Breda University of Applied Sciences

Academy: ABEL

Program: Logistics Management / Logistics Engineering
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Contactpersoon

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1. Important dates

Monday, 5 September, 2022	Start of Semester 1 courses
Monday, 24 October – Friday, 28 October, 2022	Autumn break
Monday, 26 December – Friday, 6 January, 2023	Winter break
Friday, 27 January, 2023	End of Minor
Monday, 30 January - Friday, 3 February	Minor re-sit exam week
Monday, 6 February, 2023	Start of Semester 2 courses
Monday, 20 February – Friday, 24 February, 2023	Spring break
Monday, 1 May – Friday, 5 May, 2023	May holiday
Friday, 23 June, 2023	Last day of Semester 2 courses
Monday, 3 July – Friday, 14 July, 2023	Year 2 Semester 2 re-sit period
Monday, 17 July, 2023	Start of summer vacation

2. Program

Code	Title	ECTS	Semester
Year 2 Semester 1			
BLGE2.INTOM-01	Introduction to Operations Management	5	1
BLGE2.OMPE-01P	Project: Operations Management in a Production Environment	10	1
BLGE2.CBSC-01	Cross Border Supply Chains	5	1
Year 2 Semester 2			
BLGE2.RSTB-01	Running sustainable Businesses	5	2
BLGE2.ENT-01	Entrepreneurship	5	2
BLGE2.SCRD-01	Project: Supply Chain Redesign	10	2
Year 4 Semester 1			
BMSC.20MINOR	Minor: Designing a future proof supply chain	30	1
BCW.20MINOR	Minor: The art of change in an era of transformation	30	1
ACS.20MINOR	Minor: Crowd Safety in Hubs and Events	30	1
BPGM.20MINOR	Minor: People and Goods on the Move	30	1
BUR.20MINOR	Minor:International urban redevelopment	30	1

Semester 1

COURSE Compulsory/Optional	
Course code	BLGE2.INTOM-01
Course title	Introduction to Operations Management
Course coordinator	André Gijsberts
Teaching hours	
Mode of delivery (face-to-face/distance learning	Lecture / workshop / training
ECTS credits	5 ECTS
Language	English
Learning outcomes	Upon completion of this study component you are able to: - recognise the complexity of a (production) planning issue with the use of specific tools (MRP-I & MRP-2); - outline the different roles of inventory in a (production) planning issue; - explain and make use of different Algorithm Logic Techniques and Linear Programming Techniques; - identify quality concepts (control, management, measurements/tools) in operations; - make use of data and formulas to analyse material management processes; - optimise one or more processes with the use of specific tools and techniques (e.g. lean); - summarise the roles of physical flows elements (TDWI) within Material Management in a single- and multi location environment; - recognise the various functions impacted when a production planning is changed (in single/multi-location environment); - identify capability- and capacity requirements within a multi-location (network) production environment; - recognise the strategic value of procurement (incl. S&OP); define implications of sales-/procurement-/logistics-/production choices on other departments and their respective operations in an organisation.
Course Content (incl. planned learning activities and teaching methods)	Operations Management is the systematic design, direction, and control of processes that transform inputs into services and products for internal, as well as external, customers. In this Case you will learn how to use operations to create value by looking at process and product design, layout choices, concepts as TOC, MRP and Lean supported by techniques as line balancing, linear programming and network analysis.

