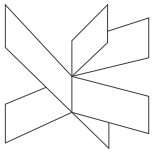


VIA University College



# **Curriculum for Bachelor of Value Chain Management**

**Valid from August 2016**

# Content

---

1	Purpose and structure of programme .....	3
2	Title, duration and diploma .....	4
3	Programme structure .....	5
3.1	Courses .....	5
3.2	Contents and learning outcomes .....	6
3.2.1	Compulsory courses of the VCM programme.....	6
3.2.2	Elective courses .....	35
3.3	Internship.....	41
3.4	Bachelor project.....	41
3.5	Credit transfer .....	42

---

4	Internationalisation.....	42
5	Exams in the Value Chain Management programme .....	43
5.1	Description of the exams, aids for the exam, etc.....	44
5.2	Exams in the Value Chain Management programme .....	44
5.3	Formal standards for assignments and projects .....	53
5.3.1	Standards .....	53
5.3.2	References.....	53
5.4	Grading.....	54

---

6	Teaching methodology and learning strategies .....	54
7	Study activity .....	55
8	Rules about leave of absence and exemptions.....	56
8.1	Leave of absence.....	56
8.1.1	Maternity/paternity leave, adoption and conscription.....	56
8.1.2	Application .....	56
8.2	Exemptions from VCM curriculum.....	56

---

9	Exam regulations.....	57
9.1	Exam attempts.....	57
9.2	Re-exam.....	57
9.3	Special needs at exams .....	57
9.4	Illness.....	57

---

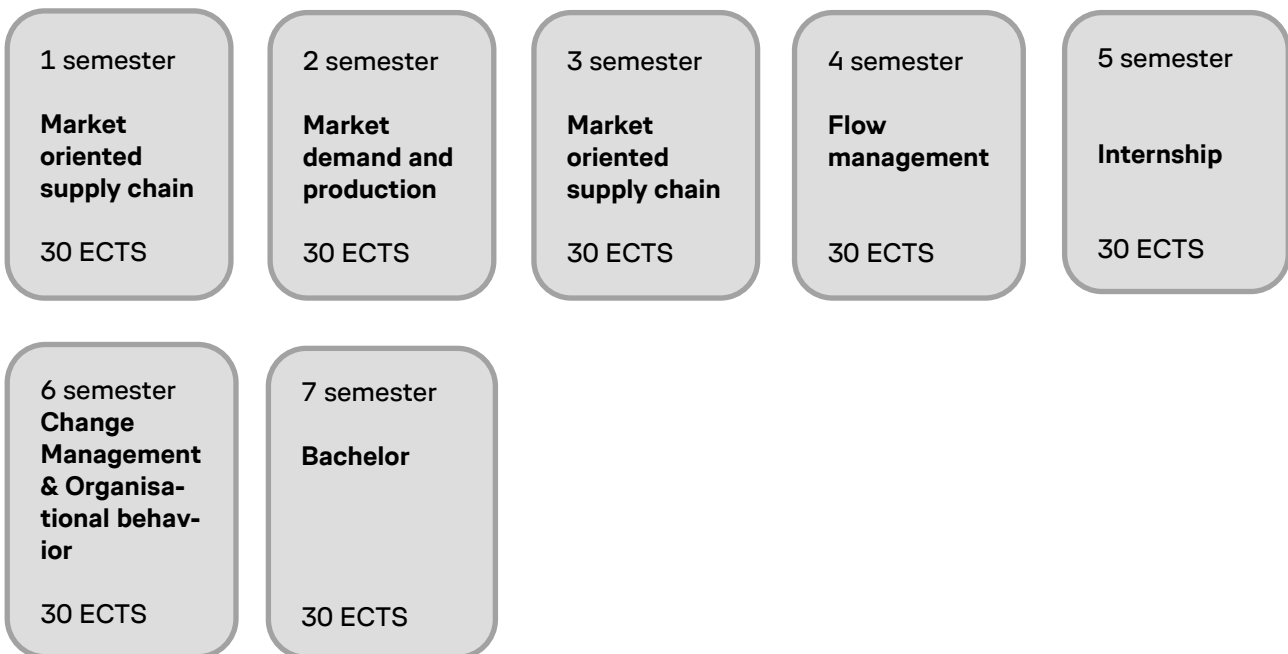
10	Disruptive behavior and cheating in exams.....	58
11	Exam complaints .....	60
12	Legal basis .....	62

# 1 Purpose and structure of programme

The purpose of the Value Chain Management (VCM) programme is to qualify the student to perform production planning, purchasing coordination and cross-disciplinary project coordination and leadership in global environments within logistic, value chain management and supply chain management sectors in private and public organisations.

VCM is a business management programme, that integrates technical, commercial and leadership subjects. The students will develop abilities to communicate across professional disciplines and national as well as organisational cultures.

The semester themes of the programme are as follows:



All courses connected to each semester theme are described in section 3.1.

The VCM programme has focus on applying theories. Therefore subject areas such as project working, project management and implementation management have a high priority in the programme and will qualify the students to manage business functions where they will:

- use commercial, technical and logistics knowledge as well as new research results in the fields of supply chain management and process optimisation
- facilitate cooperation in order to produce or procure goods
- analyse and discuss financial and technical consequences of decisions
- analyse and discuss the influence of decisions on the overall value chain of the organisation.

The VCM programme is taught in English, and English language is used in all communication activities, projects and exams.

As VIA University College (VIA) is the only provider of the VCM programme, the national and the institutional curriculum is one document.

## 2 Title, duration and diploma

Students who has completed the VCM programme will have the title:

### **Bachelor of Value Chain Management**

Abbreviated BA of Value Chain Management.

The duration of the VCM programme is 3 ½ years, divided into 7 semesters. The scope of the individual courses, projects and semesters is stipulated in ECTS (European Credit Transfer System) credits, where 1 ECTS credit represents 27.5 hours of student workload. 60 ECTS credits correspond to one year of full time study, and a total of 210 ECTS credits must be passed to graduate from the VCM program.

The following time limits for completing the VCM programme apply:

- All 1<sup>st</sup> and 2<sup>nd</sup> semester exams must be passed no later than two years after starting the VCM programme
- The entire VCM programme must be completed no later than 5 ½ years after starting the VCM programme

If these time limits are not met, the student will be excluded from the study programme.

VIA can in extraordinary cases make an exemption from these time limits.

VIA will issue the diploma for the VCM programme.

## 3 Programme structure

### 3.1 Courses

Below is an overview of the courses in the different semesters.

Semester themes	Course name	ECTS	Exam form	Exam evaluation
<b>1 semester</b> Market oriented Supply chain	<a href="#">Marketing Management</a>	5	4 hours written	Internal
	<a href="#">Inventory Management</a>	5	Oral, combined	External
	<a href="#">Supply Chain Management</a>	5	Oral, combined	External
	<a href="#">Production Technology</a>	5	Project	Internal
	<a href="#">Tools for Quantitative Analysis I</a>	5	3 hours written	Internal
	<a href="#">Study Project 1</a>	5	Project + oral	Internal
<b>2 semester</b> Market demand and production	<a href="#">Tools for Quantitative Analysis II</a>	5	3 hours written	Internal
	<a href="#">Business Economics</a>	5	4 hours written	Internal
	<a href="#">Business Forecasting</a>	5	Oral, combined	External
	<a href="#">Operations Management</a>	5	Oral, combined	External
	<a href="#">Purchasing and Negotiation</a>	5	Oral	Internal
	<a href="#">Study Project 2</a>	5	Project + oral	Internal
<b>3 semester</b> Flow management	<a href="#">Cost and Budgeting</a>	5	4 hours written	Internal
	<a href="#">Innovation</a>	5	Approval	Internal
	<a href="#">Quality Management</a>	5	4 hours written	Internal
	<a href="#">Production Optimisation</a>	5	Oral, combined	External
	<a href="#">Simulation and Facility Layout</a>	5	Oral, combined	External
	<a href="#">Study Project 3</a>	5	Project + oral	External
<b>4 semester</b> Value chain optimisation	<a href="#">Design of Value Chains</a>	5	Oral	External
	<a href="#">Investment and Finance</a>	5	4 hours written	Internal
	<a href="#">Strategic Management</a>	5	4 hours written	Internal
	<a href="#">Theory of Science</a>	5	4 hours written	Internal
	<a href="#">Study Project 4</a>	10	Project + oral	External
<b>5 semester</b>	<a href="#">Internship</a>	30	Report + oral	Internal
<b>6 semester</b> Change Man- agement and or- ganisational be- havior	<a href="#">Process Consultation and Relationship</a>	5	Report+ videotaped intervention	Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Study project 6</a>	10	Project + oral	External
<b>7 semester</b> Bachelor	<a href="#">Change Management and Communication</a>	5	Written report	Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Bachelor Project</a>	20	Project exam	External

Students who have enrolled before August 2012, please refer to Appendix A for the relevant course overview.

