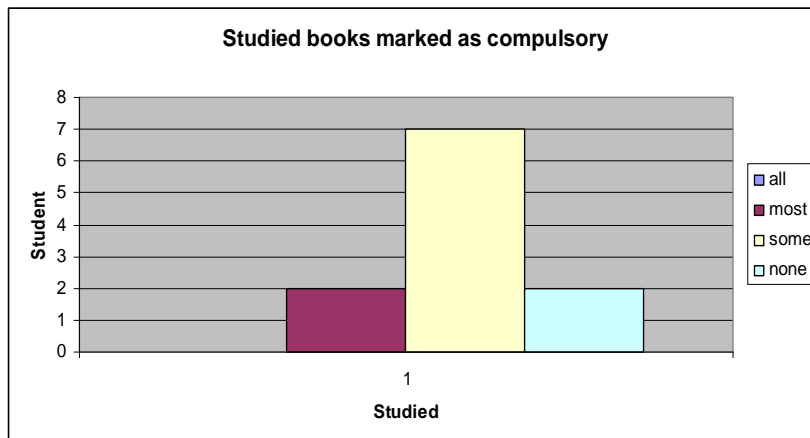
| Valid                | Frequency |    | Precent |      |
|----------------------|-----------|----|---------|------|
|                      | Yes       | No | Yes     | No   |
| Books                | 11        | 1  | 91,7    | 8,3  |
| Internet             | 4         | 8  | 33,3    | 66,7 |
| Interview            | 3         | 9  | 25      | 75   |
| Practical experience | 2         | 10 | 16,7    | 83,3 |
| Presentation         | 6         | 6  | 50      | 50   |
| Lectures             | 5         | 7  | 41,7    | 58,3 |
| Games                | 0         | 12 | 0       | 100  |
| Opinions             | 3         | 9  | 25      | 75   |
| Models               | 8         | 4  | 66,7    | 33,3 |
| Systems              | 6         | 6  | 50      | 50   |
| Other                | 2         | 10 | 16,7    | 83,3 |

3. In question 3, respondents were asked to rank the items in order of importance. In summary, the top 5 are books are 32%, models with 24%, presentations with 17%, systems with 14% and lectures with 13%.



| Valid        | Percent |
|--------------|---------|
| Books        | 32      |
| Models       | 24      |
| Presentation | 17      |
| Systems      | 14      |
| Lectures     | 13      |

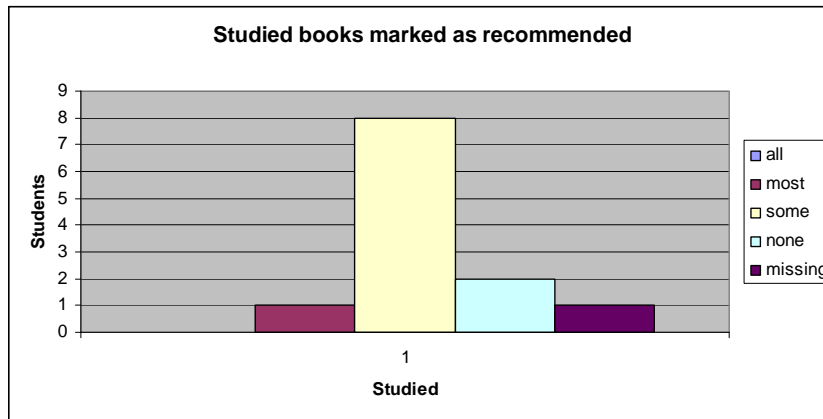
4. In response to the statement “I have studied the books that are on the booklist for the G-Cluster marked as “compulsory””, 0% of respondents checked “I have studied all of them”, 16.7% checked “I have studied most of them”, 58.3% checked “I have studied some of them”, 16.7% checked “I have studied none of them”. One response was invalid.



| Valid        | Frequency | Percent    |
|--------------|-----------|------------|
| all          | 0         | 0          |
| most         | 2         | 16,7       |
| some         | 7         | 58,3       |
| none         | 2         | 16,7       |
| missing      | 1         | 8,3        |
| <b>Total</b> | <b>12</b> | <b>100</b> |



5. In response to the statement “I have studied the books that are on the booklist for the G-Cluster marked as “recommended””, 0% of respondents checked “I have studied all of them”, 8.3% checked “I have studied most of them”, 66.7% checked “I have studied some of them”, 16.7% checked “I have studied none of them”. One response was invalid.



| Valid        | Frequency | Percent    |
|--------------|-----------|------------|
| all          | 0         | 0          |
| most         | 1         | 8.3        |
| some         | 8         | 66.7       |
| none         | 2         | 16.7       |
| missing      | 1         | 8.3        |
| <b>Total</b> | <b>12</b> | <b>100</b> |

6. In response to the statement “One of the two visions of the HRQM stream is “Don’t try to motivate people, but try to reward their motives” Is this statement “theory” according to you?”, 75% of respondents checked “yes”, 25% checked “no”.



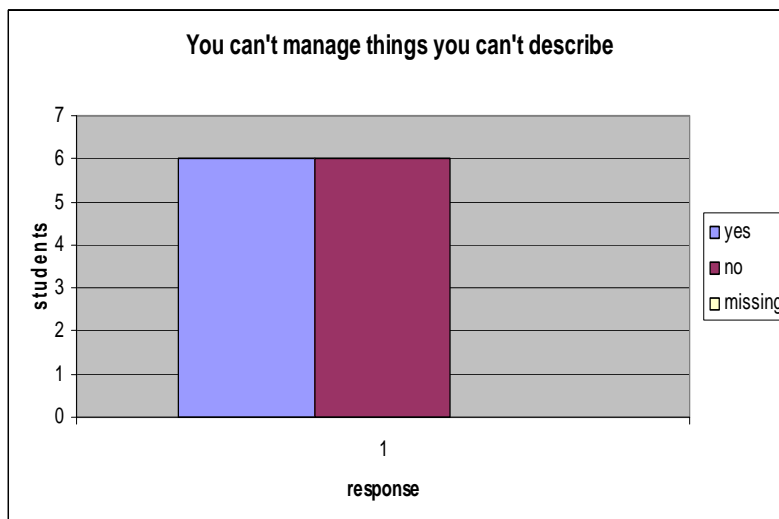
| Valid        | Frequency | Percent    |
|--------------|-----------|------------|
| yes          | 9         | 75         |
| no           | 3         | 25         |
| missing      | 0         | 0          |
| <b>Total</b> | <b>12</b> | <b>100</b> |

7. The question “To which extent do you agree with the statement “Don’t try to motivate people, but try to reward their motives?”” was answered with “strongly agree” by 41.7%, with “agree” by 58.3%, 0% answered “disagree”, 0% answered “strongly disagree”.



