



HZ CER Implementation Regulations Bachelor of  
Industrial Engineering & Management 2018-2019  
(full-time)

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### Chapter 1 General provisions HZ CER Implementation Regulations

#### 1.1 General

1.1.1 The Course and Examination Regulations (CER HZ) forms the core of the teaching at HZ University of Applied Sciences (HZ), and gives a general picture of all the programmes that HZ provides. The HZ CER contains provisions that are specific to the institution, and these therefore apply to the University as a whole. Each year the Executive Board establishes an HZ CER Implementation Regulation (hereafter: Implementation Regulation) for each programme.

#### 1.2 Programme Committee

- 1.2.1 The Programme Committee is given the opportunity to issue advice to the Executive Board before it establishes a specific Implementation Regulation.
- 1.2.2 The Programme Committee assesses how the CER and the Implementation Regulation were applied each year.

#### 1.3 Director

- 1.3.1 The appointed Director is responsible for:
  - a. the implementation of the HZ CER;
  - b. the interpretation and implementation of the Implementation Regulation;
  - c. an annual evaluation of the HZ CER and the Implementation Regulation to be presented to the Executive Board; in this evaluation, he or she considers how much of the student’s time the HZ CER and the Implementation Regulations require, and consequently monitors and if necessary modifies the student workload (art. 7.14 Higher Education and Academic Research Act (article 7.14 WHW));
  - d. the preparation of modifications to the Implementation Regulation.

### Chapter 2 HZ CER Implementation Regulation

#### 2.1 Enrolment, required qualifications and entry requirements

2.1.1 Overview of further qualification requirements (art. 2.3 HZ CER in addition to the requirements stated in article 2.2. HZ CER)

Havo-profiles	NT	NG	EM	CM
Study programme:				
Student with HAVO diploma (up to 1-Aug-2009)	Sufficient	Sufficient	Sufficient	Sufficient if completed with Math A or B

Student with HAVO diploma (from 1-Aug-2009)	Sufficient	Sufficient	Sufficient	Sufficient if completed with Math A or B
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Vwo-profiles	NT	NG	EM	CM
Study programme:				
VWO diploma (up to 1-Aug-2010)	Sufficient	Sufficient	Sufficient	Sufficient if completed with Math A or B
Student with VWO diploma from 1-Aug-2010	Sufficient	Sufficient	Sufficient	Sufficient if completed with Math A or B

Overview of mbo-domains which do <b>not</b> give direct access to hbo-sectors
<ul style="list-style-type: none"> <li>the mbo-domain Business and Entrepreneurship to the hbo-sector Engineering</li> <li>the mbo-domain Economy and Administration to the hbo-sector Engineering</li> </ul>

2.1.1.1 International enrolment 240 EC track (article 2.2, 2.3 2.8 CER HZ)

Not applicable.

2.1.2 Deficiency investigation (article 2.4 HZ CER) (article 2.3 lid 4 HZ CER - mbo)

Not applicable.

2.1.3 Additional requirements (article 2.5 HZ CER)

No additional requirements apply to the Industrial Engineering & Management programme.

2.1.4 Working environment requirements for the part-time programme (article 2.6. HZ CER)

See Implementation Regulation part-time programme Industrial Engineering Management 2017-2018.

2.1.5 Working environment requirements for the dual programme (article 2.7. HZ CER)

The Engineering Management programme does not have a dual programme.

## 2.2 Structure of the programme and teaching

2.2.1 Course requirements profile (article 3.2 HZ CER)

The study programme Industrial Engineering & Management trains engineers with a broad range of skills who will manage, improve and redesign business processes at companies. The

Industrial Engineering & Management professional has a respect for people and their environment and is valuable for our society from a green, sustainable and circular economic perspective. Companies are confronted with constantly changing requirements. Production processes must be modified at an increased rate or new production processes must be designed. The life cycle of products is getting shorter due to the rapid changes in technology and the higher demands of the market. Furthermore, companies are forced to search for sustainable materials and processes because raw materials are becoming scarce.

To manage these changes, you need skilled technical professionals who are capable of integrating and organising these developments into the production processes of organisations. The IE & M professional has a respect for people and their environment and is valuable for our society from a green, sustainable and circular economic perspective. The IE & M deploys people and resources efficiently and effectively to realise the corporate objectives from the vision of the company.

The IE & M professional collaborates with almost all disciplines within an organisation to advise on matters or to come up with solutions for issues that the organisation is faced with as a result of a constantly changing environment. To this end, the IE & M professional methodically analyses processes, structures, systems and cultures and gives advice on how to make these more effective and/or efficient.

The starting point of every teaching block (=period of ten weeks) are the actual professional products that the student must deliver in his future profession. In order to deliver these products, the student must carry out assignments at a company. To this end, companies submit cases and projects. The structure of these projects is defined by the study programme. In the first academic year, companies deliver actual cases instead of the actual project. Students learn how to handle real-life cases. The actual assignment/project is formulated by the study programme. As a result, the study programme ensures that first-year students work on level 1, from a non-complex situation.

## 2.2.2 Competences (article 3.2 HZ CER)

Competence	Sub task	LD Code	Learning objective
C1-Analysis	DT-1.a-Selection of relevant aspects in respect of the question/issue	LD-1.a.1	LD-1.a.1- Analyse the technological level, the level of maintenance, and the level of usage of an asset from a maintenance perspective
		LD-1.a.2	LD-1.a.2- Analyse the technological, organisational and cultural context of a maintenance situation.
		LD-1.a.3	LD-1.a.3- Analyse the value, efficiency, the risks and the available controlling mechanisms for a given process.
		LD-1.a.5	LD-1.a.5- List and describe the characteristics of a given asset.
		LD-1.a.6	LD-1.a.6- Present an analysis to (re-)design and/or change a given process
	DT-1.b-Indication of the possible influence on commercial, social and specialist subject-related aspects	LD-1.b.2	LD-1.b.2- Apply knowledge of market positioning and market developments
		LD-1.b.3	LD-1.b.3- Assess the importance of the creation of business strategies and their impact on technology
		LD-1.b.4	LD-1.b.4- Describe the value and risks for a given asset.
		LD-1.b.5	LD-1.b.5- Evaluate a choice for the long-term on relevant criteria.
	DT-1.c-Formulating a clear problem outline, objective and assignment according to the wishes of the customer	LD-1.c.1	LD-1.c.1- Compare the existing structures, procedures and behaviour in a maintenance situation with the results of the analysis
	DT-1.d-Drawing up a schedule of (technical and non-technical) requirements and laying down those requirements	LD-1.d.2	LD-1.d.2- Evaluate tactical and strategic choices based on relevant criteria
		LD-1.d.4	LD-1.d.4- Prepare and validate multi-criteria-analysis
	DT-1.e-Modelling an existing product, process or service	LD-1.e.1	LD-1.e.1- Apply statistics and probabilities in the analysis of an existing product, process or service.
		LD-1.e.2	LD-1.e.2- Assess business processes and propose improvements including process redesign
		LD-1.e.3	LD-1.e.3- Describe business processes (including maintenance processes) and systems and their performance.
		LD-1.e.4	LD-1.e.4- Describe degradation mechanisms