### 3.2 Contents and learning outcomes

#### 3.2.1 Compulsory courses of the VCM programme

Course name	Marketing Management MAMV1
No of ECTS	5
Contents	The contents of the course are theories on external analysis, marketing strategies and marketing mix/plan
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge</p> <ul style="list-style-type: none"> <li>• about models for environmental analysis their use and limitations</li> <li>• about structured environmental analysis</li> <li>• about how to develop a cohesive market strategy</li> <li>• about how to develop a marketing mix</li> <li>• of market segmentation and positioning</li> <li>• of strategic and tactic marketing planning.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• perform a macro environmental analysis</li> <li>• perform a market analysis regarding need, growth and size.</li> <li>• perform a competitor analysis regarding identification of competitors, their goals, strategies and marketing mix.</li> <li>• perform an industry analysis on attractiveness</li> <li>• perform a customer analysis regarding needs, wants and buying behavior</li> <li>• perform a segmentation of the market and choose an appropriate positioning strategy</li> <li>• be able to identify and chose amongst alternative growth strategies</li> <li>• be able to identify and develop a relevant marketing mix</li> <li>• be able to generate a simple budget.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• identify, analyse and evaluate strength and weaknesses in a relevant external marketing environment</li> <li>• apply course theory and concepts in analysis and evaluation of strategic marketing problems in relation to product positioning, competitive strategy and growth.</li> <li>• identify, discuss and recommend a marketing mix to a given strategic market situation.</li> </ul>

Course name	Inventory Management INMV1
No of ECTS	5
Contents	Managing inventories in the value chain is essential to the company. Inventories secure the right service level towards the customer, and are often a large part of the capital binding in the company. After this course, the student will be able to use theories for analysis and development of strategies and optimisation of inventories in a company.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• Inventory fundamentals - Focus on inventory functions and cost</li> <li>• Inventory management - Order point, safety stock, service level, lead time</li> <li>• Inventory optimisation - ABC, double ABC, Product Life Cycle (PLC)</li> <li>• Inventory control - EOQ, Safety Stock (SS), Kanban, 2-bin</li> <li>• Inventory KPI's - Delivery performance, Stock turns, Carrying cost, Stock write down, Dead stock</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate theories and models used in the inventory and warehouse management and forecasting, as well as the ability to assess these theories and the strength and weaknesses of the models</li> <li>• perform inventory analysis and suggest inventory policies based on the analysis</li> <li>• design inventory control system based on inventory policies.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• identify, analyse and evaluate the techniques for inventory management, optimisation and control given in the course</li> <li>• based on data and system information offer a well-reasoned analysis of the inventory optimisation possibilities</li> <li>• through a situation analysis, identify and address inventory-specific issues</li> <li>• understand the consequences of supply and demand on inventory management</li> <li>• furthermore, the student is to achieve a solid knowledge of standard optimisation models from the practical point of view.</li> </ul>

Course name	Supply Chain Management SCMV1
No of ECTS	5
Contents	<ul style="list-style-type: none"> <li>• Operations SCM Strategies</li> <li>• Process Choice and Layout</li> <li>• Business Processes</li> <li>• Logistics</li> <li>• S&amp;OP</li> <li>• Introduction to Lean-QRM-Batch</li> <li>• Developing Products and Services</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• value and supply chains</li> <li>• market oriented supply chain management</li> <li>• optimisation of the value and supply chains</li> <li>• process management</li> <li>• process coordination in companies.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• analyse how value is created through operations and supply chains</li> <li>• understand and differentiate operations and supply chain strategies</li> <li>• understand how to establish the operations environment</li> <li>• analyse the choice and layout decisions in manufacturing and services companies</li> <li>• describe business processes</li> <li>• establish supply chain linkages</li> <li>• understand methods of how to manage production across the supply chain</li> <li>• understand how products are developed and serviced.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• analyse and suggest improvements in a company's supply chain</li> <li>• analyse and identify how a company can create value</li> <li>• analyse a company's production and choose the right production strategy</li> <li>• analyse the operations in a company and suggest improvements.</li> </ul>



Course name	Production Technology PRTV1
No of ECTS	5
Contents	<ul style="list-style-type: none"> <li>• Basic technical drawing techniques</li> <li>• Introduction to and using a CAD system</li> <li>• Single and multilevel bill of materials</li> <li>• Processes needed for making products</li> <li>• Materials science</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• technical graphical communication</li> <li>• CAD systems</li> <li>• the orthogonal projection according to the European Standards (the first (quadrant) angle method)</li> <li>• the methods for producing accurate technical drawings of any given industrial product</li> <li>• the different types of drawings, different methods for dimensioning in order to lead a qualified dialogue about technical drawing materials at a technician's level</li> <li>• isometric drawings of simple objects</li> <li>• the bill of materials and its relation to technical drawing</li> <li>• the different production processes related to materials.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• produce technical drawings of non complex objects on a CAD system</li> <li>• read and understand drawings of a complex nature</li> <li>• communicate with the technicians about a given component and at a sketch level participate in making alteration suggestions</li> <li>• show knowledge about any given production process</li> <li>• understand the usage of different materials and processes in production.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• make simple sketches and CAD drawings</li> <li>• understand and use a technical drawing</li> <li>• understand the processes connected to a specific material</li> <li>• understand the relevance of the BOM to assembly drawings.</li> </ul>

Course name	Tools for Quantitative Analysis 1 TQAV1
No of ECTS	5
Contents	<p>The course is built up around six main topics, each containing several subtopics:</p> <ul style="list-style-type: none"> <li>• arithmetic</li> <li>• linear equations</li> <li>• non-linear equations</li> <li>• differentiation</li> <li>• integration</li> <li>• Excel</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• basic mathematical modelling</li> <li>• the role of quantitative analysis in business studies</li> <li>• the relationship between mathematics and economic analysis</li> <li>• basic Excel functions.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• analyse functions</li> <li>• apply calculus to functions of several variables and solve economic problems</li> <li>• calculate elasticity of supply and demand</li> <li>• describe, analyse and interpret data using Excel.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• understanding the interaction between the tools for quantitative analysis and economic problems</li> <li>• Use the provided tools in other subjects, e.g. Business Economics, Forecasting, and Cost Theory &amp; Budgeting.</li> <li>• Additionally, the students will gain insight into deduction as a mode of inference.</li> </ul>