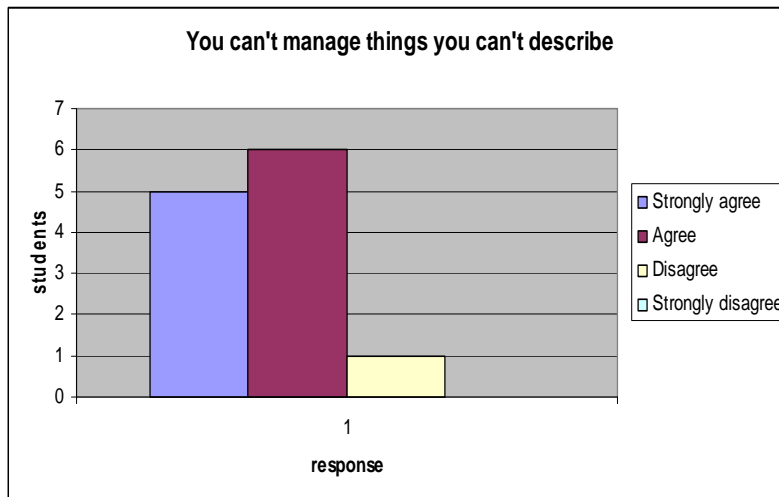
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 5         | 41,7       |
| Agree             | 7         | 58,3       |
| Disagree          | 0         | 0          |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

8. In response to the statement “One of the two visions of the HRQM stream is “You can’t manage things that you can’t describe” Is this statement "theory" according to you?”, 50% of respondents checked “yes”, 50% checked “no”.



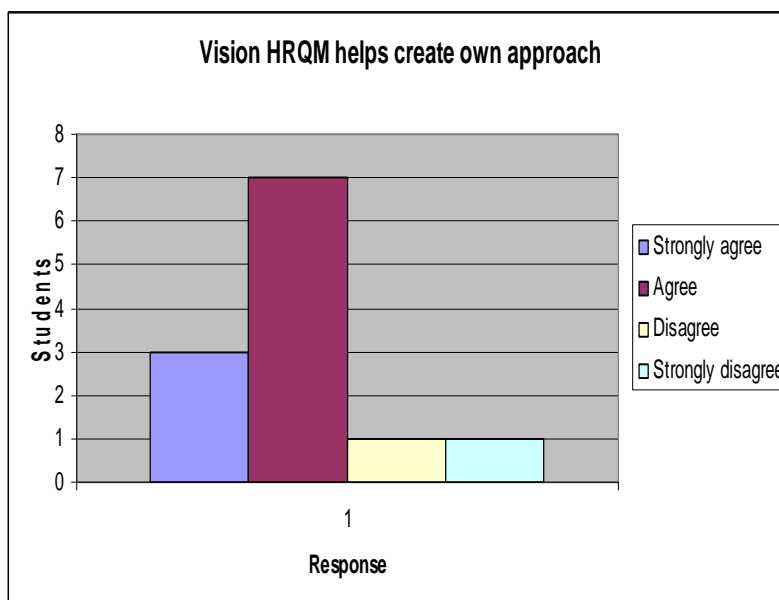
| Valid        | Frequency | Percent    |
|--------------|-----------|------------|
| yes          | 6         | 50         |
| no           | 6         | 50         |
| missing      | 0         | 0          |
| <b>Total</b> | <b>12</b> | <b>100</b> |

9. The question “To which extent do you agree with the statement “You can’t manage things that you can’t describe”?” was answered with “strongly agree” by 41.7%, with “agree” by 50.0%, 8.3% answered “disagree”, 0% answered “strongly disagree”. One response was invalid.



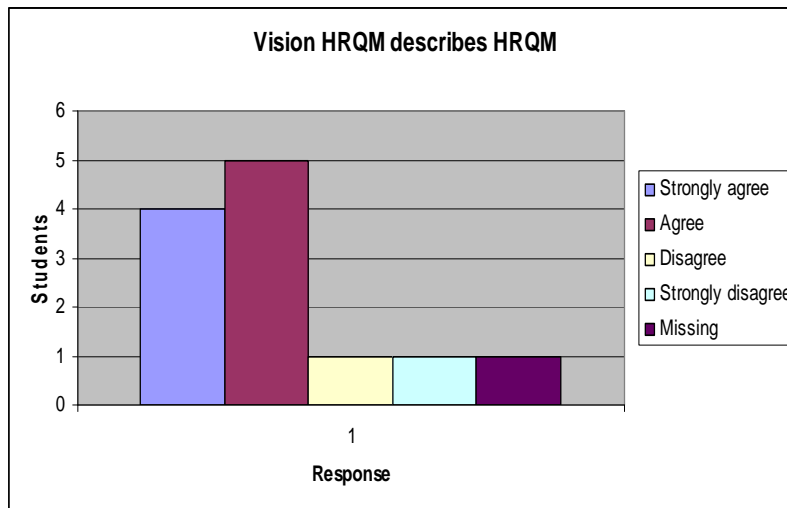
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 5         | 41,7       |
| Agree             | 6         | 50         |
| Disagree          | 1         | 8,3        |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

10. The question “To which extent do you agree with the statement “The visions of the HRQM stream are important for me to create my own approach to HRQM”?” was answered with “strongly agree” by 25.0%, with “agree” by 58.3%, 8.3% answered “disagree”, 8.3% answered “strongly disagree”.



