

2010/ 2011

# Business Logistics & Management

Arnhem Business School  
Faculty of Business and Management

# Business Logistics & Management

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## Arnhem Business School

Arnhem Business School (ABS) is the international department of the Faculty of Economics and Management of HAN University of Applied Sciences. The campus is spread over the cities of Arnhem and Nijmegen, with ABS situated in Arnhem. The school offers bachelors and masters degree programmes taught in English, in business, logistics and management to about 600 students from more than 20 different countries.

ABS international focus is reflected in the international themes of the study programmes, and in the importance given to students spending part of their study abroad. The presence of foreign lecturers and the relationships with a large number of foreign companies and institutes of higher education are also of great importance to the international positioning of the programmes. ABS has agreements with about 80 partner institutes all over the world. Cooperation agreements include student and staff exchange programmes, joint research and the development of common projects and degree programmes.



## Profile of the study programme

The Business Logistics & Management programme concentrates on logistics. But it also has a unique marketing aspect, and it pays ample attention to important management and organisation skills. The programme also offers you the opportunity to improve your business English. And our speciality is that it includes a placement and a graduation assignment in an international company.

The BLM study programme trains students to become specialists in the field of distribution and logistics. BLM graduates can spot and identify problems in the production and distribution of goods and services and can find satisfying solutions based on a thorough analysis of alternatives. BLM graduates can become specialists in many fields, such as purchasing, production, marketing, automation and cost control. In addition to paying ample attention to these subjects, the study programme concentrates on internationalization.

Lectures in the BLM programme are held in small groups, and are taught by professionals from the field of business and logistics. The study is well linked to the actual business environment, and students get familiar with the newest trends in the global market. Applying skills in practice is an essential part of the BLM study programme. This is evidenced by case studies, projects and practical assignments throughout the duration of the programme.

On graduation at Arnhem Business School, you will be awarded a Bachelor's degree in Business Administration (BBA), specialisation in Logistics (LE).

### Foundation year

All English bachelor programmes begin with the International Foundation Year (IFA), which starts at the end of August and at the end of January each year. In the first year, you are introduced to the fundamentals of the business world, and receive a good basic knowledge of business and management. You will write a business plan based on the theories taught in Marketing, Business Communication, Finance, Macro-economics, Organizational Behaviour, Logistics, Human Resources, Statistics and Accounting.

### Main phase

After successful completion of the foundation year, you will enter the main phase of the study programme, which lasts for 3 years.

The Business Logistics & Management studies programme is practical oriented; applying skills and knowledge in projects and assignments is an essential part of the study. By working in groups, students simulate a real working environment such as conducting research for a real company. Additional skills, like design, business English and second foreign language are taught, which are useful for a future career.

The international orientation of the study is revealed in the content of the lectures and the projects. Furthermore, in order to expand the international experience, you will spend part of your study abroad, studying at one of the partner universities and doing a work placement in a country of your choice.

Through the work placement, the study abroad and the graduation assignment, you will have the possibility to gain more knowledge in a specific desired area.

At the following pages you can find a detailed description of each year in the main phase.

## Main phase - 2<sup>nd</sup> Year

In the second year, you specialise in and receive a more detailed and broader picture of the Business Logistics & Management field. Five main study units are offered, which introduce the essentials of the field, and provide knowledge and skills through lectures and group projects.

### 1. External Logistics (7.5)

This course is concerned with the movement and processing of materials and information across the distribution side of the supply chain, including the choice of distribution channels and delivery of the finished products to end users.

#### Study Unit Courses:

- International Distribution

### 2. International Enterprise (15)

In this Study Unit you learn to recognise problems and solve these problems in a systematic way. The problems are related to companies that are considering entering a foreign market. To be able to solve these problems an integrated application of knowledge from different fields of study is necessary.