Course name	Study Project SPV1
No of ECTS	5
Contents	Content is from the different courses in the 1 <sup>st</sup> Semester
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge</p> <ul style="list-style-type: none"> <li>• about the demands for producing projects in VIA UC</li> <li>• about the guidelines applied in making projects</li> <li>• on teamwork</li> <li>• of how to work with a problem based project.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• work with simple problem based projects in teams</li> <li>• perform a simple analysis of a defined case</li> <li>• develop a problem formulation and delimitation</li> <li>• make simple choices regarding methodology</li> <li>• apply semester theory in a problem based project</li> <li>• work independently and in teams.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• practice teamwork</li> <li>• identify and explain core issues from the semester theme and incorporate it into a project description</li> <li>• describe and discuss problem areas in a project and make a simple analysis of the problem and come up with recommendations related to the problem formulation</li> <li>• make a professional written presentation of the project.</li> </ul>

Course name	Tools for Quantitative Analysis 2 TQAV2
No of ECTS	5
Contents	<p>The course is built up around 8 main topics, each containing several subtopics:</p> <ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Probability</li> <li>• Random variables and probability distributions</li> <li>• The normal distribution</li> <li>• Confidence intervals</li> <li>• Hypothesis testing</li> <li>• Regression Analysis</li> <li>• Chi-squared and contingency</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• basic descriptive statistics</li> <li>• key probability distributions</li> <li>• quantitative methods and analysis</li> <li>• use of Excel in statistics functions.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• do statistical analysis</li> <li>• do hypothesis-testing</li> <li>• do regression analysis</li> <li>• describe, analyse and interpret data using Excel.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• understand statistical methods in interaction with processing using statistical calculation software.</li> <li>• apply basic skill sets along with some intermediate to advanced functions to manage and audit numerical reports.</li> <li>• create and manipulate charts, and work with different types of graphics.</li> </ul>

Course name	Business Economics BUEV2
No of ECTS	5
Contents	<p>The course concentrates on microeconomic analysis, which deals with models of economic behavior of the consumer and the firm.</p> <p>The course begins with an introduction to basic economic principles and the fundamental role of transactions and markets. Economic theories from the areas:</p> <ul style="list-style-type: none"> <li>• Market forces: Demand and supply</li> <li>• The right price and the concept of price elasticity</li> <li>• The production process and costs</li> <li>• Nature of industry</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• Demand and supply</li> <li>• Market structures</li> <li>• Efficiency of equilibrium and sources of market failure</li> <li>• Firms and their production decisions</li> <li>• Markets for goods and productive inputs</li> <li>• Government intervention in markets.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• describe, interpret and formulate models of individual decision making and market economies</li> <li>• relate the models of firms, consumers and markets to real world economic problems and name policy implications</li> <li>• apply the tools from individual decision making and market economies to analyse economic problems and reflect on the ceteris paribus assumption and apply a comparative static analysis within the models of individual decision making and market economies.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• understand and apply common concepts and techniques used in describing economic consequences of decisions</li> <li>• understand and apply common tools used in managerial decision-making and control.</li> </ul>

Course name	Business Forecasting FCV2
No of ECTS	5
Contents	<p>Main content:</p> <ul style="list-style-type: none"> <li>• Forecast as the starter in the supply chain</li> <li>• Statistics and data patterns</li> <li>• Judgmental and statistic forecasts</li> <li>• Quantitative forecasts</li> <li>• Qualitative forecasts</li> <li>• Measuring forecasting performance</li> <li>• Managing forecasting process, the participants and the responsibilities</li> <li>• From forecast to production plan</li> <li>• Forecast and integration in the supply chain</li> </ul> <p>Study activity will consist of preparation, lectures, guest lecture, group exercises / presentations, exercises and case work.</p>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• the theory and most utilized models in the area of business forecasting</li> <li>• understand managerial decisions that form the foundations of forecasting</li> <li>• skills to understand and criticize given theoretical approaches and discuss and choose between alternative solutions strategies for forecasting.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate basic familiarity with theories and models used in forecasting management</li> <li>• show the ability to assess the strengths and weaknesses of these theories and models in a given business situation</li> <li>• be able to offer a well-reasoned analysis of the forecasting optimisation possibilities available to management from a given body of information and a given set of theories.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• choose appropriate forecasting models and recommend how to measure forecasting accuracy</li> <li>• identify, analyse and evaluate the different forecasting techniques given in the course models, theories and concepts</li> <li>• be able to design a forecasting system based on the business situation of the company.</li> </ul>

Course name	Operations Management OPMV2
No of ECTS	5
Contents	<ul style="list-style-type: none"> <li>• Operations strategy</li> <li>• The design of products and services</li> <li>• Capacity planning</li> <li>• Master schedule planning</li> <li>• Materials requirement planning</li> <li>• Statistical process control</li> <li>• Physical distribution</li> <li>• ERP and relation database</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• relevant aspects of operations management and related issues in industrial companies</li> <li>• the tools for analysing and describing optimisation possibilities and the requirements in a given production setup</li> <li>• achieve a firm understanding of the planning and management processes,</li> <li>• achieve a firm understanding the interrelation between construction, the capacity and lay out and physical production</li> <li>• Enterprise resource.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• understand and differentiate operations strategies</li> <li>• understand methods of how to design products</li> <li>• understand materials management and planning systems</li> <li>• make a master production scheduling</li> <li>• make a material requirement planning</li> <li>• understand capacity management, definitions of capacity and measurement</li> <li>• understand production activity control</li> <li>• understand database structure of an ERP system</li> <li>• understand the Entity Data Model (EDM).</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• analyse and describe a company's operations strategy</li> <li>• describe the relationship between Innovation and design in services and products</li> <li>• suggest and advise how to improve 'day to day' operations</li> <li>• define a MPS and MRP from sales demands.</li> </ul>

Course name	Purchasing and Negotiation PUNV2
No of ECTS	5
Contents	The course gives the student a wide knowledge on the role of purchasing in the value chain, purchasing management theories, and enable them to use the theories for analysis and development of purchasing strategies and how to implement these strategies.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• the role of purchasing in the value chain, and how to optimise the relationships in the chain</li> <li>• industrial buying behavior and the purchasing management process</li> <li>• models for analysing purchasing and business strategies</li> <li>• corporate social responsibility</li> <li>• total cost management</li> <li>• in- and outsourcing</li> <li>• the negotiation process and fundamental negotiation tools and techniques</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• understand the consequence of demands placed upon purchasing from business stakeholders</li> <li>• understanding the increasing strategic nature of purchasing on an overall level</li> <li>• demonstrate familiarity with approaches and models used, as well as ability to assess the strength and weaknesses of these approaches and models</li> <li>• understand the negotiation process and use it in a business context.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• use the theoretical and actual approaches, and also be able to define, discuss and choose between different strategies for purchasing</li> <li>• understand and estimate which consequences the chosen sourcing strategy may have for the entire value chain of a company and the company's placement in the total value chain</li> <li>• plan for and participate in a real negotiation in a business context.</li> </ul>



Course name	Study Project SPV2
No of ECTS	5
Contents	<p>The semester project will be an exercise in solving practice-oriented business problems within the core components of the semester, demonstrating the students' understanding of market demand and production plan.</p> <p>The students may include topics and theories from the subjects of the first and second semester of the Value Chain Management program.</p>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• how to include theories and knowledge from previous semester in a problem based project</li> <li>• how to identify and obtain necessary information and data to analyse the problem area</li> <li>• how to propose and create a well-defined project based upon a project analysis</li> <li>• how to design a project report based project description, analysis and recommendation</li> <li>• how to create recommendations to stated problems.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate skills in critical selection and application of theories and models and show the ability to work professional in a team and use formal academic methods and procedures according to guidelines</li> <li>• define a project based on a problem area defined by the supervisor.</li> </ul>
Competencies	<p>Have competencies to</p> <ul style="list-style-type: none"> <li>• identify and explain core issues from the semester theme and incorporate it into a project description</li> <li>• describe and discuss problem areas in a project and make a simple analysis of the problem and come up with recommendations related to the problem formulation</li> <li>• make a professional oral and written presentation of the project.</li> </ul>