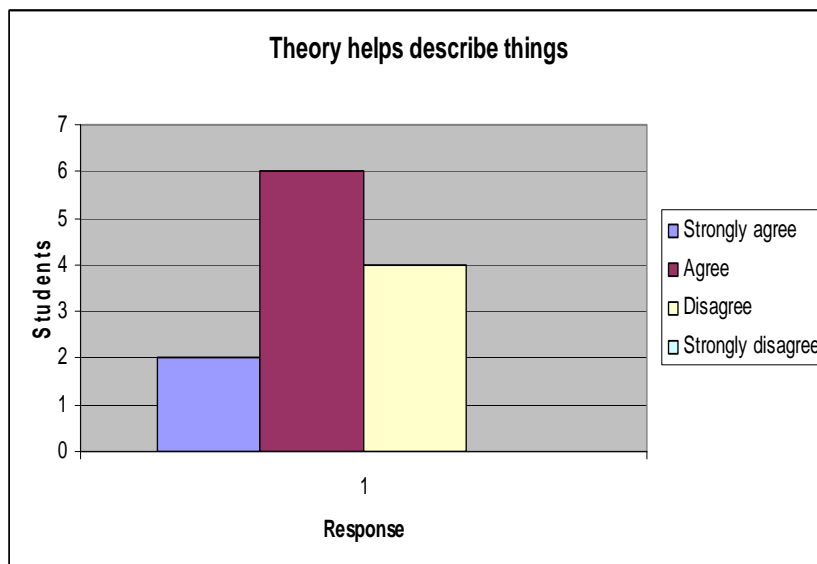
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 3         | 25         |
| Agree             | 7         | 58,4       |
| Disagree          | 1         | 8,3        |
| Strongly disagree | 1         | 8,3        |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

11. The question “To which extent do you agree with the statement “The visions of the HRQM stream are important for me to describe ‘Human Resource’ and ‘Quality’”?” was answered with “strongly agree” by 33.3%, with “agree” by 41.7%, 8.3% answered “disagree”, 8.3% answered “strongly disagree”. One response was invalid.



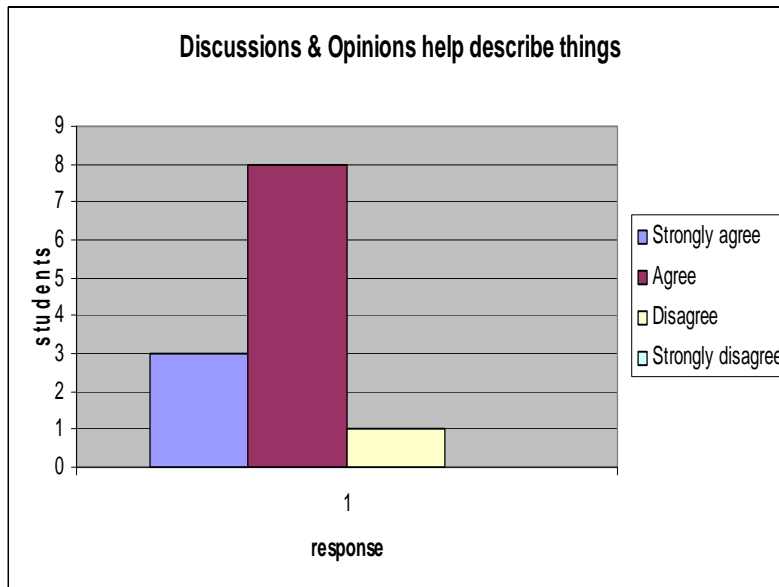
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 4         | 33,3       |
| Agree             | 5         | 41,8       |
| Disagree          | 1         | 8,3        |
| Strongly disagree | 1         | 8,3        |
| Missing           | 1         | 8,3        |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

12. The question “To which extent do you agree with the statement “Theory helps me to describe things.”?” was answered with “strongly agree” by 16.7%, with “agree” by 50.0%, 33.3% answered “disagree”, 0.0% answered “strongly disagree”.



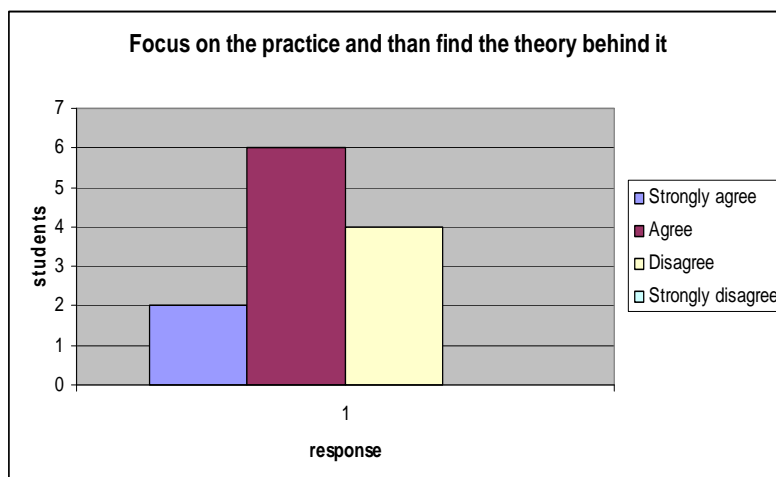
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 2         | 16,7       |
| Agree             | 6         | 50         |
| Disagree          | 4         | 33,3       |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

13. The question “To which extent do you agree with the statement “Discussions and hearing opinions of others helps me to describe things.”?” was answered with “strongly agree” by 25.0%, with “agree” by 66.7%, 8.3% answered “disagree”, 0.0% answered “strongly disagree”.