#### Study Unit Courses:

- International Enterprise
- Accounting & Finance
- Management & Information Systems
- International Law
- Marketing 3&4

### 3. Internal Logistics (7.5)

You become aware of the issues and problems regarding making the right choices for materials management in a changing environment. You will be able to analyse problems in the supply chain and come up with solutions.

#### Study Unit Courses:

- Material Management

### 4. Quantitative Methods in Logistics (7.5)

You learn to chart in an organisation the consequences of logistics and distribution decisions for operations management. You will provide advice on stock levels and order policies in a company.

#### Study Unit Courses:

- ETO's & Finance Logistics
- Excel & Forecasting
- Logistics & Transport Policies

### 5. Internal Logistics Concept (7.5)

You learn how to describe, analyse and give advice on improving logistic flows within an organization. Students understand the different roles of materials management and physical flow of goods.

#### Study Unit Courses:

- Internal Logistics Concept

### 6. Business Communication (15)

.Attention will be paid to the use of language in a business environment. At the end of this study unit, you will not only be able to study or do your internship in an English speaking country, but also in an region of their second language.

#### Study Unit Courses:

- Business Communication 3 & 4
- Dutch/ Spanish/French/German

### 7. Business Ethics (7.5)

Due to a 12-week training on human resource management, business ethics and communication in an international context, you are able to recognize and explain cultural differences, the function of communication and ethical arguments in relation to human resources in management.

#### Study Unit Courses:

- Business Ethics

## Main phase - 3<sup>rd</sup> Year

In the third year, you expand your knowledge and international orientation by studying and doing a work placement abroad.

### Study Abroad

The communication Studies program offers a unique opportunity to study at a partner institute abroad. Many students use the study abroad semester to specialize in a particular business discipline at a partner university, to learn more about the culture of the country, and to improve their language skills. The study abroad is a 'minor' program to stimulate students to deepen or broaden their knowledge. The program is flexible and you select the courses independently.

You can choose from a wide selection of partner universities across the globe, which offer interesting courses for Business Logistics & Management students. Some institutions that participate in this programme are located, for example, in Australia, Spain, USA, UK, New Zealand and Mexico.

### 1. Distribution (7.5)

You are able to analyze and improve logistical aspects within a warehouse: from goods reception to goods dispatch; from stock registration and stock handling. You learn to establish a competitive advantage in the international market with the logistics dept.

#### Study Unit Courses:

- Warehouse Management
- Distribution Management
- Transport Policies

### 2. Global Marketing (7.5)

At the end of this module, you will be able to execute an impact analysis in international markets, to use analytical frameworks and strategic models in order to develop international marketing strategies.

#### Study Unit Courses:

- International Marketing
- Strategic Marketing Models

### 3. Production (7.5)

You learn the fundamental theoretical concepts and techniques of strategic and tactical decisions in production management. You understand better the relation between the theory of production logistics, information technology and the business practice.

#### Study Unit Courses:

- Production Management
- Enterprise Resource Planning
- Production Simulation

### 4. Management (7.5)

You learn to describe, discuss and apply various cross-cultural and intercultural research models, relate the issues of company structure and culture to international management issues.

#### Study Unit Courses:

- Cross Cultural Management
- Quality Management
- Management Skills & English

### 5. Tendering & procurement (7.5)

You learn the concepts of purchasing process and supplier relations. You know how to read the market of purchasing and to work with Incoterms2000 as well as concluding international sales contracts.

#### Study Unit Courses:

- International Sourcing & Vendoring
- International Law

### 6. International Business Finance (7.5)

Students develop insight into financial and economic aspects in a simulated business environment. You follow international monetary developments and provide a financial structure for the policy of an international company

#### Study Unit Courses:

- Country Study
- International Finance
- Business Management Game

### 7. Logistics Policy Plan (15)

You learn to manage the demands and develop a customer oriented organization. You are able to think from process perspective as well as understand how to formulate a SCM-strategy. You have insight into SCM systems and know how to implement these.