C2-Design	DT-2.a-On the basis of the requirements imposed, the ability to elaborate and select a concept solution (architecture)	LD-2.a.1	LD-2.a.1- Find technological developments applicable to design
		LD-2.a.2	LD-2.a.2- Identify and consider guidelines and norms
	DT-2.b-Producing detailed designs according to the selected concept solution (architecture)	LD-2.b.1	LD-2.b.1- (re-)design of assets
		LD-2.b.2	LD-2.b.2- Apply methodical design
		LD-2.b.3	LD-2.b.3- Create an adequate plan to put the chosen (re)design into operation
		LD-2.b.4	LD-2.b.4- Describe the operational characteristics of processes and assets
	DT-2.c-The ability to take account of the makeability and testability of the design	LD-2.c.1	LD-2.c.1- Define testing procedures and instruments.
	DT-2.d-Verifying the design according to the schedule of requirements	LD-2.d.1	LD-2.d.1- Manage maintenance (re)design tasks in a methodical adequate way
LD-2.d.2		LD-2.d.2- Use technological developments	
C3-Realisation	DT-3.a-Making suitable use of materials, processes, norms and standards	LD-3.a.3	LD-3.a.3- Describe methods and tools for usage of technical systems
		LD-3.a.4	LD-3.a.4- Describe safety and environment requirements including laws, guidelines and norms that need to be taken into consideration in a given situation
		LD-3.a.5	LD-3.a.5- Describe social, ethical and society-related aspects that need to be taken into consideration in a given situation
	DT-3.c-Verifying and validating the product, service or process in respect of the requirements imposed	LD-3.c.1	LD-3.c.1- Apply knowledge of USE (usage, safety and environment) aspects in maintenance situations
		LD-3.c.2	LD-3.c.2- Create an adequate plan for implementation.
C4-Control	DT-4.b-Delivering a contribution to control systems and/or maintenance plans, both corrective (monitoring, identifying and optimising) and preventive (anticipating)	LD-4.b.1	LD-4.b.1- Arrange data and/or information and recognise the use of information systems
		LD-4.b.2	LD-4.b.2- Calculate asset reliability
		LD-4.b.3	LD-4.b.3- Enumerate and define maintenance concepts such as corrective, time-based, use-based and condition-based

	DT-4.c-The ability to assess the performance of a product, service or process according to quality criteria	LD-4.c.2	LD-4.c.2- Determine and explain technological system performances and structures	
		LD-4.c.4	LD-4.c.4- Develop and manage quality assurance processes	
	DT-4.d-The ability to provide feedback in response to changing circumstances and/or performance of a product, service or process	LD-4.d.2	LD-4.d.2- Apply PDCA-cycle	
		LD-4.d.3	LD-4.d.3- Learn from incidents	
		LD-4.d.4	LD-4.d.4- Prioritise between actions to be taken	
		LD-4.d.5	LD-4.d.5- Recognise failure behaviour and its characteristics	
	C5-Management	DT-5.a-Organising a (sub)project: quantifying time and money, assessing and quantifying risks, drawing up project documentation and organising resources (human and material)	LD-5.a.1	LD-5.a.1- Apply management accounting principles
			LD-5.a.3	LD-5.a.3- Create relevant criteria for the choice between proposals for improvement and create a plan for the implementation of the choice made.
LD-5.a.5			LD-5.a.5- Describe and apply the RACI model to identify roles and responsibilities during an organizational change process	
DT-5.b-Monitoring and readjusting activities in terms of time, money, quality, information and organisation		LD-5.b.1	LD-5.b.1- (Re-)Design structures and procedures and propose changes in management style and organisational behaviour, in a complex maintenance situation	
		LD-5.b.2	LD-5.b.2- Analyse the interrelations between business processes to create proposals for improvements (esp. the design process, the usage and the maintenance process) taking into consideration the possibility of conflicting interests of stakeholders	
		LD-5.b.4	LD-5.b.4- Define learning behaviour and apply knowledge of change management	
		LD-5.b.5	LD-5.b.5- Determine new alternative opportunities and translate these opportunities into a new process or product	
DT-5.d-Supervising employees, encouraging cooperation and the ability to delegate		LD-5.d.1	LD-5.d.1- Describe aspects of human behaviour	

	DT-5.e-Communication and cooperation with others in a multicultural, international and/or multidisciplinary environment, and fulfilling the requirements imposed by participation in a labour organisation	LD-5.e.2	LD-5.e.2- Cooperate in multicultural, international and/or multidisciplinary project groups
		LD-5.e.3	LD-5.e.3- Create approval and support for the plan for implementation including data gathering among the direct involved
		LD-5.e.4	LD-5.e.4- Describe methods for assessment in HRM-systems
C6-Advice	DT-6.a-Empathy with the position of the (internal or external) customer	LD-6.a.1	LD-6.a.1- Apply knowledge about stakeholders to understand their position
	DT-6.c-In consultation with relevant parties, translating the customer requirements into technically & economically viable solutions	LD-6.c.1	LD-6.c.1- Apply and encourage multi-party cooperation
		LD-6.c.2	LD-6.c.2- Describe technological contexts and systems
		LD-6.c.3	LD-6.c.3- Explain asset value and risk
	LD-6.c.5	LD-6.c.5- Suggest improvements in the maintenance process and the maintenance planning and control in a given context.	
C7-Research (HZ)	DT-7.a-Research preparation. You are able to make a proposal for (applied) research and set up a research project to solve problems in practical situations.	LD-7.a.1	LD-7.a.1- Formulate a problem statement (which comprises the problem description, research question and objective).
		LD-7.a.2	LD-7.a.2- Conduct a literature review.
		LD-7.a.3	LD-7.a.3- Set up a research project and define it in a research proposal.
	DT-7.b-You are able to conduct research (or have it conducted), as described in the research proposal,	LD-7.b.1	LD-7.b.1- Collect the required data and process it accordingly to enable a meaningful interpretation.