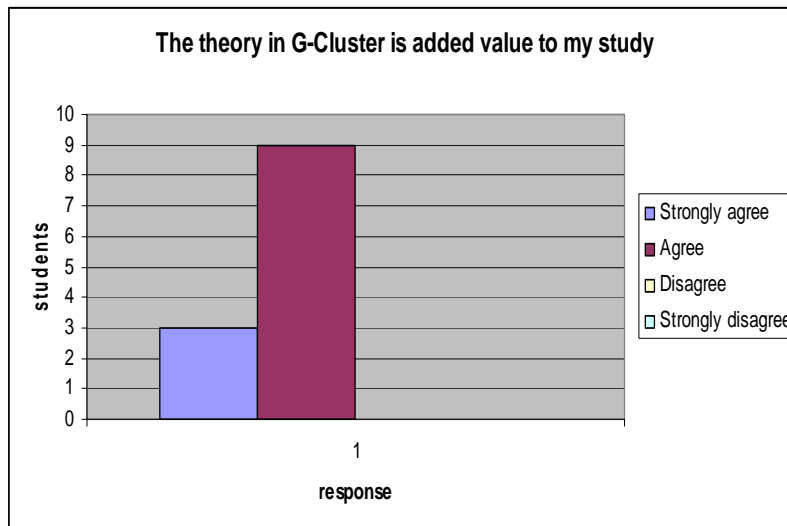
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 3         | 25         |
| Agree             | 8         | 66,7       |
| Disagree          | 1         | 8,3        |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

14. The question “To which extent do you agree with the statement “Focus on the practice and then find the theory behind it”?” was answered with “strongly agree” by 16.7%, with “agree” by 50.0%, 33.3% answered “disagree”, 0.0% answered “strongly disagree”.



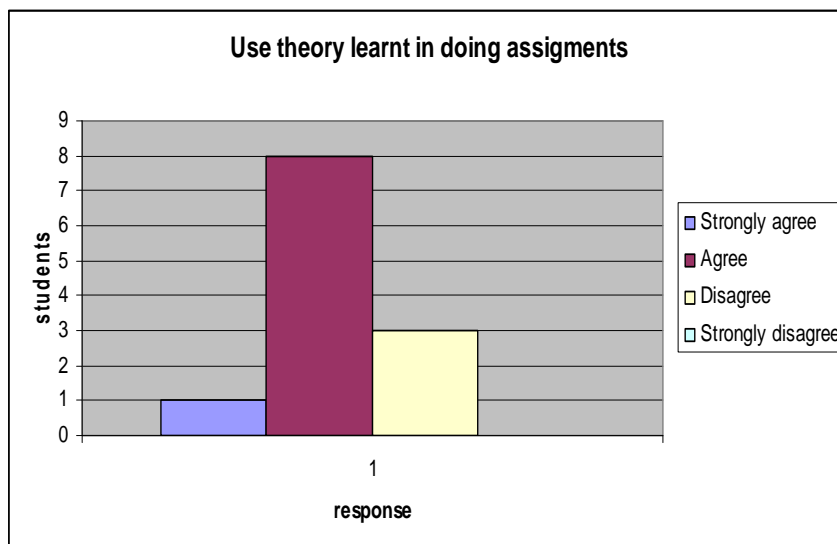
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 2         | 16,7       |
| Agree             | 6         | 50         |
| Disagree          | 4         | 33,3       |
| Strongly disagree | 0         |            |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

15. The question “To which extent do you agree with the statement “I perceive the theory used in the G-Cluster as added value to my study”?” was answered with “strongly agree” by 25.0%, with “agree” by 75.0%, 0.0% answered “disagree”, 0.0% answered “strongly disagree”.



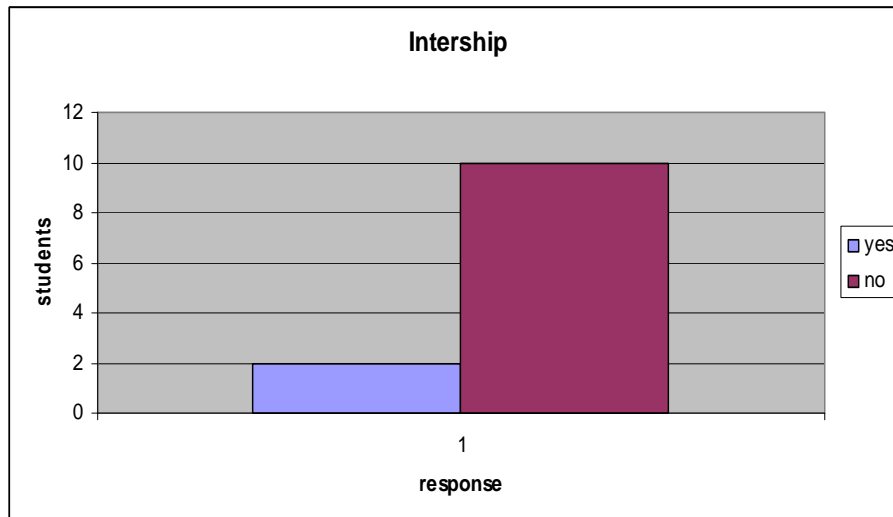
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 3         | 25         |
| Agree             | 9         | 75         |
| Disagree          | 0         | 0          |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

16. The question “To which extent do you agree with the statement “In doing assignments I use the theory I have learnt”?” was answered with “strongly agree” by 8.3%, with “agree” by 66.7%, 25.0% answered “disagree”, 0.0% answered “strongly disagree”.