#### Study Unit Courses:

- Project Management
- Economic Trade Off's
- Supply Chain Management
- Logistics Policy Plan

## Main phase - 4<sup>th</sup> Year

In the fourth year you will gain more knowledge and skills, by completing your work placement in the first semester. The second semester will be dedicated to your graduation assignment.

### Work Placement

A placement abroad gives the study and the CV an added value. You will get first-hand experience of business life. You will learn not only about business practices, but also about your own performance in a professional situation. By doing the placement abroad, you are confronted with different language, culture and habits, and benefit from having an international work experience.

### Graduation Assignment

In the second semester of the final year you will undertake a graduation assignment for a company. You will give an advice on a policy level to a company, using the knowledge, insight and skills you have gained during the education.

This can take place, for example, in a commercial company, governmental institution or a non-profit organization. The graduation assignment can also be executed abroad.

## Professional opportunities

BLM graduates are generally found in middle management functions, with the prospect of promotion to strategic positions. Their activities mainly target small business, department stores, trade and industry and logistics services, but also non-profit organisations like hospitals, where the flow of goods is an essential part of the primary process.

In larger organisations the logistician could develop towards middle management functions. Within your future job you have to carry out all sorts of activities. To show a good performance in the company you need to have the right knowledge and skills, in other words you must be able to develop or gain related competences to carry out all tasks in your job.

Examples of BLM functions are:

- Logistics Manager
- Head of Physical Distribution
- Logistics Analyst
- Distribution manager
- Purchaser
- Production Planner

## Appendix / course description

C cluster

External Logistics

**Code Educational Unit: CEL**  
**Professional result: Distribution Plan**  
**ECTS credits 7.5**

### Objectives

- To make the student aware that logistics processes are part of any business, whether it produces goods or services. Distribution in economics refers to the way total output or income is distributed among individuals or among the factors of production (labor, land, and capital) (Samuelson and Nordhaus, 2001, p. 762)
- To make the student realize that logistics processes are always subject to improvement and in need for optimization and that this is a never ending supply chain management task. Supply chain management (SCM) is the management of a network of interconnected businesses involved in the ultimate provision of product and service packages required by end customers (Harland, 1996), and spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption.

Approaching such problems from a logistics perspective (from broad to narrow) therefore requires the student to consider issues at three levels:

- Level 1: the wider supply chain beyond the boundaries of the actual business e.g. suppliers, distribution channel partners, end users
- Level 2: processes in the actual business which steer the flow of materials or information, e.g. procurement, manufacturing, marketing etc.
- Level 3: the specific process in which the problem occurs (i.e. distribution in a particular channel)

The final goals for the student is to achieve a project-based outcome of improved customer service and reduced supply chain cost as well as output of logistics management and the contribution of logistics to achieve overall corporate performance.

## International Enterprise

### 1. International Enterprise

**Course Code:** CEP-IEN1A

#### **Description**

The method of teaching used in this course is problem based learning. The student is part of a group consisting of approximately 10 students. The students in the group come from different study streams (IBMS, Logistics) and each group has a tutor. Meetings take place every week and last for 2 hours.

Presence during these meetings is compulsory. Students are expected to participate actively. In between meetings the student is expected to look for relevant literature and other material in an independent way, study the literature found and work (individually) on hand-in assignments.

#### **Objectives**

Deals with (strategic) decision making of internationally active companies related to marketing, legal and financial issues. Management information systems should support this decision making process. In the course 'International Enterprise' knowledge from different fields of study are integrated: marketing, economics, finance, international law and finally management information systems. The method of education used in this course is problem-based learning.

#### **Topics**

- Organizational structure and global control/steering
- International Market Selection
- Business ethics and corporate governance
- SWOT and strategy formulation
- Make or buy/outsourcing
- International entry strategies
- Transfer pricing
- International transport and logistics
- International consumer behaviour/CRM/International promotion strategies
- International payments and risks

#### **Professional Product**

- Management Briefings

## 2. Accounting & Finance

**Course Code:** CEP-ACF3A

### Objectives

To provide insight into key features of international finance by companies and institutions, training skills to formulate a financial basis to marketing and business plans and provide reports with a relevant and sound (international) financial chapter.