	monitor progress and quality and make adjustments where necessary.	LD-7.b.2	LD-7.b.2-Monitor progress and implementation and make adjustments where necessary.
	DT-7.c-Completing research: You are able to interpret data and draw conclusions regarding the research question. Additionally, you are able to evaluate and report results and processes.	LD-7.c.1	LD-7.c.1- Ascribe significance to retrieved and processed data.
		LD-7.c.2	LD-7.c.2- Report research results.
	DT-7.d-Researcher's attitude: You act in accordance with the (ethical) code of conduct associated with research.	LD-7.d.1	LD-7.d.1- Adapt your behaviour to the norms, professional ethics, attitude and responsibilities associated with research.
C8-Professionalisation	DT-8.b-Adopting a flexible approach in a range of professional situations	LD-8.b.1	LD-8.b.1- Design and manage organisational change
	DT-8.c-When faced with professional and ethical dilemmas, making sound considerations and making a decision, taking account of accepted standards and values	LD-8.c.1	LD-8.c.1- Determine the evaluation criteria for a given task and reflect on one's own and other members' qualification elements using the evaluation criteria
		LD-8.c.2	LD-8.c.2- Interrelations between social developments, ethical considerations, strategic choices and norms for performance
		LD-8.c.3	LD-8.c.3- Reflect on the choices made and the results from a social and ethical point of view taking into account the presence or absence of a social basis for approval and support
	DT-8.e-The ability to reflect on own actions, thoughts and outcomes	LD-8.e.1	LD-8.e.1- Reflect on one's own and other group members' role, behaviour, contribution and results obtained in a group process
	DT-8.f-Be able to use a range of forms of and tools for communication in order to be able to effectively communicate.	LD-8.f.2	LD-8.f.2- Report adequately both orally and in writing on the proposed improvements to the direct involved and other stakeholders
LD-8.f.1		LD-8.f.1- Defend own explanation and assess someone else's explanation.	

## 2.2.3 Structure of the programme (article 3.3, 3.13, HZ CER)

<b>Structure of the programme:</b>	
National name:	Bachelor Technische Bedrijfskunde
International name:	Bachelor Industrial Engineering & Management
Degree awarded:	Bachelor of Science
Duration of study:	4 years
Study workload during the first-year phase:	60 EC
Study workload during the main phase:	180 EC
Variant:	Full-time
CROHO code:	34421
Location:	Middelburg
Teaching language:	English
Starting date of accreditation:	05-07-2011
Ending date of accreditation:	05-07-2011, deferred until 03-07-2019
Associate degree:	Not applicable
Joint programme:	Not applicable
Accelerated HBO (Vwo) programme:	Not applicable

Course programme

Year 4	Professional portfolio, Innovation and Research, Strategic Value-Chain		Final Thesis	
	CUxxxxx (1.25 ECTS) Free Composition Course 7		CUxxxxx (1.25 ECTS) Free Composition Course 8	
Year 3	Internship or Minor		Internship or Minor	
	CUxxxxx (1.25 ECTS) Free Composition Course 5		CUxxxxx (1.25 ECTS) Free Composition Course 6	
Year 2	CU20556 (11.25 ECTS) Project: Process re-design		CU20565 (11.25 ECTS) Project: Process design	
	CU20558 (2.5 ECTS) Material Sciences III	CU20563 (2.5 ECTS) Material Sciences IV	CU20567 (2.5 ECTS) Material Sciences in Manufacturing Processes I	CU20571 (2.5 ECTS) Material Sciences in Manufacturing Processes II
	CU20561 (2.5 ECTS) Business information systems I	CU20569 (2.5 ECTS) Business information systems II	CU20570 (2.5 ECTS) Innovation and Change Management	CU70292 (5 ECTS) Supply Chain Management
	CU20559 (1,25 ECTS) Marketing Fundamentals		CU20568 (2.5 ECTS) Marketing	
	CU20572 (1.25 ECTS) Sustainability and Corporate Social Responsibility	CU20562 (2.5 ECTS) Organization Theory		
	CU22557 (2.5 ECTS) - English for Industrial Engineering & Management III		CU22566 (2.5 ECTS) - English for Industrial Engineering & Management IV	
	VCCU20574 (1.25 ECTS) Free Composition Course 3		VCCU20575 (1.25 ECTS) Free Composition Course 4	
Year 1	CU20576 (8.75 ECTS) Project: Introduction to Production and Business processes	CU20577 (5 ECTS) Project: Asset and Maintenance Management	CU20541 (7.5 ECTS) Project: Quality Management	CU20580 (8.75 ECTS) Project: Operational Excellence
	CU20549 (2.5 ECTS) Finance I	CU20578 (2.5 ECTS) Project Management	CU20553 (2.5 ECTS) Material Sciences I	CU20555 (2.5 ECTS) Material science II
	CU20547 (1.25 ECTS) Statistics I and Research Skills	CU20550 (1.25 ECTS) Research Skills		
	CU20548 (1.25 ECTS) Mathematics	CU20551 (1.25 ECTS) Physics	CU20554 (2.5 ECTS) Finance II	CU20579 (2.5 ECTS) Statistics II and research skills
	CU22491 (2.5 ECTS) - English for Industrial Engineering & Management I		CU22492 (2.5 ECTS) - English for Industrial Engineering & Management II	
	VCCU20545 (1.25 ECTS) Free Composition Course 1		VCCU20546 (1.25 ECTS) Free Composition Course 2	

Projects
Concepts

## Learning approach

The study programme Industrial Engineering & Management takes the three pillars of student-oriented and process-oriented learning as the starting point. Furthermore, these three pillars are central to every block within the programme. The pillars are:

1. Use of authentic professional situations
2. Activate students to reinforce learning from each other
3. Develop students into professionals

The study programme uses authentic professional situations in order to translate the learning objectives into actual educational situations. Each block relates to a real professional case which is the central subject of the block. This real professional situation is therefore an intrinsic part of the integrative assignment that the student will carry out as a project. The IE & M students collaborate with other students to answer the integrative assignment. The knowledge and skills required to succeed in the assignments are provided to the students during the lectures, study assignments and workplace assignments. The execution of workplace assignments takes place at host companies. The integrative assignment is the guiding and connecting element in the educational programme. Each block therefore consists of two differentiated parts: an integral course in which the project is the central element and a variety of conceptual courses to guarantee the required basic knowledge. The learning objectives for each block are clustered in the courses and might be assessed accordingly during the study programme. The courses contained in the blocks must therefore not be viewed as separated entities but as meaningful parts that contribute to the authentic professional cases.