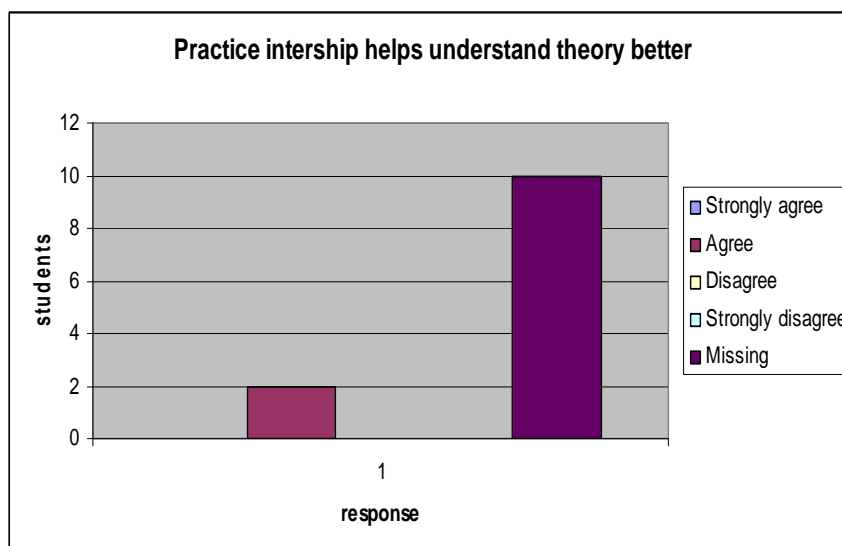
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 1         | 8,3        |
| Agree             | 8         | 66,7       |
| Disagree          | 3         | 25         |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

17. In response to the question “Have you done your internship?”, 16.7% checked “yes”, 83.3% checked “no”.



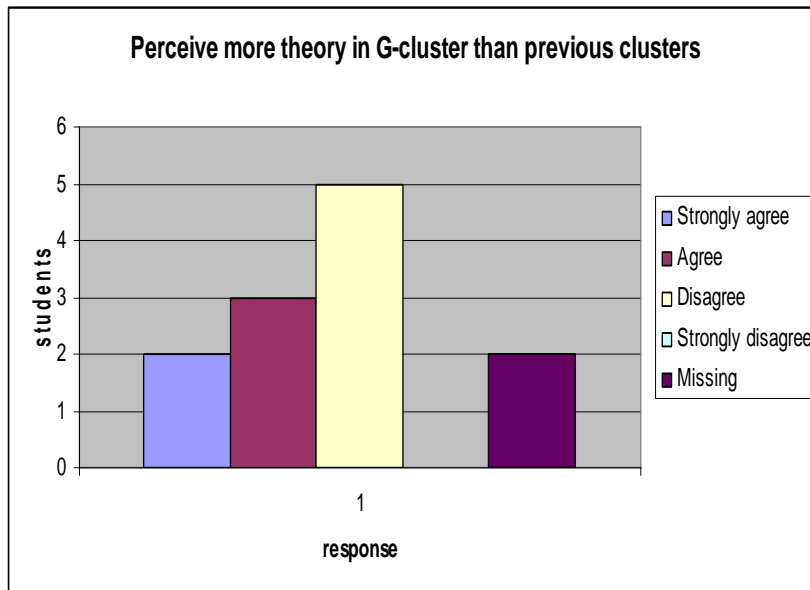
| Valid        | Frequency | Percent    |
|--------------|-----------|------------|
| yes          | 2         | 16,7       |
| no           | 10        | 83,3       |
| <b>Total</b> | <b>12</b> | <b>100</b> |

18. The question “To which extent do you agree with the statement “The practice I have had during my internship helps me understand the theory in the G-cluster better?” was answered with “strongly agree” by 0.0%, with “agree” by 100.0%, 0.0% answered “disagree”, 0.0% answered “strongly disagree”. There were two respondents.



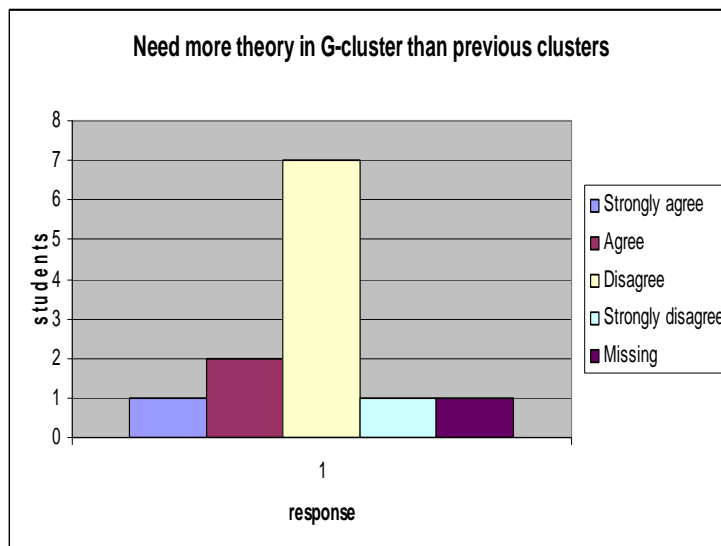
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 0         | 0          |
| Agree             | 2         | 16,7       |
| Disagree          | 0         | 0          |
| Strongly disagree | 0         | 0          |
| Missing           | 10        | 83,3       |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

19. The question “To which extent do you agree with the statement “I get more theory in the G-cluster than in previous clusters?” was answered with “strongly agree” by 16.7%, with “agree” by 25.0%, 41.7% answered “disagree”, 0.0% answered “strongly disagree”. Two responses were invalid.



| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 2         | 16,7       |
| Agree             | 3         | 25         |
| Disagree          | 5         | 41,6       |
| Strongly disagree | 0         | 0          |
| Missing           | 2         | 16,7       |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