Course name	Cost and Budgeting COBV3
No of ECTS	5
Contents	The course concentrates on managerial accounting, which is concerned with ensuring that managers have the information they need to plan and control the direction of their organisation based on the economic situation. The course deals with problems of measuring and controlling performance at different levels of organisations going from objects and profit centres to the entire organisation. Consideration of the use of non-financial measures in measuring performance is taken into account.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• cost management and cost behavior</li> <li>• traditional cost management systems</li> <li>• contribution model</li> <li>• activity-based cost management systems</li> <li>• management accounting information for activity and process decisions</li> <li>• customer and product profitability</li> <li>• break-even point analysis</li> <li>• product/service costing and segmentation</li> <li>• management accounting and control Systems: assessing performance over the value chain</li> <li>• financial statements, i.e. profit &amp; loss statement, cash flow, balance sheet</li> <li>• The budgeting process covering; profit &amp; loss statement, cash flow, balance sheet</li> <li>• performance evaluation of business units.</li> </ul>
Skills	The course gives a detailed coverage of the objectives, principles, techniques and methods of management accounting relating to the analysis and gathering information on all aspects involving of making profit. Students should possess the skills in using the information, including the use of financial reporting, for planning, controlling and decision-making.
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• discuss the issues to be considered when setting the financial aims and objectives of a business</li> <li>• define and distinguish between different types of costs</li> <li>• identify and quantify economic elements that are relevant to a particular decision-making</li> <li>• select and employ appropriate tools of management for analytical purposes, for decision-making, and for measuring performance of different levels and divisions of an organisation, and of market and product segments</li> <li>• indicate the uses of budgeting, its role and limitation and construct various budgets from relevant data.</li> </ul>

Course name	Innovation INNV3
No of ECTS	5
Contents	The course provokes and encourages the students to a new way of thinking as well as re-thinking the existing solutions following the current state situation by addressing the thematic areas devoted to innovation & entrepreneurship. The main purpose of the course is to provide the knowledge and skills in participating in creative, innovative and entrepreneurial processes in a cross-professional environment, which lead to solutions to real life challenges. The secondary purpose of the course is to facilitate deeper understanding of own profession through the cross-professional collaboration.
Learning outcomes	
Knowledge	<p>The student will acquire:</p> <ul style="list-style-type: none"> <li>• knowledge about selected areas of work assignments, professionalism and responsibility from your own profession as well as others</li> <li>• knowledge about central elements within cross-disciplinary professional standards</li> <li>• knowledge about central concepts within creativity, innovation and entrepreneurship</li> </ul>
Skills	<p>The student will acquire:</p> <ul style="list-style-type: none"> <li>• skills in participating in innovative processes within cross-disciplinary contexts</li> <li>• skills in creating and utilizing own professional knowledge in new and innovative ways</li> <li>• skills in "building a business model that works, and value propositions that sell"</li> </ul>
Competences	<p>By the end of the course, the student will be able to:</p> <ul style="list-style-type: none"> <li>• use own professional knowledge in a new and innovative value creating way</li> <li>• work in cross-disciplinary project teams</li> <li>• design and test business models that help a business idea have a better chance of succeeding in real life</li> <li>• pitch an idea or business model in a clear, simple, and compelling way</li> </ul>

Course name	Quality Management QUMV3
No of ECTS	5
Contents	<p>Main contents of the course includes, but are not restricted to:</p> <ul style="list-style-type: none"> <li>• Defining quality,</li> <li>• Measuring Quality,</li> <li>• Analysing Quality,</li> <li>• Improving Quality, and</li> <li>• Controlling Quality</li> </ul> <p>Study activity will consist of Preparation, Lectures, Guest Lecture, Group exercises / Presentations, Exercises and Case work.</p>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• the theory and most utilized models in the area of business forecasting</li> <li>• understand managerial decisions that form the foundations of forecasting</li> <li>• theoretical approaches to forecasting and ability to discuss and choose between alternative forecasting solutions.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• apply the most appropriate quality techniques</li> <li>• perform a statistical process control study and analysis</li> <li>• perform a root cause analysis and implement well founded solutions</li> <li>• design an optimal quality management system</li> <li>• include quality into business decisions.</li> </ul>
Competencies	<p>Have the competence to</p> <ul style="list-style-type: none"> <li>• identify, analyse and evaluate the different techniques given in the course models, theories and concepts</li> <li>• apply course theory and concepts in analysis and evaluation of quality problems in relation to quality management</li> <li>• design and perform a process capability and in or out of control study</li> <li>• identify, analyse, discuss and recommend relevant solutions to any quality problem.</li> </ul>

Course name	Production Optimisation POCV3
No of ECTS	5
Contents	In order to develop a higher degree of supply chain responsiveness in a demand driven environment, it is necessary to change the manufacturing strategy from push to pull. This course includes a number of techniques and methods that support creating an optimal pull manufacturing operation. The primary focus will be within Lean Manufacturing System and Quick Response Manufacturing.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• a number models and strategies within flow optimisation</li> <li>• flow dynamics and mapping techniques</li> <li>• tools and techniques to support and improve manufacturing flow</li> <li>• selection from a broad range of techniques the most appropriate technique to use.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• perform a selection of the most appropriate manufacturing strategy and develop the matching manufacturing capabilities</li> <li>• perform a flow analysis, suggest improvements and implement solutions, by using the most appropriate techniques</li> <li>• design an optimal material and information flow.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• apply course theory and concepts in analysis and evaluation of strategic manufacturing problems in relation to flow optimisation</li> <li>• identify, analyse, discuss and recommend the most appropriate solutions to any problems within manufacturing flow management.</li> </ul>

Course name	Simulation and Facility Layout SFLV3
No of ECTS	5
Contents	The purpose of the course is to give a student a wide knowledge on simulation and physical factory layout theory and enable the student to use these theories for analysing and developing an appropriate material handling and distribution solutions. Effective facility & material flow planning enables reduction of material handling costs in the context of plant layout and thus increases productivity. The course addresses creation of simulation models for evaluation of the characteristics and performance of design alternatives in order to optimise flow management decisions.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• material flow</li> <li>• physical layout</li> <li>• layout optimisation</li> <li>• simulation</li> <li>• requirements for development and use of simulation models</li> <li>• simulation software (SIMUL8)</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate basic familiarity with theories and models used in designing a facility layout</li> <li>• perform a selection of the most appropriate facility layout to use</li> <li>• demonstrate the ability to assess strengths and weaknesses of different facility layouts</li> <li>• design an appropriate conceptual model for a simulation study</li> <li>• develop a computer based model using simulation software Simul8</li> <li>• experiment with the simulation</li> <li>• verify and validate the simulation</li> <li>• understand and criticize given theoretical approaches, discuss and choose between alternative solutions for flow management</li> <li>• include facility layout and simulation into flow management &amp; business decisions.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• identify, analyse and evaluate the different techniques given in the course models, theories and concepts</li> <li>• apply course theory and concepts in analysis and evaluation of flow management problems in relation to facility layout</li> <li>• design and perform a simulation study</li> <li>• identify, analyse, discuss and recommend relevant solutions to flow management and facility layout decisions.</li> </ul>

Course name	Study Project SPV3
No of ECTS	5
Contents	<p>The semester project will be an exercise in solving practice-oriented business problems within the core components of the semester, demonstrating the students' understanding of flow optimisation.</p> <p>The students may include topics and theories from the subjects of the first, second and third semester of the Value Chain Management programme.</p>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• how to include theories and knowledge from previous semesters in a problem based project</li> <li>• how to identify and obtain necessary information and data to analyse the problem area</li> <li>• to propose and create a well-defined project based upon a project analysis</li> <li>• how to design a project report based project description, introduction, analysis and recommendation</li> <li>• how to search and apply relevant additional sources</li> <li>• how to create recommendations to stated problems.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate skills in critical selection and application of theories and models and show the ability to work professional in a team and use formal academic methods and procedures according to guidelines</li> <li>• define a project based on a problem area defined by the supervisor.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• critically reflect upon the scope and content of the project and come up with well-argued recommendations to stated problems.</li> </ul>