2.2.4 Courses propaedeutic phase (article 3.5, 3.11 HZ CER)

Week numbers in the following tables are calendar weeks.

Block 1											
CU20576	Title: Project: Introduction to Production and Business processes				EC's: 8.75	Mandatory: Yes	Language: EN				
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b> The student will be part of a project team which will work on weekly assignments in order to observe and describe the different aspects of a production/service process within a given company and the business processes at a department or at the entire company. This course is mainly practical and is based on the experiences gained by students at their host companies. Teamwork and professionalism are essential competencies that the student will have to acquire and demonstrate during the course of the project. This course uses the 7S model as a basis to describe the business processes. Furthermore it will cover aspects of operations management such as process mapping, process lay-outs, techniques and simple time studies. Students will learn health and safety aspects related to the risks of performing tasks at or around assets. Additionally, this module provides knowledge of and insight in workplace hazards and risk controls including ergonomics, work equipment, electrical safety, fire safety, physical stress, psychological stress, chemical and physical health hazards.											
Assessm	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Report	LD-1.e.1, LD-2.b.4, LD-3.a.4, LD-4.d.2, LD-5.e.2, LD-6.c.2, LD-7.d.1, LD-8.e.1	100%	55	44	47	3	6
Exam no.											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 1											
CU20549		Title: Finance I				EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b>  The student will be introduced to the disciplines of finance and accounting. The course focuses on understanding fundamental financial calculations and ratios that are the basis of the courses following later in the programme.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		X		Skill test	LD-5.a.1	100%	55	44	47	3	6
Exam no.											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 1											
CU20547		Title: Statistics I and Research Skills				EC's: 1.25		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b>  Students will develop their information skills regarding searching and using sources and information, including the use of APA. Furthermore the structure of a report will be discussed alongside with some tips and tricks regarding the use of Word for report writing. At the same time students will learn the basics of statistics, regarding descriptive statistics and probability calculations. During this part of the course students will gain a basic statistical vocabulary and basic skills to describe data and calculate probabilities.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Knowledge and skills test (statistics)	LD-1.e.1	100%	55	44	47	3	6
Exam no.											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark



Block 1											
CU20548	Title: Mathematics				EC's: 1.25	Mandatory: Yes	Language: EN				
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
Student will get familiar with basic principles of mathematics like, differentiate, integrate, graphics and elementary knowledge of Excel.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Skill test	LD-2.b.2	100%	55	44	47	3	6
Exam no.											
1		Individual									

Block 1 and Block 2											
<b>CU22491</b>	<b>Title:</b> English for Industrial Engineering & Management I					<b>EC's:</b> 2.5	<b>Mandatory:</b> yes	<b>Language:</b> English			
<b>Preconditions:</b> at least A2+ level of general English; preferably B1											
<b>Special condition for credit allocation:</b> Mandatory submission digital reading portfolio + vocabulary											
<b>Course summary:</b> Level B1/B1+											
This course focuses on:											
<ol style="list-style-type: none"> <li>1. Reading and understanding technical business texts and documents.</li> <li>2. Producing oral and written summaries.</li> <li>3. Conducting technical business conversations on topics which relate to the professional field.</li> <li>4. Writing technical descriptions (systems, products, ...)</li> <li>5. Writing letters and CVs</li> <li>6. Obtaining the relevant technical business vocabulary.</li> <li>7. Remedial grammar.</li> </ol>											
Assessment	Format			Contents	Weight	Minimum score	Planned week	Exam inspection in week	Re-sit in week	Exam inspection <sup>1</sup> re-sit exam	
	<i>Oral (O), written (W) or alternative (A) assessment</i>										
	O	W	A	Format							
1	x			Interim oral exam – article summary + vocabulary	LD-8.f.2   SPB1/2-1a,b,c   GSB1/2-5i   B1/B2 sufficient vocab on topics pertinent to curriculum	25%	55	44	47	3	6
2		x		Final written exam – mixed questions based on all course components	LD-8.f.2 SCHB1/2-3a,b,c	45%	55	2	5	15	19
3	X			Final oral exam – job description + conversation	LD-8.f.2   GSB1/2-2b   GSB1/2-3a	30%	55	2	5	15	19
Exam no.											
1	Individual							3		Pair work / group work	
2	Individual										

<sup>1</sup> < 10 working days after publication of mark

Block 2											
CU20577		Title: Project: Asset and Maintenance Management				EC's: 5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
The student will be introduced to maintenance management and will get insight in all relevant maintenance activities, taking into consideration the value of the assets. Students will work in project teams to gather and analyse information within an assigned company.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Report	LD-1.a.1, LD-1.a.2, LD-1.a.5, LD-1.e.3 LD-2.c.1, LD-2.d.1 LD-4.b.1, LD-4.d.5 LD-5.b.2, LD-6.c.2 LD-8.e.1	100%	55	2	5	15	19
<b>Exam no.</b>											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 2												
CU20578		Title: Project Management				EC's: 2.5		Mandatory: Yes		Language: EN		
Preconditions: N/A												
Special condition for awarding study credits :N/A												
Brief description of the course content:												
<p>During this course the students will gain knowledge about several project management methods and dimensions. The student will learn the basics of staying in control as project manager and will learn to write a project management plan. Students will gain insight on, for example, scoping a project, building a simple financial business case, several breakdown structures for projects, project risks and opportunities, stakeholders and project organisation.</p>												
Assessment	Format				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam	
	O	W	A	Form								
1		x		Report	LD-1.a.3, LD-2.b.2, LD-2.b.3, LD-4.b.1, LD-4.c.1, LD-5.a.1., LD-5.a.5, LD-8.b.1,	100%	55	2	5	15	19	
Exam no.												
1		Individual										

<sup>1</sup>< 10 working days after publication of mark

Block 2											
CU20550		Title: Research Skills				EC's: 1.25		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
<p>Students will be challenged to develop a critical mind-set while gaining knowledge about research methods and strategies. Students will learn the basics of scoping their research, writing a research objective and defining research questions. During this course the students will discuss research ethics and will work on assignments to develop their knowledge in research terminology and the research process as well as their abilities to write a problem statement, research objective and research questions. This course covers both quantitative and qualitative research methods.</p>											
Assessment	Format				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Form							
1		x		Research assignment	LD-7.a.1, LD-7.a.2, LD-7.c.1, LD-7.c.2	100%	55	2	5	15	19
Exam no.											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 2												
CU20551		Title: Physics				EC's: 1.25		Mandatory: Yes		Language: EN		
Preconditions: N/A												
Special condition for awarding study credits: N/A												
Brief description of the course content:												
Student will get familiar with the basic principles of physics like Archimedes' law, Newton's law, force distribution, material choice related to design, tensile- and shear strength.												
Assessment	Format				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam	
	Oral (O), written (W) or alternative (A) assessment											
	O	W	A	Form								
1		x		Skill test	LD-3.a.3	100%	55	2	5	15	19	
Exam no.												
1	Individual											