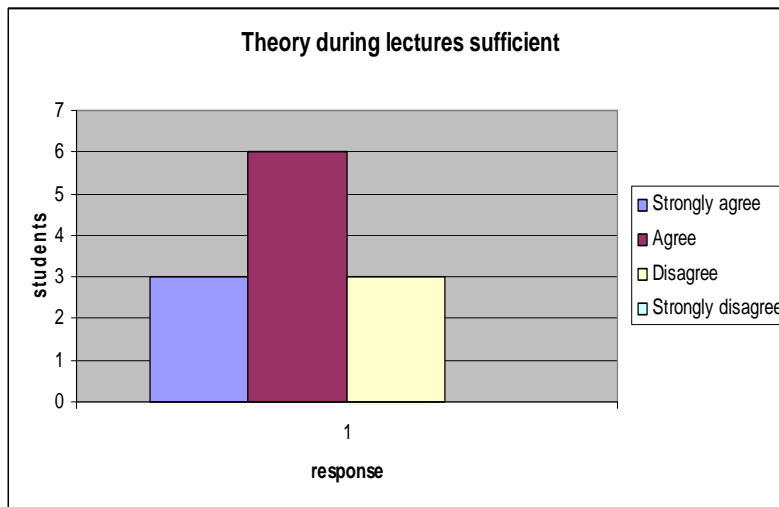
20. The question “To which extent do you agree with the statement “I need more theory in the G-cluster than in previous clusters?”” was answered with “strongly agree” by 8.3%, with “agree” by 16.7%, 58.3% answered “disagree”, 8.3% answered “strongly disagree”. One response was invalid.



| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 1         | 8,3        |
| Agree             | 2         | 16,8       |
| Disagree          | 7         | 58,3       |
| Strongly disagree | 1         | 8,3        |
| Missing           | 1         | 8,3        |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

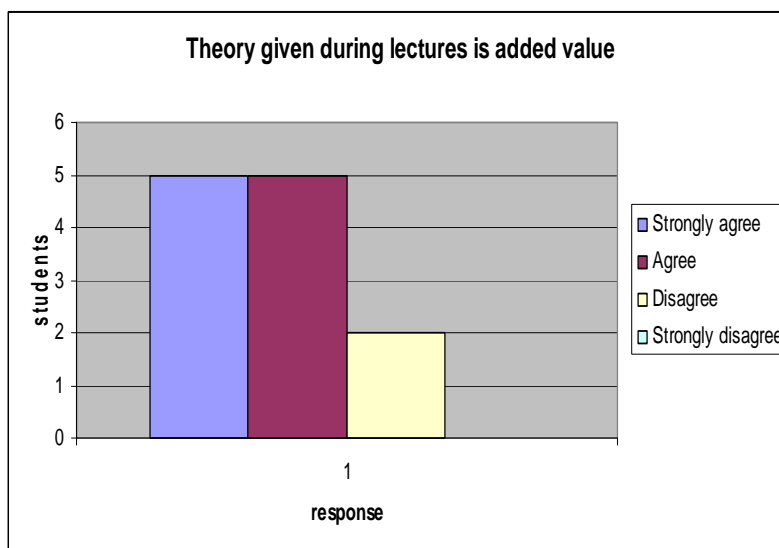
21. The question “To which extent do you agree with the statement “The amount of theory given to me during lectures in the G-Cluster is sufficient?”” was answered with “strongly agree” by 25.0%, with “agree” by 50.0%, 25.0% answered “disagree”, 0.0% answered “strongly disagree”.





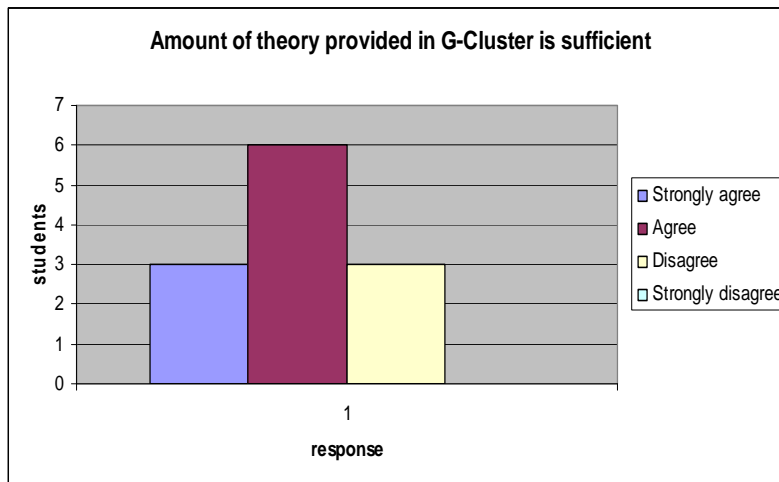
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 3         | 25         |
| Agree             | 6         | 50         |
| Disagree          | 3         | 25         |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

22. The question “To which extent do you agree with the statement “The amount of theory given to me during lectures in the G-Cluster is of added value to my study?”” was answered with “strongly agree” by 41.7%, with “agree” by 41.7%, 16.7% answered “disagree”, 0.0% answered “strongly disagree”.



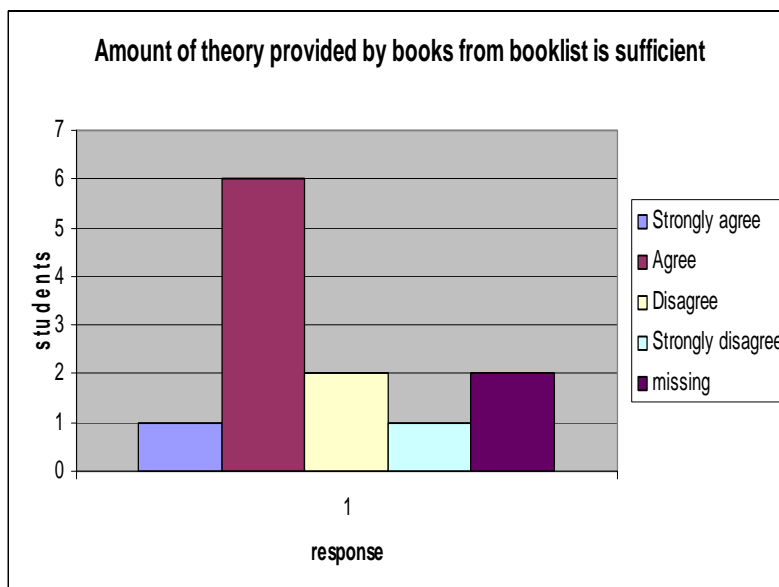
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 5         | 41,7       |
| Agree             | 5         | 41,7       |
| Disagree          | 2         | 16,6       |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

23. The question “To which extent do you agree with the statement “The amount of theory provided in the G-Cluster is sufficient?”” was answered with “strongly agree” by 25.0%, with “agree” by 50.0%, 25.0% answered “disagree”, 0.0% answered “strongly disagree”.