Course name	Design of Value Chains DVCV4
No of ECTS	5
Contents	Designing value chain or supply chain capabilities to strategically match the requirements from the customers, will continue to be a key element of achieving a successful business in the future. Designing the business processes in the value chain to support and achieve the strategic fit between requirements and capabilities is the core content of this course.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• how the internal processes within any given company will interact with the external relationship to other members of the value chain</li> <li>• how strategic and operational decisions will affect the supply chain design and the company's approach towards both market requirements and suppliers capabilities.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• critically and systematically determine the optimal supply chain strategy</li> <li>• develop and design value chains and network structures including partnerships with external partners</li> <li>• align processes to match market requirements and suppliers capabilities.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• apply course theory and concepts in analysis and evaluation of strategic supply chain problems in relation to value chain design</li> <li>• identify, analyse, discuss and recommend the most appropriate solutions to any problems within supply chain management.</li> </ul>



Course name	Investment and Finance INFV4
No of ECTS	5 point
Contents	The emphasis is on providing insights into how investments analysis and finance decisions are made in real life and how to apply these concepts in a practical setting in order to give the best results.
<b>Learning outcomes; After following the course, the student will:</b>	
Knowledge	<p>possess knowledge and understanding of</p> <ul style="list-style-type: none"> <li>• methods preparing capital requirements and cash flows as basis for making investment calculations</li> <li>• investment evaluations (NPV, IRR, Pay Back etc.)</li> <li>• financing (Equity, Debt, Effective cost of capital etc.)</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• assess the assumptions and making calculations as the basis for investments decisions</li> <li>• find the optimal economic lifespan and optimal replacement decisions</li> <li>• include the strategic and dynamic perspective in the investment calculation by calculation models for real options</li> <li>• compare different funding concepts</li> <li>• evaluate the match between business risk and financial risk</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• evaluate on both present and future investment and financial offers</li> <li>• to play a role as a constructive sparring partner for the company's employees who are responsible for the strategic corporate investments and financing</li> <li>• make calculations of the return of an investment and be able to account for the choice of funding concept.</li> </ul>

Course name	Strategic Management STMV4
No of ECTS	5
Contents	The contents of the course are theories on strategic analysis, strategy development and strategic implementation at business and corporate level external analysis, marketing strategies and marketing mix/plan
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• models for environmental analysis and their application and limitations</li> <li>• models for resource analysis and their application and limitations</li> <li>• how to deal with company purpose and strategy dynamics</li> <li>• specific corporate and business strategy development</li> <li>• strategy evaluation and implementation</li> <li>• how to manage strategic change and building cohesive strategy.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• deal with emergent and prescriptive strategic processes</li> <li>• perform an environmental analysis</li> <li>• perform a company resource analysis</li> <li>• develop purpose and deal with strategy dynamics</li> <li>• develop appropriate corporate and business strategy</li> <li>• develop appropriate implementation strategies.</li> </ul>
Competencies	<p>Have competencies to</p> <ul style="list-style-type: none"> <li>• identify, analyse and evaluate relevant parts of the external environment</li> <li>• identify, analyse and evaluate company resources</li> <li>• apply course theory and concepts in analysis, development and evaluation of corporate and business strategic management</li> <li>• design strategic implementation programs.</li> </ul>

Course name	Theory of Science TSV4
No of ECTS	5
Contents	<p>The course has three main themes, which are all interlinked:</p> <ul style="list-style-type: none"> <li>• General Philosophy of Science</li> <li>• Business Ethics</li> <li>• Methodology</li> </ul> <p>Areas of interest:</p> <ul style="list-style-type: none"> <li>• The history of scientific reasoning</li> <li>• The problem of demarcation</li> <li>• Scientific reasoning</li> <li>• Positivism and logical positivism</li> <li>• Falsificationism</li> <li>• Scientific progress and the concept of paradigms</li> </ul> <p>The following matters within organisational/managerial and economic theory will be discussed:</p> <ul style="list-style-type: none"> <li>• Paradigms shifts</li> <li>• Paradigms in research</li> <li>• Business ethics</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<ul style="list-style-type: none"> <li>• gain insight into important theoretical problems and schools within a social-science perspective and within the core areas of organisation / management and economics,</li> <li>• come to understand central paradigm shifts within the areas mentioned above,</li> <li>• gain an understanding of the application of methodology in project and report writing following the principles of academic work.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• collect, adapt and interpret quantitative and qualitative data</li> <li>• relate critically to existing or new data material</li> <li>• judge the relevance, topicality, validity, and reliability of data</li> <li>• prepare scholarly reports and projects, including arranging research results and suggested solutions in a clear and easy-to-read report, which contains a clear formulation of the problem and methodological consideration.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• Quantitative and qualitative methods</li> <li>• Problem formulation</li> <li>• Methodology</li> <li>• Quality assessment, i.e. reliability and validity</li> </ul>

Course name	Study Project SPV4
No of ECTS	10
Contents	<p>The semester project will be an exercise in solving practice-oriented business problems within the core components of the semester, demonstrating the students' understanding of value chain optimisation.</p> <p>The students may include topics and theories from the subjects of the first, second, third and fourth semester of the Value Chain Management programme.</p>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• how to include theories and knowledge from previous semesters in a problem based project</li> <li>• how to select a scientific paradigm and apply the paradigm in a problem based project</li> <li>• how to propose and create a well-defined project based upon a project analysis</li> <li>• how to design a project regarding knowledge, methods and theories to be included</li> <li>• how to set criteria for discussing results of analysis performed</li> <li>• how to create recommendations to stated problems.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate skills in critical selection and application of theories and models and show the ability to work professional in a team and use formal academic methods and procedures according to guidelines</li> <li>• define a project based on a purpose defined by the supervisor.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• critically reflect upon the scope, process and content of the project and come up with well-argued recommendations to stated problems.</li> </ul>

Course name	Internship INTV5
No of ECTS	30
Contents	The use of any relevant theory tool or subject that may have been presented to the student during the previous 4 semesters or equivalent
Learning outcomes	
Knowledge	The internship is a period where the student tests in practice the knowledge and skills gained on the first four semesters of the VCM programme in a function appropriate for a Value Chain Manager.
Skills	<p>The student will enter into a job-like situation with a company to carry out a relevant job function for the profession in the company in question.</p> <p>The internship is comparable to a full time job – same working hours, effort, commitment and flexibility as the graduated bachelor will be expected to accept in his or her first full-time job.</p>
Competencies	<p>After following the course, the student should have the competencies to:</p> <ul style="list-style-type: none"> <li>• manage complex development-oriented situations in a work situation</li> <li>• take part in professional and cross-professional cooperation.</li> </ul>

Course name	Process Consultation and Relationship PCR6
No of ECTS	5
Contents	The content of the course are theories on facilitation of cognitive processes and behavioral change in a change process.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• process consultation</li> <li>• process intervention</li> <li>• active inquiry</li> <li>• appreciative inquiry</li> <li>• constructivism and systemic theory</li> <li>• helping relationships</li> <li>• interventive interviewing</li> <li>• an understanding for and knowledge of the psychodynamics of helping relationships and active inquiry</li> <li>• tools to facilitate process interventions in groups and on an interpersonal level.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• apply active inquiry and listening in process consultation</li> <li>• questioning techniques</li> <li>• analyse specific process consultation</li> <li>• understand and apply the psychological contract in consultation</li> <li>• plan for how to facilitate group processes and personal development</li> <li>• understanding the psychodynamics of effective helping relationships and active inquiry</li> <li>• facilitating process interventions in groups and on an interpersonal level</li> <li>• applying appreciative inquiry in process consultation</li> <li>• apply feedback in accordance with the consultation situation</li> <li>• understand when to take on the role of coach, mentor or expert.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• analyse, plan and implement intervention processes for sustainable individual and organisational changes.</li> </ul>