<sup>1</sup>< 10 working days after publication of mark

Block 2												
CU20573		Title: Asset Management				EC's: 2.5		Mandatory: Yes		Language: EN		
Preconditions: N/A												
Special condition for awarding study credits: N/A												
Brief description of the course content:												
The student will learn concepts related to Asset Management and Maintenance Management that can be applied in a work situation. The student will gain knowledge and insights on several disciplines such as asset selection an criticality, Total Productive Maintenance (TPM), Reliability Centered Maintenance (RCM) and Life Cycle Cost.												
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam	
	O	W	A	Form								
1		x		Knowledge and skills exam	LD-1.b.4, LD-1.e.4 LD-2.a.1, LD-4.b.2 LD-4.b.3	100%	55	2	5	15	19	
Exam no.												
1		Individual										

<sup>1</sup>< 10 working days after publication of mark

Block 3											
CU20541		Title: Project: Quality Management				EC's: 7.5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b> This project consists of both quality management and classes to improve communication skills. For Quality management, the student will be introduced to several aspects of quality, both in products as in processes. Moreover, the students will get familiar with quality norms and standards as well as best practices. They will gain knowledge on quality management principles and approaches, such as quality planning, quality control, quality assurance and quality improvement. For communication, students will get to practise a wide variety of communication skills. Students will gain insights on organisation communication, online presence, listening and interviewing skills, conflict communication, negotiation skills and presentation skills. During the classes students will get theoretical backgrounds, hands-on tips and tricks and a set of tools they can use to improve their personal communication skills. The students will actively practise their skills during classes and work on assignments after every class to build their portfolio.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Report	LD-1.a.6, LD-1.e.2, LD-3.c.2, LD-4.b.1, LD-4.d.2, LD-4.d.4, LD-8.c.3, LD-8.c.1	70%	55	13	16	25	27
2	x			Presentation	LD-3.c.2, LD-8.f.2	10%	55	13	16	25	27
3		x		Portfolio (communication, formative)	LD-8.f.2	20%	55	13	16	25	27
<b>Exam no.</b>											
				1	Individual			2	Individual		
				3	Individual						

<sup>1</sup>< 10 working days after publication of mark



Block 3											
CU20553		Title: Material Sciences I				EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b> Student will get familiar with the basic principles of material science and will gain a first understanding of the behavior of materials under different conditions and learn how to assess their suitability in products and industrial processes.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Skills test	LD-2.b.2	100%	55	13	16	25	27
<b>Exam no.</b>											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 3											
CU20554		Title: Finance II				EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
This part of the course focuses on management accounting, the costs structure of a company and cost calculations. Also financial reporting will be covered. How a company supplies the stake holders with financial information.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Skills test	LD-5.a.1	100%	55	13	16	25	27
Exam no.											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 3 and Block 4											
<b>CU22492</b>		<b>Title:</b> English for Industrial Engineering & Management II				<b>EC's:</b> 2.5		<b>Mandatory:</b> yes		<b>Language:</b> English	
<b>Preconditions:</b> Pass for CU22491 or equivalent competences (at teacher's discretion)											
<b>Special condition for credit allocation:</b> Mandatory submission digital reading portfolio + vocabulary											
<b>Course summary:</b> This course focuses on:											
<ol style="list-style-type: none"> <li>1. Reading and understanding technical business texts and documents.</li> <li>2. Describing trends and processes</li> <li>3. Understanding and describing trends (graphs and charts)</li> <li>4. Writing a company profile</li> <li>5. Giving a basic presentation/pitch linked to company profile.</li> <li>6. Building and expanding relevant technical business vocabulary (portfolio).</li> <li>7. Remedial grammar</li> </ol>											
Assessment	Format			Contents	Weight	Minimum score	Planned in week	Exam inspection <sup>2</sup> in week	Re-sit in week	Exam inspection <sup>1</sup> re-sit exam	
	O	W	A								Format
1		x		Interim written exam – company profile	LD-8.f.2 - SCHB1/2-1	30%	55	13	16	25	27
2	x			Final oral exam – presentation/pitch, including trends and processes	LD-8.f.2 SPB1/2-3a,b,c	40%	55	24	25	26	27
3		x		Final written exam – mixed questions based on all course components	LD-8.f.2 SCHB1/2-1 + CHB1/2-2	30%	55	24	25	26	27
<b>Exam no.</b>											
		1	Pair work/group work		3	Individual					
		2	Individual/Pair work								

<sup>1</sup> < 10 working days after publication of mark

### Block 4

<b>CU20580</b>	<b>Title:</b> Project: Operational Excellence				<b>EC's: 8.75</b>	<b>Mandatory: Yes</b>	<b>Language: EN</b>				
<b>Preconditions:</b> N/A											
<b>Special condition for awarding study credits:</b> The score for each test associated with this course is no less than the minimum mark established for each test; the weighted average of all of the scores associated with this course is no less than 5.5 out of 10.											
<b>Brief description of the course content:</b>											
<p>Analyse a production process and propose an optimization for this process at a company. A stakeholders' analysis and long-term view on the effects of the optimization is included in this plan. Students will work in project teams to gather and analyse information within an assigned company, using several analysis methods. Students will follow classes to obtain knowledge and follow-up on their progress. At the same time the students can book guidance regarding the research and statistics they'll need to use during this project.</p> <p>The student will gain knowledge and insights on subjects like Operational Excellence, Lean Six Sigma and TPM.</p>											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Report	LD-1.a.6, LD-1.b.5, LD-1.d.4, LD-1.e.1, LD-1.e.2, LD-3.c.2, LD-4.c.4, LD-4.d.3, LD-5.a.3, LD-5.b.2, LD-6.c.1, LD-7.b.1	80%	55	24	25	26	27
2	X			Presentation	LD-1.e.1, LD-8.e.1	20%	40	24	25	26	27
<b>Exam no.</b>											
1		Individual									
2		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 4											
CU20555		Title: Material science II				EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: Physics (course 20550)											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b> The student will gain a further understanding about the primary types of materials and composites, as well as the relationships that exist between the structural elements of materials and their properties. The student will also learn about the relationship among processing, structure, properties and performance components of materials.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Skills test	LD-2.a.1 LD-2.b.2 LD-2.b.4	100%	55	24	25	26	27