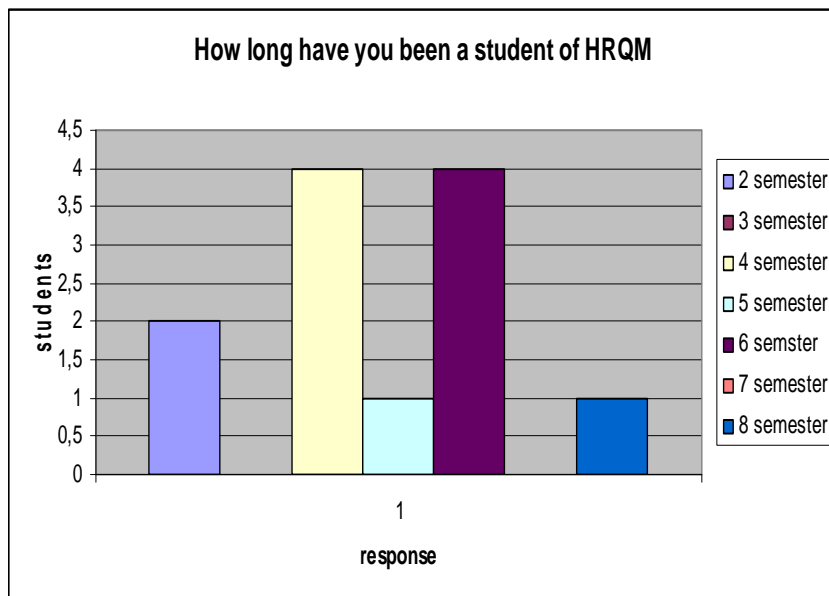
| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 3         | 25         |
| Agree             | 6         | 50         |
| Disagree          | 3         | 25         |
| Strongly disagree | 0         | 0          |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

24. The question “To which extent do you agree with the statement “The amount of theory provided by the books from the booklist is sufficient?”” was answered with “strongly agree” by 8.3%, with “agree” by 50.0%, 16.7% answered “disagree”, 8.3% answered “strongly disagree”. One response was invalid.



| Valid             | Frequency | Percent    |
|-------------------|-----------|------------|
| Strongly agree    | 1         | 8,3        |
| Agree             | 6         | 50         |
| Disagree          | 2         | 16,7       |
| Strongly disagree | 1         | 8,3        |
| missing           | 2         | 16,7       |
| <b>Total</b>      | <b>12</b> | <b>100</b> |

25. On the question “How long have you been a student of HRQM for until now?”, 16.7% checked “2 semesters”, 0.0% checked “3 semesters”, 33.3% checked “4 semesters”, 8.3% checked “5 semesters”, 33.3% checked “6 semesters”, 0.0% checked “7 semesters”, 8.3% checked “8 semesters”.



| Valid        | Frequency | Percent    |
|--------------|-----------|------------|
| 2 semesters  | 2         | 16,8       |
| 3 semesters  | 0         | 0          |
| 4 semesters  | 4         | 33,3       |
| 5 semesters  | 1         | 8,3        |
| 6 semesters  | 4         | 33,3       |
| 7 semesters  | 0         | 0          |
| 8 semesters  | 1         | 8,3        |
| <b>Total</b> | <b>12</b> | <b>100</b> |

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## CONCLUSION

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After presenting and analyzing the results of the research in the previous chapter, conclusions can be drawn from this. The final step of this project was the questionnaire analysis which was fill-in by the G-Cluster students and interview analysis with the client which was interviewed by the research team.

The input (questionnaire analysis) was put into SPSS to guarantee the validity, precision, and systematic output.

The research outcome is summarized below:

- The HBDI dominance in the G-cluster is green followed by yellow, red and blue.
- What do the G-Cluster students consider to be theory?

The top 5 of theory for the G-cluster are books, models, presentations, systems and lectures. These are most important according to the G-cluster.

- To which extent do the students study the books that are to be found on the booklist?

75% of the G-cluster students have studied some of the books that are compulsory and recommended. This shows that most of the students do study the books stated on the booklist.

- To which extent is the theory that the students have learnt applied in assignments?

On the more specific questions about if the two visions of the HRQM stream, “Don’t try to motivate people, just try to reward their motives” and “You can’t manage things that you can’t describe” are considered to be theory by the G-cluster students and whether they also agree with the visions and statements, we summarized the following answers:

- ✓ “Don’t try to motivate people, try to reward their motives”, **75.0%** of the G-cluster students consider this to be theory and **100.0%** of respondents agree with the statement.
- ✓ “You can’t manage things that you can’t describe”, **50.0%** consider this to be theory and **91.7%** of respondents agree with this statement.
- ✓ “The vision of HRQM are important to create my own approach to HRQM”, **83.4%** of respondents agree with this statement.
- ✓ “The vision of HRQM are important to describe ‘Human Resource’ an ‘Quality’”, **75.0%** of respondents agree with this statement.
- ✓ “Theory helps me to describe things”, **66.7%** of respondents agree with this statement.

- ✓ “Discussions & Opinions help me to describe things”, **91.7%** of respondents agree with this statement.
- ✓ “Focus on the practice and then find the theory behind it”, **66.7%** of respondents agree with this statement.
- ✓ “I perceive the theory of the G-cluster as added value to my study”, **100.0%** of respondents agree with this statement.
- ✓ “In doing assignment I use the theory I have learnt”, **75.0%** of respondents agree with this statement.

The answers to the questions show that the students of the G-cluster applied the various types of theory given in the G-cluster in doing their assignments.

- Is the amount of theory provided in the G-Cluster sufficient and do they wish for more theory?