Course name	Study Project SPV6
No of ECTS	10
Contents	Content is from the different courses from the 1. Semester to the 6. semester
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• how to include theories and knowledge from previous semesters in a students defined problem based project</li> <li>• how to propose and create a well defined project based upon a project analysis</li> <li>• how to design a project regarding knowledge, methods and theories to be included</li> <li>• how to set criteria for discussing results of analysis performed</li> <li>• how to create recommendations to stated problems.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate skills in critical selection and application of theories and sources and show the ability to work professional in a team and use formal academic methods and procedures according to guidelines</li> <li>• define a project together with a company chosen by the student.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• critically reflect upon the scope and the whole process and content of the project and come up with well argued recommendations to stated problems.</li> </ul>

Course name	Change Management and Communication CMCV7
No of ECTS	5
Contents	<p>Tools and methods</p> <ul style="list-style-type: none"> <li>• organisational change</li> <li>• theories of effective change implementation</li> <li>• organisational redesign</li> <li>• psychological contract</li> <li>• assertive practice</li> <li>• systemic communication and gamemastery</li> <li>• non-verbal communication</li> <li>• active Listening</li> <li>• cultural understanding and differences</li> </ul> <p>Practical application of personal communication in</p> <ul style="list-style-type: none"> <li>• presentations</li> <li>• dialogues – feedback and feedforward</li> <li>• running a meeting and conflict management</li> <li>• job applications</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• general models of change management and their application</li> <li>• general communication models, their use and limitations</li> <li>• knowledge of non-verbal communication and its effect in different cultural settings</li> <li>• what characterises effective communication</li> <li>• how to communicate clear and effectively</li> <li>• how to apply active listening</li> <li>• how to prepare and give presentations</li> <li>• how to run a meeting</li> <li>• how to apply communication in negotiation.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• analyse the communication process</li> <li>• perform a transactional communication analysis</li> <li>• choose the right communication form in a given situation</li> <li>• act in an assertive way</li> <li>• apply active listening</li> <li>• plan and run a meeting</li> <li>• plan for and give presentations</li> <li>• participate in negotiations</li> <li>• plan and participate in an effective meeting.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• give the students knowledge on their own as well as others' competencies within communication and change management</li> <li>• give the students an understanding of the coherence between change management and communication</li> </ul>



	<ul style="list-style-type: none"><li>• enhance the students awareness on own personal strength and weaknesses regarding personal communication</li><li>• give the students tools to communicate clear and effectively in different change management situations</li><li>• enhance the students awareness on non-verbal communication</li></ul>
--	---

Course name	Bachelor Project PROV7
No of ECTS	20
Contents	Content is from the different courses from the 1. Semester to the 7. Semester and students own study activities
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• how to, in a professional way, include theories and knowledge in a students defined problem based project</li> <li>• how to propose and create a professional project based upon a project analysis</li> <li>• how to professionally design a project regarding knowledge, methods and theories to be included</li> <li>• how to set relevant criteria for discussing results of analysis performed</li> <li>• how to in a professional way create recommendations to stated problems.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• demonstrate professional skills in critical selection and application of theories and sources and show the ability to work professional in a team and use formal academic methods and procedures according to guidelines</li> <li>• in a professional way, define a project together with a company chosen by the student.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• in a professional way, critically reflect upon the scope and the whole process and content of the project and come up with well argued and professional recommendations to stated problems.</li> <li>• present and discuss relevant problems and subjects within Value Chain Management.</li> </ul>

### 3.2.2 Elective courses

In the following the elective courses of the VCM program are described.

Course name	Organisation and Continuous Improvement OCIV6
No of ECTS	5
Contents	The course gives the students a fundamental knowledge about organisational theories, and the theories involved organisational performance. The course enables the students to work with the dynamics in organisations theoretically and in practice.
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• Human resource and organisational behavior.</li> <li>• motivational theory</li> <li>• structural organisation theory.</li> <li>• power and politics in organisations.</li> <li>• organisational culture.</li> <li>• management theory</li> <li>• continuous improvement methods</li> <li>• theories of external control and environments.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• understand the dynamics within organisations, organisational structures, organisational culture, and continuous improvement</li> <li>• understand different motivational theories and how motivation affects the performance of organisations</li> <li>• understand the demands which external environment put on organisations, and how to make the organisation able to adjust to these demands.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• analyse task performance and structure</li> <li>• design for simple adjustments to the environment</li> <li>• understand and apply motivational theory</li> <li>• understand and apply management theory</li> <li>• understand and apply basic project management skills</li> <li>• understand the coherence between the above and continuous improvements.</li> </ul>

Course name	Negotiation NEGV6
No of ECTS	5
Contents	<ul style="list-style-type: none"> <li>• Defining negotiation personality</li> <li>• Conflict</li> <li>• Negotiation style</li> <li>• Key negotiation temper</li> <li>• Asserting yourself</li> <li>• Principles of persuasion</li> <li>• Rules of negotiation</li> <li>• The negotiation process</li> <li>• Alternative styles strategies</li> <li>• Communication in negotiation.</li> <li>• Culture and gender</li> <li>• Interests and goals</li> <li>• Understanding perception</li> <li>• Effects of power in negotiation</li> <li>• Team Neg.</li> <li>• Third party intervention</li> <li>• Using your personal negotiation power</li> <li>• Post negotiation evaluation</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	Have knowledge of <ul style="list-style-type: none"> <li>• the fundamental tools and techniques of negotiation and to achieve an understanding of the negotiation process in a business context.</li> </ul>
Skills	Be able to <ul style="list-style-type: none"> <li>• prepare for, enter and conduct a negotiation process in a business context.</li> </ul>
Competencies	Have the competencies to <ul style="list-style-type: none"> <li>• conduct a negotiation process</li> <li>• use the fundamental tools and techniques</li> <li>• use the theories when negotiating in a business context</li> </ul>

Course name	Project Management PRMV6
No of ECTS	5
Contents	<ul style="list-style-type: none"> <li>• The nature of project working</li> <li>• standards and norms for project management</li> <li>• certifications in project management</li> <li>• teamwork and roles</li> <li>• the role of a project manager</li> <li>• stakeholder analysis</li> <li>• communications planning</li> <li>• risk analysis</li> <li>• time planning</li> <li>• introduction to project management tools</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<ul style="list-style-type: none"> <li>• understand the planning process of a project</li> <li>• understand how to manage and run a project.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• use the methodology and tools of planning and handling a project</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• make a project plan</li> <li>• suggest how to organise a project</li> <li>• manage a project</li> <li>• control a project</li> <li>• use management software</li> </ul>

Course name	Business and Sustainability Getting started BASV6
No of ECTS	5
Contents	<p>Interested in development? Solutions that are long-term and sustainable financially, socially and environmentally simply make more sense. This course provides the basic knowledge and tools to help you work in a “green” manner in your future job – GETTING STARTED! Companies will need employees that can turn sustainability talk into action for the benefits of its bottom line and society as a whole.</p> <p>The main content in headlines is: What is sustainability? Definitions and relation to business – strategy – operations &amp; supply chain - marketing - entrepreneurship &amp; innovation – economics – accounting – finance - organisational behavior – Some implementing. Other topics can be included.</p>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• and be able to understand sustainability in relation to business, the basic definitions and content</li> <li>• the different components and aspects of sustainability</li> <li>• what a company can get out of integrating sustainability in its business</li> </ul>
Skills	<p>Be able to:</p> <ul style="list-style-type: none"> <li>• assess and analyse sustainability elements in a company</li> <li>• use different basic tools in addressing sustainability in a business</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• assist and work with sustainable elements and initiatives in a company</li> </ul>