### Topics

- Cost allocation
- Cost information
- Balanced Score Card
- Decision Models
- Financing & Capital Structure

### Professional Product

- Management Briefings

## 3. International Law

**Course Code:** CEP-ILW2E

### Objectives

This course provides the students with an introduction to export-import practice and related legal issues in international trade law in general, including international commercial contracts.

### Topics

- 3 IPL-Questions: conventions
- Vienna sales convention
- Incoterms/ ways of exporting
- Agent or distributor/ways of payment
- International transport: sea and road
- Sales contract
- Concepts in international trade law
- Legal framework export-import. International contracts
- Transportation
- Payment methods
- Dispute resolution
- Litigation
- Agency / distributorship

### Professional Product

Management Briefings

## 4. Management Information Systems

**Course Code:** CEP-MIN1B

### Description

Deals with information flows to and from all internal and external sources within an international operating company. Insight in and knowledge of modern information systems and how to use these to maximize performances of the several departments of an organization.

### Topics

- Definitions and terminology
- Information Systems within the enterprise
- Business Process Re-engineering
- E-Business, E-Commerce, E-Purchasing
- Databases
- Knowledge Systems

### Professional Product

- Management Briefings

## 5. Marketing

**Course Code:** CEP-MKT3B

### Objectives:

The objectives of this short course is to provide students of the Study Unit International Enterprise with more detailed information on International Marketing, specifically country/market selection and entry strategies.

### Topics:

- Strategic (Marketing) Planning model
- SWOT analysis
- Developing strategies based on analysis
- Setting objectives

### Professional Product

- Management Briefings

**D Cluster**

**Internal Logistics**

**Code Educational Unit: DIL**

**Objectives**

The student will become aware of the issues and problems as regards making the right choices for materials management in a changing environment. The student will be able to analyse problems in the supply chain and come up with solutions for solving these problems in a case study environment using the theory acquired during class or obtained from elsewhere.

**Topics:**

- Materials management
- Physical distribution
- Performance indicators
- Inventory decisions
- General Ordering Procedures
- Supply Chain Analysis

**Portfolio:**

- Order processing
- Inventory Management
- Logistics process efficiency

**Quantitative Methods in Logistics**

**Code Educational Unit: DQM**

**Objectives:**

- Provide the management of an organisation with the consequences of a decisions made in logistics and distribution for operations management
- Provide the management of an organisation with the financial consequences of a decisions made in logistics and distribution
- Advice concerning stock levels and order policies in a company

**Topics:**

ETO's & Finance (ETF)

- Financial Accounting: Financial Statement Analysis
- Management Accounting: Linear Programming, Break Even Analysis
- Finance: Working Capital Management, Investment Decisions

- Project: Financial Statement Analysis, Finance case

#### Logistics, Excel & Forecasting (LEF)

- Proficiency in Excel
- Forecasting methods
- Distribution Requirement Planning (DRP)
- Inventory Control
  - ABC Analysis
  - Safety stocks
- Order policies

### Internal Logistical Concept

#### Code Educational Unit: DLC

#### Objectives

- Describe the logistic flows and activities which take place at the chosen/given\ business organisation;
- Describe the logistic department role within the business organisation
- Asses and analyse the described logistic flows and activities within the SYMLAD project model;
- Advise on improvements on logistic aspects of the business organisation;
- Report findings on the logistic business analysis in both a Business Report and a Report Presentation;
- Be part of and take part in a project team with a specific assignment and time table;
- Understand the different roles of materials management and physical flow of goods

#### Portfolio:

- Business Report
- Project presentation
- Peer assessment

#### Topics:

##### Project management

- Project task
- Project teams
- Time table
- Project meetings

##### SYMLAD Model

- Modeling
- SYMLAD
  - Product, market, processes and business surrounding
  - Basic structures
  - Management concept
  - Project lay out

## Business Communication

### 1. Business Communication 3

**Course Code:** CCB-BUC3F

#### Description

In the first period of 7 weeks (3 hours per week) attention will be paid to the application procedure. Students will be given a grade on the basis of the entire procedure. In the second period, there will be 3 or 4 theory lectures, after which there will be consultation hours.