In drawing the conclusion if the theory provided in the G-cluster students is sufficient we have summarized the following answers:

- ✓ “To which extent do you agree with the statement ‘I get more theory in the G-cluster than in previous clusters’?”, **41.6%** of respondents agree with this statement.
- ✓ “To which extent do you agree with the statement ‘I need more theory in the G-cluster than in previous clusters’?”, **66.0%** of respondents agree with this statement.
- ✓ “To which extent do you agree with the statement ‘The amount of theory given in the G-cluster is sufficient’?”, **75.0%** of respondents agree with this statement.
- ✓ “To which extent do you agree with the statement ‘The amount of theory given to me during the lectures in the G-cluster is of added value to my study’?”, **85.0%** of respondents agree with this statement.
- ✓ “To which extent do you agree with the statement ‘The amount of theory provided in the G-cluster is sufficient’?”, **75.0%** of respondents agree with this statement.
- ✓ “To which extent do you agree with the statement ‘The amount of theory provided by the books from the booklist is sufficient’?” **58.0%** of respondents agree with this statement.
- ✓ “To which extend do you agree with the statement ‘

This shows that the amount of theory in the G-cluster is sufficient and of added value for the G-cluster in doing their study. However, only a small amount of respondents agreed with the theory provided by the books on the booklist is sufficient.

- To the questions “Have you done your internship”? and the statement “The practice I have had during my internship helps me understand the theory used in the G-cluster better”, had

a response rate of 16.7%: two respondents had done their internship and both of them agreed with the statement. Two respondents are found to not be enough in order to draw a satisfactory conclusion.

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## Internet

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## Teachers

- Joop Vinke
- Frank Vonk

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# APPENDIX

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- Research Questionnaire HRQM G-Cluster

**1. What is (are) your HBDI dominance(s)?**

- ☐ Blue
- ☐ Green
- ☐ Red
- ☐ Yellow
- ☐ Code (if known):

**2. What do you consider to be “theory”? Please check all that apply.**

- ☐ Books
- ☐ Internet
- ☐ Interviews
- ☐ Practical experience
- ☐ Presentations
- ☐ Lectures
- ☐ Games
- ☐ Opinions
- ☐ Models
- ☐ Systems
- ☐ Other, namely:

**3. Which of the above items are the most important to you? Please rank the items in order of importance from 1 to 5, one being the most important, 5 being the least important one.**

- ☐ Books
- ☐ Internet
- ☐ Interviews
- ☐ Practical experience
- ☐ Presentations
- ☐ Lectures
- ☐ Games
- ☐ Opinions
- ☐ Models
- ☐ Systems
- ☐ Other, namely:

**4. I have studied the books that are on the booklist for the G-Cluster marked as “compulsory”.**



- I have studied all of them.
  - I have studied most of them.
  - I have studied some of them.
  - I have studied none of them.
- 5. I have studied the books that are on the booklist for the G-Cluster marked as “recommended”.**
- I have studied all of them.
  - I have studied most of them.
  - I have studied some of them.
  - I have studied none of them.
- 6. a) One of the two visions of the HRQM stream is “Don’t try to motivate people, but try to reward their motives” Is this statement "theory" according to you?**
- Yes
  - No
- b) To which extent do you agree with the statement “Don’t try to motivate people, but try to reward their motives”?**
- Strongly agree
  - Agree
  - Disagree
  - Strongly disagree
- 7. a) One of the two visions of the HRQM stream is “You can’t manage things you can’t describe”. Is this statement "theory" according to you?**
- Yes
  - No
- b) To which extent do you agree with the statement “You can’t manage things that you can’t describe”?**

- ☐ Strongly agree
  - ☐ Agree
  - ☐ Disagree
  - ☐ Strongly disagree
- 8. To which extent do you agree with the statement “The visions of the HRQM stream are important for me to create my own approach to HRQM”? Please refer to questions 5 and 6 for the two visions of HRQM.**
- ☐ Strongly agree
  - ☐ Agree
  - ☐ Disagree
  - ☐ Strongly disagree
- 9. To which extent do you agree with the statement “The visions of the HRQM stream are important for me to describe ‘Human Resource’ and ‘Quality’”? Please refer to questions 5 and 6 for the two visions of HRQM.**
- ☐ Strongly agree
  - ☐ Agree
  - ☐ Disagree
  - ☐ Strongly disagree
- 10. To which extent do you agree with the statement “Theory helps me to describe things”?**
- ☐ Strongly agree
  - ☐ Agree
  - ☐ Disagree
  - ☐ Strongly disagree
- 11. To which extent do you agree with the statement “Discussions and hearing opinions of others helps me to describe things”?**
- ☐ Strongly agree

- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**12. To which extent do you agree with the statement “Focus on the practice and then find the theory behind it”?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**13. To which extent do you agree with the statement “ I perceive the theory used in the G-Cluster as added value to my study”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**14. To which extent do you agree with the statement “In doing assignments I use the theory I have learnt”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**15. Have you done your internship?**

- ☐ Yes
- ☐ No (Please proceed to question 1)

**16. To which extent do you agree with the statement “The practice I have had during my internship helps me understand the theory in the G-cluster better”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**17. To which extent do you agree with the statement “I get more theory in the G-cluster than in previous clusters”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**18. To which extent do you agree with the statement “I need more theory in the G-cluster than in previous clusters”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**19. To which extent do you agree with the statement “The amount of theory given to me during lectures in the G-Cluster is sufficient”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**20. To which extent do you agree with the statement “The amount of theory given to me during lectures in the G-Cluster is of added value to my study”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**21. To which extent do you agree with the statement “The amount of theory provided in the G-Cluster is sufficient”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**22. To which extent do you agree with the statement “The amount of theory provided by the books from the booklist is sufficient”? Please refer to your answer to question 2 about "theory".**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

**23. How long have you been a student of HRQM for until now?**

- ☐ 2 semesters
- ☐ 3 semesters
- ☐ 4 semesters
- ☐ 5 semesters
- ☐ 6 semesters
- ☐ 7 semesters
- ☐ 8 semesters

**Room for comments:**