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 4											
CU20579		Title: Statistics II and research skills				EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: Knowledge about descriptive statistics and probability calculations											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
During this course the student will practise intermediate skills regarding samples and sampling, Confidence intervals and hypothesis testing. This course consists of studying online study materials in combination of practise and explanation during classes.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences / (content)	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Knowledge and Skills test	LD-1.e.1,	100%	55	24	25	26	27
Exam no.											
1		Individual									

<sup>1</sup>< 10 working days after publication of mark

Block 1 and Block 2											
VCCU20545		Title: Free Composition Course 1			EC's: 1,25		Mandatory		Language: EN		
<b>Preconditions:</b> N/A											
<b>Special condition for awarding study credits:</b> N/A											
<b>Brief description of the course content:</b>											
<p>The educational programme of a study programme contains a free composition space of minimally 2.5 academic credits in each academic year. The student is allowed to earn FCC credits with extracurricular activities such as: management activities, informational and promotional activities, cultural activities, instructional activities, project activities or training activities.</p> <p>The student will submit proposals for the free composition space to the SCC or FCC assessor prior to the activity. Afterwards, the SCC or FCC assessor will assess if the activity was performed in a satisfactory manner.</p> <p>Further details regarding the content and related criteria can be found in the Student Manual HZ Personality, 2017, HZ University of Applied Sciences.</p>											
Assessment	Format			Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam	
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Form					O	W	
1			x	Portfolio	LD-8.e.1	100%	55	24	25	26	27

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 3 and Block 4											
VCCU20546	Title: Free Composition Course 2				EC's: 1,25	Mandatory	Language: EN				
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
<p>The educational programme of a study programme contains a free composition space of minimally 2.5 academic credits in each academic year. The student is allowed to earn FCC credits with extracurricular activities such as: management activities, informational and promotional activities, cultural activities, instructional activities, project activities or training activities.</p> <p>The student will submit proposals for the free composition space to the SCC or FCC assessor prior to the activity. Afterwards, the SCC or FCC assessor will assess if the activity was performed in a satisfactory manner.</p> <p>Further details regarding the content and related criteria can be found in the Student Manual HZ Personality, 2017, HZ University of Applied Sciences.</p>											
Assessment	Format Oral (O), written (W) or alternative (A) assessment				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form						O	W
1			x	Portfolio	LD-8.e.1	100%	55	24	25	26	27

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark



2.2.5 Courses main phase (article 3.6, 3.11 HZ CER)

Block 5 and Block 6											
CU20556	Title: Project: Process re-design					EC's: 11.25	Mandatory: Yes	Language: EN			
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b> Students will work in a project team on (several solutions for) a process re-design at a company for one semester. During this semester they will obtain a project assignment at the company. They will write a proposal which includes the project scope and a division of tasks and subjects the student will cover. Each student works out one aspect of the redesign or a separate solution for the same process. Students will incorporate knowledge and skills from courses followed so far and during this project as well as knowledge and skills gained from their own research and study activities. Students will also consult with experts where necessary. During this project it is important for the student to work together in a project team and with several stakeholders within the company.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessm</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Report (initial proposal)	LD-1.a.6, LD-1.c.1, LD-1.e.2, LD-6.c.5, LD-7.a.1, LD-7.a.2, LD-7.a.3, LD-7.d..1	10%	55	38	39	40	41
2		x		Report	LD-1.a.3, LD-2.b.1, LD-2.b.3, LD-3.c.1, LD-6.c.3, LD-7.b.1, LD-7.b.2, LD-7.c.1,	70%	55	2	5	15	19
3	x			Group presentation	LD-7.c.2, LD-8.f.1	20%	55	2	5	15	19
Exam no.											
1				Individual	2	Individual					
3				Group presentation with Individual grading							

<sup>1</sup>< 10 working days after publication of mark

Block 5											
CU20558		Title: Material Sciences III				EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
The student will get an introduction of the various characteristics and structure property relationships, as well as processing techniques of materials, to make judicious materials choices in design based on these criteria.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Skill test	LD-2.a.1 LD-2.b.2 LD-2.b.4	100%	55	44	47	3	6

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 5											
<b>CU20561</b>	<b>Title:</b> Business information and systems I				<b>EC's:</b> 2.5	<b>Mandatory:</b> Yes	<b>Language:</b> EN				
<b>Preconditions:</b> N/A											
<b>Special condition for awarding study credits:</b> N/A											
<b>Brief description of the course content:</b>											
During this course students will work on their understanding of Information Technology. Students will not only get familiar with terminology, business IT alignment and IT governance, they will also learn some basics in database management language and mark-up language.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		X		Knowledge and skills test	LD-2.a.1, LD-2.b.4, LD-2.d.2, LD-4.b.1, LD-4.c.2	100%	55	44	47	3	6

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 5											
CU20559		Title: Marketing Fundamentals				EC's: 1.25		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
Student will get an introduction to the principles of marketing, like definitions and marketing environment, buying behaviour, segmentation targeting and positioning and pricing.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Knowledge and Skill test	LD-1.b.2	100%	55	44	47	3	6

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 5												
CU20572		Title: Sustainability and Corporate Social Responsibility					EC's: 1.25		Mandatory: Yes		Language: EN	
Preconditions: N/A												
Special condition for awarding study credits: N/A												
<b>Brief description of the course content:</b>  During this course, students will get acquainted with norms, regulations and ethics regarding sustainability and corporate social responsibility. Furthermore the students will work on understanding the effects of trends and developments regarding sustainability and corporate social responsibility on organisations.												
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam	
	Oral (O), written (W) or alternative (A) assessment											
	O	W	A	Form								
1		x		Essay	LD-1.a.3, LD-3.a.4, LD-3.a.5, LD-7.a.2, LD-8.c.2	100%	55	44	47	3	6	