#### Objectives

- To enable the student to experience all steps in an application procedure;
- To enable the student to write a formal business report.
- Level of Common European Framework to be obtained: B2/C1

#### Competencies

- The ability to express oneself fluently and correctly in English, both in speech and writing.
- Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.
- The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.

#### Topics

- Writing a letter of application;
- Taking part in a job interview, both as an interviewer and as an interviewee;
- Report writing;
- Giving feedback.

#### Professional Product

- Letter of application
- CV
- Job interview
- Business report

### 2. Business Communication 4

**Course Code:** DCB-BUC4F

#### Description

In the first period (three lessons per week) the subject to be dealt with is business meetings; every week the student will hold a meeting with fellow students on a business

topic. Students will also give each other feedback on their performance. Attendance during these classes is mandatory. In the second period one hour per week is spent on the art of creative writing. One hour per week is spent on negotiation training (in half groups). Since the grade for these negotiations is based on continuous assessment, attendance is mandatory.

**Objectives**

- To enable students to hold business meetings;
- To enable students to negotiate in an English speaking environment;
- To enable students to write letters, reviews, complaints, summaries, etc.
- Level of Common European Framework to be obtained: B2/C1

**Competencies**

- The ability to express oneself fluently and correctly in English, both in speech and writing
- Understanding of the ethical, normative and social issues related to the professional practice and accepting the responsibility for his actions.
- The ability to lead discussions, express ideas, make proposals, draft reports and give presentations. The ability to make proper use of audio-visual aids in presentations.

**Topics**

- Meetings;
- Negotiations;
- Writing exercises.

**Professional Product**

- Business meetings;
- Business negotiations;
- Letters of complaint;
- Reviews;
- Summaries;

**3. Business Management Game**

**Course Code:** DBC-BMG1C

**Description**

Workshop; during four days in the shift period students will participate in the management game. A management team should at least consist of: general manager, marketing manager, logistics manager and a financial manager.

**Objectives**

Running a company by making strategic and tactical decisions. You will play this game according to rules representing the economic laws to which many Western companies are subject. The course provides insight into financial and economic aspects, into interaction of business sections and it develops teamwork skills.

**Competencies**

- The ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and the budgeting process (management accounting).
- The ability to contribute to and evaluate key accounting summaries (profit and loss account, balance sheet and cash-flow statement) and to outline the differences between various external reporting standards (financial accounting).
- The ability to actively contribute to a group product or result.
- The ability to apply relevant scientific insights, theories and concepts, to combine several subjects, to gather information and draw conclusions in a methodical and reflective manner.
- The ability to define and analyse complex situations, to develop alternative solutions to problems that are neither straightforward nor subject to standard procedures and to assess the effects.
- The ability to act carefully and punctually and to produce output that is literate, numerate and coherent.

### Topics

- decisions concerning procurement; production;
- marketing and personnel;
- finance; how to make a liquidity survey;
- advertising; negotiations.

## Business Ethics

### Code Educational Unit: BHC

#### Description:

After having completed this module, which forms a 12-week training on human resource management, business ethics and communication in an international context, students are able to recognize and explain cultural differences, the function of communication and ethical arguments in relation to human resources in management. Not only will a cognitive approach towards business ethics and human resource management be part of the module but also skills and attitudes related to the functioning of individuals in internationally oriented organizations. That is why communication and communicative skills play an important part during the course. We will focus upon the analysis of cases and upon a contemporary approach concerning the function of human resources in organizations. In analysing and especially practicing these cases, students will develop general intercultural communicative, ethical and HRM skills. In the first 6 weeks the training will concentrate on the three parts of different relations between the individual and the organisation: both considered separately, then interdependently and finally as opposing parties in conflicts. All relations between these the individual and the organization will be dealt with and the participant should be able to recognise and discuss these relations and reflect them according to his or her own cultural background and the background of other cultures. This presupposes the skill for critical (self-)

reflection on subjective approaches towards possible relations between individuals and organisations. All topics will be dealt with and tested in an integrated way.