Literature	Krajewski, L.J., Malhotra, M.K.. Operations Management: Processes and Supply Chains. Pearson (ISBN 9781292409863)
Assessment and criteria	Written exam 70% Individual assignment 15% Individual assignment 15%
Prerequisites	

COURSE Compulsory/Optional	
Course code	BLGE2.OMPE-01P
Course title	Operations Management in a Production Environment
Course coordinator	Irene Meeuwesen
Teaching hours	
Mode of delivery (face-to-face/distance learning	Project with coaching, Lecture, Workshop
ECTS credits	10 ECTS
Language	English
Learning outcomes	Upon completion of this study component you are able to: - develop purchasing strategies that support organisational strategies; - apply basic concepts of Contract- and Labour law; - interpret complex financial statements to perform a ratio analysis and understand the financial impact of logistical operations (e.g. on assets, equity and liabilities). (Linked with financial analysis and information flows (e.g. BI/KPI's)); - calculate the consequences of logistical decisions by using a cost-benefit analysis and advise on decisions (e.g. 'make or buy' and insourcing or outsourcing decisions); - analyse variances based on service or production activities (variance analysis); - create an investment selection by using the most appropriate tools, based on (link with strategic procurement): * Cash flows without time preference (e.g. payback period and average accounting return); * Cash flows with time preference (e.g. net present value and internal rate of return). - select the most appropriate way to calculate the cost per unit (product or service) in a complex setting e.g. by means of Activity-Based Costing and calculate the cost per unit; - solve a complex (production) planning issue with the use of specific tools (MRP-I & MRP-2); - demonstrate the capability to plan total material requirements, from procurement (sourcing) to delivery to the customer (Material Management); - discuss the potential capabilities of an automated Production Systems and the basic functions needed for a specific company/case; - apply different Algorithm Logic Techniques and Linear Programming Techniques; - recognise the different innovative concepts within the field of Production (factory planning systems e.g.); - analyse the (physical-flows) elements of Material Management in a given medium-complex business case; - explain the connection between, and impact of physical flows elements on production management in practice (Definition of PM); - execute a supplier evaluation as part of an organisation's procurement strategy; - resolve (potential) issues with material availability on single/multiple physical locations when a (production) plan changes (inventory, transport, network); - demonstrate capability- and capacity requirements (from a physical flows perspective) in a multi-location production environment; analyse the different aspects within Quality management and Continuous improvement.

Course Content (incl. planned learning activities and teaching methods)	This project focuses on various aspects of Operations Management based on a business situation. You will develop three recommendations in the field of purchasing, process design and automation for a company. You will create a decision model for purchasing contract management of flow meters in which you decide which purchase strategy will be chosen for each item. You will make a material handling plan and a machine configuration and layout for the production of hospital beds. You will make a production configuration and an operating system for the wrapping of personal medical devices. In the analyses, you will use layouts and datasets. These relate to products and the (current and future) consumption, technical properties of machines and products. In addition, you use financial data, so that you can make choices that lead to a combination of good delivery performance and a healthy financial situation. Your results highlight physical, information and financial flows that enable the company to innovate and grow. You learn to have an eye for quality management.
Literature	Krajewski, L.J., Malhotra, M.K.. Operations Management: Processes and Supply Chains. Pearson (ISBN 9781292409863)
Assessment and criteria	Group assignment 40% Individual assignment 40% Written exam 20%
Prerequisites	

COURSE Compulsory/Optional	
Course code	BLGE2.CBSC-01
Course title	Cross Border Supply Chains
Course coordinator	Eric Hopstaken
Teaching hours	
Mode of delivery (face-to-face/distance learning	Lecture, Workshop, Project with coaching
ECTS credits	5 ECTS
Language	English
Learning outcomes	Upon completion of this study component you are able to: - identify and analyse the core concepts and techniques of import and export operations on strategic, tactical and operational level; - identify possibilities for intermodal-/multimodal-/synchromodal transport within a European distribution network; - advise on impact of change in INCO-terms for an importing organisation (both from a logistics-, financial and legal point of view) - incl. bonded warehousing; - apply basic concepts of trade compliance related to port logistics; - recognise intercultural differences and the influence on communication and behaviour; - develop skills to bridge intercultural differences; - develop skills and strategies to keep improving English skills; - advise on the working capital of a company: Stock management, Debtor management (incl. international payments) and cash management (link with INCO terms, law and import/export regulations); - translate the impact of operational choices on the working capital (e.g. currencies); - recognise the impact of taxes in an international environment; explain the basics of Supply Chain Finance.
Course Content (incl. planned learning activities and teaching methods)	You will investigate international flow of goods, supply chain networks, advise on strategic and operational level about improvement opportunities (including aspects like physical flows, legal, finance, etc.) and present to the board of investors in your role as a supply chain manager.