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 5 and Block 6												
CU20557		Title: English for Industrial Engineering & Management III					EC's: 2.5		Mandatory: yes		Language: English	
Preconditions: Pass for 22492 or equivalent competences												
Special condition for credit allocation: N/A												
Course summary: Level B2/B2+ 1. Essay writing 2. Technical Report writing 3. Reading and understanding (long) technical business texts and documents.						4. Building and expanding relevant technical business vocabulary (portfolio). 5. Describing properties, instructions and warnings 6. Stipulating conditions 7. Remedial grammar						
Assessment	Format			Contents	Weight	Minimum score	Planned in week	Exam inspection <sup>3</sup> in week	Re-sit in week	Exam inspection <sup>1</sup> re-sit exam		
	O	W	A								Format	
1	X			Interim written test – Essay (in combination with sustainability course)	LD-8.f.2 - SPB2-3a,b,c - GSB2-2ab - B2 sufficient vocab on topics pertinent to curriculum	40%	5.5	2	5	15	19	
2		X		Final written test 2 - report	LD-8.f.2 - SCHB2-3a,b,c	40%	5.5	2	5	15	19	
3			X	Digital Reading portfolio + vocabulary	LD-8.f.2 - LEB2-3a,b,c,d; LEB2-4a - B2 sufficient vocab on topics pertinent to curriculum	20%	OK	2	5	15	19	
Exam no.												
		1	Individual			3	Individual					
		2	Individual									

<sup>1</sup> < 10 working days after publication of mark

Block 6											
CU20563	Title: Material Sciences IV				EC's: 2.5	Mandatory: Yes	Language: EN				
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
In addition to structure and properties of materials to students will learn about processing and performance, two other components that are involved in material science and (product)design.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Knowledge and skills test	LD-2.a.1 LD-2.b.2 LD-2.b.4	100%	55	2	5	15	19

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 6											
CU20569	Title: Business information and systems II				EC's: 2.5	Mandatory: Yes	Language: EN				
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
Students will gain insights on developments and trends in IT for business. Students will look into topics such as IT innovation, data science and block chain technology, but also into business opportunities provided by new developments.											
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Form							
1		X		Case study	LD-2.a.2, LD-2.b.2, LD-6.c.2	100%	55	2	5	15	19

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark



Block 6											
CU20562		Title: Organization Theory				EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
<p>Students will deepen their knowledge on structures and behaviour and their relationship within organizations with the aim of understanding the social environmental and economic forces that affect our own careers nowadays. Students will gain knowledge about types of organisations and management styles as well as common theories and models that have been developed through decades to help analyse and address some managerial questions related to how to put strategy in practice, why some organisations are successful and others are not or how to deal with new technologies, pay, performance and talent.</p>											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Knowledge and skills test	LD-1.e.2, LD-5.b.1	100%	55	2	5	15	19

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

## Block 7 and Block 8

<b>CU20565</b>	<b>Title:</b> Project: Process design				<b>EC's:</b> 11.25	<b>Mandatory:</b> Yes	<b>Language:</b> EN				
<b>Preconditions:</b> N/A											
<b>Special condition for awarding study credits:</b> N/A											
<b>Brief description of the course content:</b>											
Students will work in a project team on (several solutions for) a process design at a company for one semester. During this semester they will obtain a project assignment at the company. They will write a proposal which includes the project scope and a division of tasks and subjects the student will cover. Each student works out one aspect of the design or a separate solution for the same process. Students will incorporate knowledge and skills from courses followed so far and during this project as well as knowledge and skills gained from their own research and study activities. Students will also consult with experts where necessary. Students may work together with students from other study programs to increase the (added) value of their design. During this project it is important for the student to work together in a project team and with several stakeholders within the company.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimu score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Report (initial proposal)	LD-2.d.2, LD-7.a.1, LD-7.d.1, LD-7.a.3	25%	55	8	9	11	12
2		x		Report	LD-1.a.6, LD-1.b.3, LD-5.a.1, LD-5.a.5, LD-5.e.3, LD-5.e.4, LD-7.b.2, LD-7.c.1, LD-8.b.1	55%	55	24	25	26	27
3	x			Group presentation	LD-1.a.6, 7c2	20%	55	24	25	26	27
Exam no.											
1		Individual									
2		Individual									
3		Group presentation with Individual grading									

<sup>1</sup>< 10 working days after publication of mark

Block 7												
CU20567		Title: Material Sciences in Manufacturing Processes I					EC's: 2.5		Mandatory: Yes		Language: EN	
Preconditions: N/A												
Special condition for awarding study credits: N/A												
Brief description of the course content:												
The student will get familiar and learn about the various characteristics and properties of materials related to manufacturing processes, their selection and costs.												
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam	
	O	W	A	Form								
1		x		Knowledge and skills test	LD-2.d.2, LD-3.a.3, LD-4.c.2, LD-6.c.2	100%	55	13	16	25	27	

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 7											
CU20570	Title: Innovation and Change Management				EC's: 2.5	Mandatory: Yes	Language: EN				
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b>  This course consists of two separate aspects: Innovation management and change management. On the one hand, students will learn what innovation is, they will practise creative and innovation skills and they will gain insights on how to manage innovation at several levels (operational, tactical and strategic) within an organisation. Students will work with several models and will investigate approaches to innovation as seen in business. On the other hand students will deepen their knowledge about organisational cultures and change. Students will gain insights on change management methods and methods to manage resistance against change. Students will learn approaches to implement and consolidate change within organisations.											
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Form							
1		X		Report	LD-1.b.3, LD-3.a.5, LD-5.b.4, LD-5.d.1, LD-5.e.3	100%	55	13	16	25	27

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 7												
CU20568		Title: Marketing				EC's: 2.5		Mandatory: Yes		Language: EN		
Preconditions: N/A												
Special condition for awarding study credits: N/A												
Brief description of the course content:												
During this course students will get the knowledge and necessary marketing theories about creating a marketing plan.												
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam	
	O	W	A	Form								
1		x		Report (marketing plan)	LD-1.b.2, LD-2.d.2, LD-5.b.5	100%	55	13	16	25	27	

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 7 and Block 8											
CU20566		Title: English for Industrial Engineering & Management IV				EC's: 2.5		Mandatory yes	Language: English		
Preconditions: Pass for 20557 or equivalent competences											
Special condition for credit allocation: N/A											
<b>Course summary:</b> Level B2+ <ol style="list-style-type: none"> <li>1. Conducting and participating in formal meetings. Collaborative problem solving.</li> <li>2. Persuasive presentations + explaining technology to non-specialists</li> <li>3. Reading and understanding (long) technical business texts and documents.</li> <li>4. Building and expanding relevant technical business vocabulary (portfolio).</li> <li>5. Remedial grammar</li> </ol>											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>			Contents	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection <sup>1</sup> re-sit exam	
	O	W	A	Format							
1	X			Final oral test – formal meeting , including short individual persuasive presentation (explaining technology to non-specialists)	LD-8.f.2 - SPB2-3a,b,c B2 sufficient vocab on topics pertinent to curriculum	80%	5.5	24	25	26	27
2			X	Digital reading portfolio + vocabulary	LD-8.f.2 - LEB2-3a,b,c,d; LEB2-4a B2 sufficient vocab on topics pertinent to curriculum	20%	OK	24	25	26	27
<b>Exam no.</b>											
		1	Individual + group								
		2	Individual								