### **Objectives**

- Understanding of the main features of human resource management, managing business ethics and communication;
- Understanding of appropriate policies, concepts and instruments to handle all topics;
- Development of skills concerning all topics in an integrative way;
- Development of general skills like problem solving, working in groups, interviewing, discussing and presenting;
- Development of a sensitivity related to the awareness of cultural influences in all the topics discussed.

### **Topics Business Ethics:**

- Normative ethical theories; critical approaches towards traditional ethical theories;
- Ethics and morality: the individual and his social commitments (norms and values);
- Corporate governance and stakeholder management (ethical interests);
- Individual morality in organisations (topics like discrimination, harassment etc.);
- Ethics and self-management: how to develop ethical awareness and sensitivity?;
- Justice and fairness: rights and obligations of employers and employees;
- Ethical issues in international business: the global context, culture and morality.

### **Topics Human Resource Management:**

- Strategic issues in HRM;
- Managing quality, productivity and employee safety and health;
- International and comparative perspectives in HRM;
- HRM instruments for the main features: planning, job analyses, recruiting, testing and selecting, orientation, training and development, appraising performance and firing in relation to BE and HCD.

### **Topics Human Communication Development**

- Communication models;
- Verbal and non-verbal communication;
- Directive and non-directive conversation;
- Interviewing / questioning;
- (Inter) action in intercultural environments.



**Code Educational Unit:** EDB

**Courses**

- Warehouse Management (WMS)
- Distribution Management (DBM)
- Transport Policies (TRA)

**Objectives**

- Describe the activities that take place in a warehouse from goods reception to goods dispatch
- Use WMS software for the registration and processing of goods flow within a warehouse.
- Deal with stock registration and stock handling.
- Analyze and improve logistical aspects within a warehouse.
- Recognize, analyze and solve logistic problems in a logistic environment
- Understand the basics of materials handling
- Analyse a distribution logistics case and recommend the appropriate course of action
- Describe the logistics department's role in establishing a competitive advantage in the international market place

**Topics**

- Introduction to Materials Management; Physical Inventory and Warehouse Management
- Physical Distribution; Channels of distribution, materials handling and physical distribution costs analysis.
- Inventory Fundamentals; Inventory performance measures and Evaluation methods.
- Warehouse activities, order handling.
- Warehouse within distribution
- Dedicated and public warehouse
  - Typical warehouse activities
  - Warehouse management system
  - Materials management and materials handling
  - Storage methods
  - Ordering processes
- Warehouse Management System
- Strategic and operational approach to international marketing and distribution logistics
- Market channels and distribution structures
- Globalization, Containers and the North Sea Ports
- European Freight Movement
- Revitalizing Europe's Railways

## Global Marketing

### Code Educational Unit EGM Courses

- International Marketing
- Strategic Marketing Models

### Objectives

On completion the student will:

- understand the International Marketing process and its role in international business
- be acquainted with the unique issues and problems associated with International Marketing;
- understand the influence of International Marketing on Logistics Management;
- be able to analyse an International Marketing case study and recommend the appropriate course of action.
- understand the external and internal factors affecting the goods - and service industry;
- understand different strategic schools of thought;
- understand different aspects of the strategic services model;
- understand different service value propositions and its impact on the organisation / processes;
- be able to execute an impact analysis for an organisation in international markets;
- be able to select and evaluate relevant analytical frameworks and strategic models;
- be able to develop appropriate international marketing strategies;
- be able to plan the implementation of the selected course of action.