Literature	Hans Veldman. Export Management: A European Perspective. Noordhoff Uitgevers (ISBN 9789001700324)
Assessment and criteria	Group assignment 40% Written exam 60%
Prerequisites	

COURSE Compulsory/Optional	
Course code	BMSC.20MINOR
Course title	Designing a future proof supply chain
Course coordinator	Eric Hopstaken
Teaching hours	
Mode of delivery (face-to-face/distance learning	Project with coaching, LAB with coaching, Workshop
ECTS credits	30 ECTS
Language	English
Learning outcomes	- apply knowledge and theories about integrated supply chain management from dedicated workshops - review a supply chain related problem or challenge from a company/organisation within the strategical, tactical and operational context of that company or organisation - develop and pilot improvements in the end-to-end supply chain and present these, together with outlining needs and wants for/from the organisation to make these improvements sustainable - define and apply a full-fletch design science research methodology, based on different theories; apply in this methodology a systematic literature review, including data-collection and analysis on validity and reliability.
Course Content (incl. planned learning activities and teaching methods)	Experience what it is and how it feels to make a solid improvement in the supply chain of an existing company or organization. This improvement is based on tools from Design Thinking and its 'magnitude' of improvement/change was proven with a real-life concept/pilot. Lots of (hard) teamwork, fun, collaboration and personal/professional development.
Literature	Lewrick, Link, Leifer. The Design Thinking Toolbox. Wiley (ISBN 9781119629191), Grant, D.B., Trautims, A., Wong, C.Y. Sustainable Logistics and Supply Chain Management. Kogan Page (ISBN 9780749478278 - November 2022 ISBN 9781398604438)
Assessment and criteria	Group assignment 50% Individual assignment 50%
Prerequisites	

COURSE Compulsory/Optional	
Course code	BCW.20MINOR
Course title	The art of change in an era of transformation
Course coordinator	Sannie van Boxtel
Teaching hours	
Mode of delivery (face-to-face/distance learning	Project with coaching, LAB with coaching, Workshop
ECTS credits	30 ECTS
Language	English
Learning outcomes	- successfully plan, execute, and evaluate change initiatives; - make an analysis of external developments which can be of influence on the organization; - set up a business model; - formulate strategic options based on the analyses; - analyze your own organization in terms of strengths and weaknesses; - formulate strategic objectives in such a way that operational objectives can be derived from them; - diagnose a complex situation with appropriate diagnosis models; - provide insight into how the current situation is maintained by various factors; - identify the core of the change issue; - properly substantiate the choice for a specific change strategy, considering the nature of the issue, the change history of the organization, the change agents and the energy and resistance of all those involved; - translate the chosen change strategy in an intervention plan with a mix of interventions, aimed at the effective and efficient implementation of the change (including a training plan); - develop a communication plan which fits the change strategy; - determine the feasibility of the intended change (financial, legal and organizational); write a resistance handling plan.
Course Content (incl. planned learning activities and teaching methods)	- Change Management - Project Management - Learning & Development - Strategy & Innovation - Organisational Behavior

Literature	J. Kotter. Leading Change. Harvard Business School Publishing (ISBN 9781422186435), Kotter, John P. Accelerate: building strategic agility for a faster moving world. Harvard Business Review Press (ISBN 9781625271747)
Assessment and criteria	Group assignment 70% Individual assignment 30% Process (obligatory)
Prerequisites	