Block 8											
CU20571	Title: Material Sciences in Manufacturing Processes II					EC's: 2.5	Mandatory: Yes	Language: EN			
Preconditions: N/A											
Special condition for awarding study credits: N/A											
Brief description of the course content:											
During this course students will learn from a functional perspective, to identify the characteristics and role of new materials and to implement these materials into processes to create new products or systems or techniques for processing these materials.											
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Form							
1		x		Knowledge and skills test	LD-2.d.2, LD-3.a.3, LD-4.c.2, LD-6.c.2	100%	55	24	25	26	27

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 8											
CU70292		Title: Supply Chain Management				EC's: 5		Mandatory: Yes		Language: EN	
Preconditions: N/A											
Special condition for awarding study credits: At least 80% participation in lessons; compulsory participation in logistics game.											
<b>Brief description of the course content:</b> Supply chain management (SCM) is "the management of the chain that connects independent customers and suppliers as if they were single entities with the aim of creating value and reducing waste through the coordination of goals and activities of all organizations in the chain." More than in the "ordinary" logistics field, organizations are nowadays looking for cooperation with other organizations within the own chain or beyond the boundaries of organizations in order to add value and reducing waste. Therefore, in this course he student will learn how interconnected members in a supply chain are related from the perspective of materials, information or financial means, in response to customers' demands.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form							
1		x		Knowledge and skills test	LD-1.d.2;LD-3.a.3	100%	55	25(*)	26(*)	27(*)	28(*)
2			x	At least 80% participation in lessons	LD-1.d.2;LD-3.a.3	0	ok	25(*)	26(*)	27(*)	28(*)
Exam no.											
1		Individual				2		Individual			

<sup>1</sup>< 10 working days after publication of mark

(\*) Scheduled a week later than the regular IE&M schedule to accommodate to the Logistics Engineering schedule.



Block 5 and Block 6											
VCCU20574		Title: Free Composition Course 3				EC's: 1,25		Mandatory		Language: EN	
<b>Preconditions:</b> N/A											
<b>Special condition for awarding study credits:</b> N/A											
<b>Brief description of the course content:</b>											
<p>The educational programme of a study programme contains a free composition space of minimally 2.5 academic credits in each academic year. The student is allowed to earn FCC credits with extracurricular activities such as: management activities, informational and promotional activities, cultural activities, instructional activities, project activities or training activities.</p> <p>The student will submit proposals for the free composition space to the SCC or FCC assessor prior to the activity. Afterwards, the SCC or FCC assessor will assess if the activity was performed in a satisfactory manner.</p> <p>Further details regarding the content and related criteria can be found in the Student Manual HZ Personality, 2017, HZ University of Applied Sciences.</p>											
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Form							
1			x	Portfolio	LD-8.e.1	100%	55	24	25	26	27

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

Block 7 and Block 8											
VCCU20575	Title: Free Composition Course 4				EC's: 1,25	Mandatory		Language: EN			
Preconditions: N/A											
Special condition for awarding study credits: N/A											
<b>Brief description of the course content:</b> The educational programme of a study programme contains a free composition space of minimally 2.5 academic credits in each academic year. The student is allowed to earn FCC credits with extracurricular activities such as: management activities, informational and promotional activities, cultural activities, instructional activities, project activities or training activities. The student will submit proposals for the free composition space to the SCC or FCC assessor prior to the activity. Afterwards, the SCC or FCC assessor will assess if the activity was performed in a satisfactory manner. Further details regarding the content and related criteria can be found in the Student Manual HZ Personality, 2017, HZ University of Applied Sciences.											
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection <sup>1</sup> in week	Re-sit in week	Exam Inspection <sup>1</sup> re-sit exam
	O	W	A	Form						O	W
1			x	Portfolio	LD-8.e.1	100%	55	24	25	26	27

Exam no.	
1	Individual

<sup>1</sup>< 10 working days after publication of mark

- 2.2.6 Free-format study courses (article 3.12 HZ CER)  
The educational programme contains a free composition space of 2.5 academic credits in each academic year. This means a total of 10 academic credits for the study programme Industrial Engineering & Management. The student is allowed to earn FCC credits with extracurricular activities such as management activities, informational and promotional activities, cultural activities, instructional activities, project activities or training activities. The study programme must approve all extracurricular activities that fall outside of the scope of the HZ. We refer to the student guide *HZ Personality, HZ University of Applied Sciences* for the content and related criteria.
- 2.2.7 Graduation specialisations (article 3.10 HZ CER)  
Not yet applicable because course year 2018-19 only covers the first and second academic year. Graduation specialisations are applicable from the fourth academic year onward.
- 2.2.8 Work placement (article 3.9 HZ CER)  
Not yet applicable because course year 2018-19 only covers the first and second academic year. A work placement is applicable in the third academic year.
- 2.2.9 Minor (article 3.8 HZ CER)  
Not yet applicable because course year 2018-19 only covers the first and second academic year. Minors are applicable from the third academic year onward.
- 2.2.10 Participation in an international exchange programme (article 4.5 HZ CER)  
The study programme does not have an international exchange programme.
- 2.2.11 Graduation (article 3.9 OER)  
Not yet applicable because course year 2018-19 only covers the first and second academic year. Graduation is applicable from the third academic year onward.
- 2.2.12 Deleted
- 2.2.13 Deleted
- 2.2.14 Transitional provision (article 6.2, paragraph 11 HZ CER)  
Transitional provisions are not applicable. In principle, new manuals, guides, requirements, et cetera are effective immediately.

### **2.3. Study advice**

#### **2.3.1. Definition of conditions of enrolment in programme after negative binding study advice (article 8.1, paragraph 9 HZ CER)**

If a student of the study programme Industrial Engineering & Management receives a negative binding study advice, his enrolment will be terminated permanently. The student is no longer allowed to register for this study programme at the HZ.

### **3.1 Establishment**

3.1.1 The period of the Implementation Regulation is equal to the period of the HZ CER 2018-2019.

3.1.2 This Implementation Regulation was established by the Executive Board on 25/09/2018.