### Topics

International Marketing

- Bases of International Marketing
- International Environment
- Foreign Market portfolio
- Market entry strategies
- Information for international marketing decisions
- Entry Modes
- Marketing policies (4P's)
- Organization of international marketing activities
- introduction of the basic Strategic Services Model with its 5 aspects;
  - aspect 1: service provider;
  - aspect 2: service;
  - aspect 3: customers;
  - aspect 4: service delivery;
  - aspect 5: relationship;
  - implementation

## Production

### Code Educational Unit: EPR

#### Courses

- Production Management
- Enterprise Resource Planning
- Production Simulation

#### Objectives

- The student will:
- know the fundamental theoretical concepts and techniques of strategic and tactical decisions in production management
- be able to create a master production schedule and the related planning for material and resources
- be able to analyse a production management case study and recommend appropriate actions
- will be able to use the ERP package Navision at intermediate level
- run the production and distribution of a company by making strategic, tactical and operational decisions.
- achieve better understanding of the relation between the theory of production logistics, information technology and the business practice
- develop teamwork skills.

#### Topics

- how does the mission and strategy of a company influence the strategies of logistics
- strategic planning of a company and the relationship between the main objectives of a company and the operations
- calculate MPS and MRP
- demand management and forecasting
- receiving, checking, picking, despatching, invoicing of customers' orders;
- the manufacturing strategy of a company and the process flow and information flow based on the manufacturing strategy
- making an MPS, independent demand, available to promise;
- data needed for MRP control (purchasing and manufacturing lead times, elements of lead time, product structures, inventory parameters)
- data needed for capacity planning and product costing (routing, work centre information, labour and material cost)
- calculating the required capacity to meet demand and determining the available capacity, solving differences
- shop floor control (production orders, release of orders, availability of materials, reporting back of labour time and materials consumed);
- scheduling policies, priority rules

- inventory management, classification of inventory, order policies, cycle counting and ABC analysis
- reordering systems, safety stock and order point calculations
- the concept of lean manufacturing

## Management

### Code Educational Unit: EMG Courses

- Cross Cultural Management
- Quality Management
- Management Skills & English

### Objectives

The student will be able to:

- describe and analyse other (national and corporate) cultures methodically in order to get to know and to understand more easily the norms, values and behavioural codes of a foreign business partner. In doing so opinions should be separated from
- avoid the pitfalls of intercultural miscommunication
- establish the extent to which the student is willing to adjust and to accept the behaviour of the other foreign party
- discuss openly, yet respectfully, consistent with the communication codes of the foreign party
- relevant aspects of mutual diversity
- solve problem cases of cross cultural and ethical nature
- convert cultural differences into success factors
- present convincingly, successfully and innovatively cross-cultural management
- design and implement a system of performance indicators;
- assess the efficiency of logistic processes;
- set up and implement a quality policy plan;
- knows which factors determine the customer service policy;
- understand the theory of communication;
- be acquainted with the pitfalls of communication;
- understand the theory behind negotiating;
- understand the theory behind bad news messages;
- be able to conduct a negotiation;
- be able to conduct a bad news talk

### Topics

- stereotyping and achieving mutual understanding, the Johari window of cultural awareness, core competencies (Ofman);

- the undertow of culture in business and misconceptions about a global culture (Schneider/Barsoux);
- exploring other cultures, the onion model, facts and meaning (Hofstede);
- models of culture analysis, notably the Dutch school (Hofstede, Trompenaars);
- interaction between spheres of culture: national, corporate and professional cultures (Hofstede, Trompenaars);
- culture shock, expatriation and re-entry (Adler, Marx);
- culture and management: examples in marketing (Mooij);
- practical features of intercultural communication, non-verbal aspects (Ting-Toomey; Schneider/Barsoux);
- cross cultural models of conflict management, notably the 3-step model (Pinto; Ting-Toomey; Bolten);
- (business) ethics in a cross cultural perspective (Rachels; Li);
- specific culture studies: the American culture, the Latin culture, the Arab culture etc. (Schneider/Barsoux)
- Basic model of communication
- Stereotyping
- Frames of reference
- Conflict of needs vs. conflict of emotion
- Negotiating
- Bad news messages
- Selection processes
- introduction to a Quality Management System;
- process management, quality control, quality assurance;
- EFQM, Six Sigma
- performance indicators and Balance Scorecard;
- cost management: quality and time