COURSE Compulsory/Optional	
Course code	ACS.20MINOR
Course title	Crowd Safety in Hubs & Events
Course coordinator	Justin van de Pas
Teaching hours	
Mode of delivery (face-to-face/distance learning	Lecture, Workshop, Project with coaching
ECTS credits	30 ECTS
Language	English
Learning outcomes	- clear understanding of important concepts of Crowd Management and application of crowd modelling; - ability to discuss application of crowd safety management (with concepts such as planning, licensing and operations) and its relevance to the wider legal, organisational, regulatory and risk management framework; - ability to discuss appropriate risk assessment methodologies for crowd safety, how this impacts on legislation and guidance, and/or which areas of crowd safety need improvement; - demonstrating understanding of core principles and applications of the tools. Providing some detail of use of models, information they provide and how this assists in the risk analysis of crowd dynamic; - clear understanding of important concepts within mobility and urban design by applying and analysing integtal alignment, design and planning processes and urban and spatial design; - ability to discuss the application of crowd simulations by analysing crowd simulations, applying measuring and monitoring tools, queing theories and crowd simulations; - ability to discuss application of stakeholder analysis, procedures and permits and law and regulations; - ability to discuss appropriate risk assessment methodologies for crowd safety, how this impacts on legislation and guidance, and/or which areas of crowd safety need improvement; - communicate the information about the tools to users and/or team, with the goal to communicate with the audience; - analysing an event or venue, including four core modelling elements; - recognise group behavior and understanding causality; - (Deep) Researching and correct referencing; - the use of clear graphics.

Course Content (incl. planned learning activities and teaching methods)	- crowd safety backgrounds and dynamics; - crowd safety, modelling and monitoring; - crowd safety, design & organization; - crowd simulations and the use of simulation; - crowd safety, decisions & response; - crowd simulations; - (event) Logistics; - mobility and Accessibility; - overtourism.
Literature	Still, G.Keith. Introduction to Crowd Science. (ISBN 9780367866709)
Assessment and criteria	Group assignment 50% Individual assignment 50% Process (obligatory)
Prerequisites	

COURSE Compulsory/Optional	
Course code	BPGM.20MINOR
Course title	People and Goods on the Move
Course coordinator	Jeroen Weppner
Teaching hours	
Mode of delivery (face-to-face/distance learning	Project with coaching
ECTS credits	30 ECTS
Language	English
Learning outcomes	- conduct research independently; - write a quality essay; - write a good quality research report; - give and receive feedback; - search for and consult sources of information independently.
Course Content (incl. planned learning activities and teaching methods)	- understand how the process of a major event comes about; - understand which stakeholders are involved in the process; - understand what roles and interests are involved; - give well-founded advice for improving the organisation.
Literature	--
Assessment and criteria	Group assignment 60% Individual assignment 40%
Prerequisites	

COURSE Compulsory/Optional	
Course code	BUR.20MINOR
Course title	International urban redevelopment
Course coordinator	Paul van de Coevering
Teaching hours	
Mode of delivery (face-to-face/distance learning	
ECTS credits	
Language	
Learning outcomes	- in depth analysis of a case study area in North America; - differences in land use and transportation networks between European and Northern American cities; - societal challenges related to urban sprawl and a car dependent culture; - hardware, software and orgware measures and their synergies; - designing and planning from masterplan to detailed street designs; - urban Guerilla tactics and connection with hardware, software orgware measures; - effective presentation skills; poster presentations, videos, brochures and other means of conveying your message.
Course Content (incl. planned learning activities and teaching methods)	- assess the current situation in your international case study area with the STEEP and SWOT analysis tools; - create integrated concepts with hardware, software and orgware interventions for the redevelopment and revitalization of your case study area which are grounded in theory and are alligned with the results of your SWOT analysis; - create a detailled integrated plan to tackle societal issues related to urban sprawl and car dependency in your case study area; - provide a coherent storyline from the SWOT analysis to concepting and the specific measures; - conduct targeted Urban Guerilla tactics in practice.
Literature	--
Assessment and criteria	Individual assignment 50% Group assignment 50%
Prerequisites	