Course name	International Business Marketing IBMV7
No of ECTS	5
Contents	The contents of the course are theories on international and global marketing management, internationalisation strategies, organisation and implementation
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• models and theories for internationalisation and globalisation</li> <li>• drivers and motivation for internationalisation</li> <li>• international competitiveness</li> <li>• the global macro environment</li> <li>• models for analysis of foreign market entry</li> <li>• entry strategies</li> <li>• global marketing programs</li> <li>• implementation of global strategies</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• identify and chose amongst alternative internationalisation strategies</li> <li>• analyse and discuss international competitiveness in a global context</li> <li>• identify, analyse and recommend market entry strategies</li> <li>• design and implement global marketing programs</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• identify, analyse and evaluate relevant parts of the international environment</li> <li>• apply course theory and concepts in identifying, analysing, developing, evaluating and recommending internationalisation strategies</li> </ul>

Course name	Business Modelling MODV7
No of ECTS	5
Contents	<p>As models for ensuring a complete interconnection and coherence between the overall strategy and the specific functions and activities, Balanced Scorecard and EFQM have achieved a wide acceptance as tools for facilitating this.</p> <p>In connection with lean the Hoshi Kanri approach has also been widely accepted. The student will therefore get an in depth knowledge around the models and the design and implementation of these.</p> <p>The student must therefore be able to develop a model for introduction of Balanced Scorecard, EFQM etc. in a specific company.</p> <p>The main themes to be covered will be:</p> <ul style="list-style-type: none"> <li>• Balanced scorecard</li> <li>• EFQM</li> <li>• Hoshin Kanri / Hoshin Planning</li> </ul>
Learning outcomes; After following the course, the student will:	
Knowledge	<p>Have knowledge of</p> <ul style="list-style-type: none"> <li>• demands and methods concerning the needs for modelling methods for implementing strategies and secure a focused follow up upon cause and effect, as well as methods for measuring results in businesses.</li> <li>• the need to combine traditional economic reporting with more proactive models.</li> <li>• business structure with operational functions and supporting / staff units where there is a demand for ensuring a structure and a control that will secure a total optimization supporting the long term strategy of the company.</li> </ul>
Skills	<p>Be able to</p> <ul style="list-style-type: none"> <li>• achieve skills around the design and implementation of models for strategy implementation, including the detailed structuring and follow up.</li> <li>• evaluate the benefits and consequences of any given solution, and be able to develop and design specific models at both a strategic and tactical level in a specific situation / a specific company.</li> </ul>
Competencies	<p>Have the competencies to</p> <ul style="list-style-type: none"> <li>• facilitate people and company processes to implement strategic objectives. Furthermore the student will get wide competencies around designing strategy maps.</li> </ul>



### 3.3 Internship

The purpose of the internship is for the student to gain insight into the practical work within logistics and supply chain management.

The student is responsible for finding and applying for an internship in a company in Denmark or abroad. During the 4<sup>th</sup> semester the internship advisor will arrange meetings in order to support the students during the application process. All necessary information can be found on Studynet.

The student has to participate in the normal work in the Company on the same conditions and working hours as the other employees in the Company. The supervisor in the Company will assist and guide the Intern in the daily work. Should problems arise between the intern and his supervisor the supervisor from VCM will be involved. The student should work minimum 20 weeks in the Company.

During the internship the student will work individually or in a group to carry out operational or project based assignments within value chain management. The internship must be organised in accordance with the internship guidelines.

The internship contract between the student, the company and VIA must be approved by the internship supervisor, and all documentation is saved in the internship portal.

During the internship it is the role of the supervisor to assist the student in case any problems occur between the student and the host company, which the student is not able to handle on his/her own.

The assessment of the internship is based on a journal and a report from the whole Internship including two agreed specific projects from the Internship. A student's internship is assessed in an oral exam managed by the supervisor and an internal censor. The grading scale used is pass/no pass. If the grade is "no pass", the supervisor giving the assessment must give a written statement explaining what has to be improved in the students report to be able to pass.

If the internship is not passed, the student must do another internship. It will always be the student who is responsible for finding a new internship. As is the case for all exams, the student has three attempts to pass the internship. Once the internship has been passed, the student may participate in the final project exam.

### 3.4 Bachelor project

The purpose of the bachelor project is to document how the student is capable of fulfilling the objectives of the VCM study programme. The 20 ECTS bachelor project is completed on the 7th semester.

All other exams in the programme, including any exams in the programme's internship, must be passed before a student can participate in the final bachelor exam

The bachelor project is prepared in groups of 2 or 3 students. The BA project must not exceed:

For two students: 120,000 characters

For three students: 150,000 characters

Characters include spaces, footnotes, figures and tables but exclude the cover page, table of contents, references and appendices.

The project is prepared in cooperation with a company selected by the students. A supervisor will be assigned to each project.

The students are encouraged to select the topic of the bachelor project on the 6th semester – preferably on the basis of an assignment given by the student's internship company. The topic of the bachelor project is chosen by the student and presented to the supervisor for approval.

Based on the written report, the students sit an individual oral exam with a total duration of 30 minutes including presentation, dialog and evaluation. The student's spelling and academic writing are included in

the assessment of the written part, while the student's presentation and oral communication skills are included in the oral assessment. Lacking competencies within spelling and academic writing will have a negative influence on the grade.

The grading is based upon an overall assessment of the written report and the students performance at the oral exam. The exam is assessed with a mark according to the 7-step scale and with participation of an external examiner. If the total assessment gives a grade lower than 02, the graduate must prepare a new project with a new problem statement.

### 3.5 Credit transfer

The student is obliged to inform VIA about passed courses, educational courses from other institutions or other activities, which can be assumed to result in credit transfer.

Students who have studied at a university abroad and in accordance to an agreement with VIA will receive credits for passed courses on an individual basis. The student will give VIA full permission to obtain information in order to give credit transfer.

Students who have passed courses or other elements of a degree programme at a Danish institution of higher education may on the basis of an individual application get credits for such courses or elements that are relevant to the VCM programme at VIA.

An agreement has been made with University College Lillebælt to grant students who have graduated from the "Logistikøkonom" program credit transfer for selected semesters when being accepted to the VCM program.

Applicants who meet the admission criteria will receive credit transfer for

- 1st and 2nd semester (60 ECTS)
- Semester project SPV6 and 4 elective elements in 6th and 7th semesters (total of 30 ECTS)

VIA also approves the internship already completed during the Logistikøkonom program. Pending approval, the student will complete another 10 weeks of internship between 4<sup>th</sup> and 6<sup>th</sup> semester. Alternatively, if not approved, the student must complete a full 30 ECTS internship during 5<sup>th</sup> semester. Please contact the student advisor for more information.

---

## 4 Internationalisation

The VCM programme has an international focus and prepares the students for a future career in global organisations. Due to the unique international student environment and high number of international students in VIA, the students will acquire international teamwork competencies through theoretical and practical training in intercultural understanding and project work in international teams.

Students may choose to apply for the 5<sup>th</sup> semester internship in an organisation placed abroad, and/or to study at a university abroad during the 6<sup>th</sup> semester.