**F cluster**

**Tendering & Procurement**

**Code Educational Unit FTP**

**Courses**

- International Law
- International Sourcing & Vendoring

**Objectives**

The student will be able to:

- identify relevant information required to initiate a purchase process.

- conduct a supplier search and select the right supplier for the right product/service purchase.
- to read and understand the market of purchasing.
- to understand differences in managing supplier relationships due to differences in the company's overall business strategy and its business context.
- apply the most used conventions for the international trade
- conclude an international sales contract
- apply the Incoterms 2000
- solve the most frequent problems as a result of an international sales contract.

### Topics

#### International Law

- Import/export
- Risks of international trade
- Sales contract versus other contracts
- UN Convention on the International Sales of Goods (CISG)
- Incoterms 2000
- Payment terms
- Documents
- Litigation or arbitration?
- Most important aspects of international transportation
- Transport documents and conventions

#### International Sourcing & Vendoring

- The role of purchasing and the purchasing process
- Purchasing market research
- Sourcing strategy
- Supplier assessment and purchasing performance measurement
- Business strategy and purchasing
- Purchasing, Ethics and Sustainability

## International Business & Finance

### Code Educational Unit: FIF

#### Courses

- International Law
- International Sourcing & Vendoring

#### Objectives

The student can:

- follow the international monetary developments and apply them to his particular corporate situation;

- assess the consequences of exchange rate differences and apply these to the borrowing requirements;
- choose the most suitable form of payment and financing for his company in the international context;
- provide a financial structure for the policy of an international company
- perform a country selection study within a limited time frame.
- run a company by making strategic and tactical decisions.
- develop insight into financial and economic aspects in a simulated business environment.
- develop teamwork skills.

### Topics

#### International Finance/Country Study

- Globalization
- International trade theory
- Foreign direct investments
- Country study:
  - Macro level
  - Meso / sector level
  - Micro level
- Foreign exchange market
- International monetary system
- Global capital market
- Exporting, importing and counter trade
- Financial management in the international business
- The concept of lean manufacturing

#### Business Management Game

- Business simulation
- Setting up production
- Production
- Marketing & sales
- HRM
  
- Evaluation

### Logistics Policy Plan

#### Code Educational Unit: FLP

#### Courses

- Project Management
- Economic Trade Off's
- Supply Chain Management
- Logistics Policy Plan

### Objectives

The student can/is/will:

- Write a proposal for a survey
- Make an export (import) audit for a company or institute
- Produce a policy plan
- Provide financial foundations for logistical decisions
- Make economic trade off's
- Recognise new trends in logistics, derived from financial trends
- Familiar with international pipelines
- Familiar international trade, marketing and distribution
- Understand the importance of having a well-organised "back-end" within the company
- Be able to explain the SCM terms
- Know how to manage the demands, put forward the development of a customer oriented organisation
- Be able to think from process perspective
- Understand how to formulate a SCM-strategy
- Have gathered insight into SCM systems and know how to implement these.

H cluster

Graduation Assignment

**Code Educational Unit:** HGA

### Objectives

The student can:

- organise and carry out a survey or a logistic task in a self supporting way;
- analyse one or more complex problems and to propose possible solutions to these problems;
- produce a report with results, conclusions and recommendations;
- present his/her work and to discuss his/her report with lecturers and external professionals (duration 45 minutes).

**Portfolio:** Graduation Assignment Report