All students who choose to study abroad or take an internship abroad, have to fill out a learning agreement, signed by a counsellor. If the internship or study is in Europa, they can apply for an Erasmus scholarship. For more information about the application process for internship abroad and study abroad, send an email to [international@via.dk](mailto:international@via.dk) or check out the tab international on studynet <https://studienet.via.dk/sites/uddannelse/vc/horsens/international/Pages/default.aspx>

The students have to apply through the online system moveON:

<https://viauc.moveon4.com/form/567204203f5d660e0656107b/eng>

Deadline 20 March if the study or internship is in the autumn semester and 20 September if the study or internship is in the spring semester.

## 5 Exams in the Value Chain Management programme

Semester themes	Course name	ECTS	Exam form	Exam evaluation
<b>1 semester</b> Market oriented Supply chain	<a href="#">Marketing Management</a>	5	4 hours written	Internal
	<a href="#">Inventory Management</a>	5	Oral, combined	External
	<a href="#">Supply Chain Management</a>	5	Oral, combined	External
	<a href="#">Production Technology</a>	5	Project	Internal
	<a href="#">Tools for Quantitative Analysis I</a>	5	3 hours written	Internal
	<a href="#">Study Project 1</a>	5	Project + oral	Internal
<b>2 semester</b> Market demand and production	<a href="#">Tools for Quantitative Analysis II</a>	5	3 hours written	Internal
	<a href="#">Business Economics</a>	5	4 hours written	Internal
	<a href="#">Business Forecasting</a>	5	Oral, combined	External
	<a href="#">Operations Management</a>	5	Oral, combined	External
	<a href="#">Purchasing and Negotiation</a>	5	Oral	Internal
	<a href="#">Study Project 2</a>	5	Project + oral	Internal
<b>3 semester</b> Flow management	<a href="#">Cost and Budgeting</a>	5	4 hours written	Internal
	<a href="#">Innovation weeks</a>	5	Approval	Internal
	<a href="#">Quality Management</a>	5	4 hours written	Internal
	<a href="#">Production Optimisation</a>	5	Oral, combined	External
	<a href="#">Simulation and Facility Layout</a>	5	Oral, combined	External
	<a href="#">Study Project 3</a>	5	Project + oral	External
<b>4 semester</b> Value chain optimisation	<a href="#">Design of Value Chains</a>	5	Oral	External
	<a href="#">Investment and Finance</a>	5	4 hours written	Internal
	<a href="#">Strategic Management</a>	5	4 hours written	Internal
	<a href="#">Theory of Science</a>	5	4 hours written	Internal
	<a href="#">Study Project 4</a>	10	Project + oral	External
<b>5 semester</b> Internship	<a href="#">Internship</a>	30	Report + oral	Internal
<b>6 semester</b> Change Manage- ment and organi- sational behavior	<a href="#">Process Consultation and Relationship</a>	5	Report + vide- otaped interven- tion	Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Study project 6</a>	10	Project + oral	External
<b>7 semester</b> Bachelor	<a href="#">Change Management and Communication</a>	5	Written report	Internal
	<a href="#">Elective</a>	5		Internal
	<a href="#">Bachelor Project</a>	20	Project exam	External

## 5.1 Description of the exams, aids for the exam, etc.

This section contains specific descriptions of each exam at the Value Chain Management programme. For general rules and regulations about use of IT at exams, confer with 'Regulations for use of IT during the exam<sup>1</sup>'.

### Aids for the exams

Generally for written exams the following aids are permitted: books and materials handed out in connection with lessons, own notes, additional materials, intranet, internet, usb key, or the like, with documents, unless otherwise explicitly specified in the exam assignment/guidelines.

The following aids may NOT be in the student's possession nor used during the exams: Bluetooth, mobile phones as well as other data communications equipment making it possible for the student to communicate with each other.

The use of the above-mentioned unauthorized equipment will lead to an immediate expulsion from the exam. An expulsion from the exam results in the cancellation of the exam paper, and the exam counts as an exam attempt.

Students are not permitted to share aids in any way or form during the exam.

Students are in no way or form allowed to communicate with each other during the exam period.

If a student tries to contact another student or person other than VIA staff, or tries to make use of unauthorized aids during the exam, the student will immediately be expelled from the exam.

### The language of the exam

The exam is conducted in the language in which the course was taught. All exams in the VCM programme are conducted in English (orally and/or written).

## 5.2 Exams in the Value Chain Management programme

Each exam in the Value Chain Management programme is assessed on the basis of the learning objectives of one or more educational elements. Which elements' objectives are assessed is found below under each individual exam.

At the start of each educational element a student is automatically registered for any exams in that particular element. By being registered for an exam a student uses an exam attempt, even if not showing up.

### Marketing Management - MAMV1

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation

---

<sup>1</sup> <https://studienet.via.dk/sites/uddannelse/vc/horsens/exam/Documents/Regulations%20for%20use%20of%20IT%20during%20the%20exams.pdf>

**Supply Chain Management and Inventory Management - SCMV1 and INMV1**

The exam is based on two courses: Inventory Management and Supply Chain Management based on questions covering the curricular of the two courses. The questions will be uploaded on studynet no later than 2 weeks before the exam for preparation. At the exam, the student will draw 1 question, representing subject areas from both INMV1 and SCMV1

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 20 minutes oral exam – 15 minutes examination and 5 minutes evaluation – The evaluation is assessed individually. The mark given covers both INMV1 and SCMV1, and the student will be credited 5 ECTS in each subject

It is not permitted to use any aids during the exam.

The exam is assessed with a mark according to the 7-step scale and with participation of an external examiner.

**Production Technology – PRT1**

The exam is assessed according to the learning objectives.

The exam is based on a written assignment. It is a prerequisite for participating in the exam that the assignment has been turned in before deadline and contains:

- Examples of basic technical drawing techniques
- Description of the advantages of using a CAD system
- Description of single and multilevel Bill of Materials
- Examples of processes needed for making products
- Examples of materials science

The students will work in groups of maximum 5 students and each student will hand in a written individual assignment.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The students will be examined based on the written assignment. The exam is assessed individually.

The exam is assessed following the 7-grade scale and assessed as an internal evaluation.

**Tools for Quantitative Analysis I – TQA1**

The exam is assessed according to the learning objectives.

The exam is a 3 hours written exam. The exam is assessed individually. No communication of any sort is allowed during the examination. It is *strictly forbidden* to use the Internet during the examination - thus you are only allowed to use the Internet for downloading the assignment and for handing in your answer. If you bring a cell phone, you must turn it off and hand it to the invigilator prior to the examination. Before you submit your assignment, please make sure to convert all Word and Excel files to pdf format. Use the pdf file(s) as the main upload, as you cannot upload a Word / Excel file as main. Please upload your Word and Excel files as supplements.

The following aids are permitted during the exam: Calculator, notes and books.

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Study Project 1 – SPV1**

The exam is based on a project report. It is a prerequisite for participating in the exam that the report has been turned in before deadline and contains at least - front-page, title page, executive summary, table of content/figures/tables, main report, list of sources, appendixes (relevant). The students will work in groups of 4-5 and each group will hand in a written project report.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 30 minutes oral exam. The exam is assessed individually. The oral examination consists of a critical presentation and reflection of the project report followed by further examination in problems raised in the report or the oral presentation

The following aids are permitted during the exam: The project report and the students individual presentation

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Tool for Quantitative Analysis II – TQA2**

The exam is assessed according to the learning objectives.

The exam is a 3 hours written exam. The exam is assessed individually. No communication of any sort is allowed during the examination. It is *strictly forbidden* to use the Internet during the examination - thus you are only allowed to use the Internet for downloading the assignment and for handing in your answer. If you bring a cell phone, you must turn it off and hand it to the invigilator prior to the examination. Before you submit your assignment, please make sure to convert all Word and Excel files to pdf format. Use the pdf file(s) as the main upload, as you cannot upload a Word / Excel file as main. Please upload your Word and Excel files as supplements.

The following aids are permitted during the exam: Calculator, notes and books.

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Business Economics – BUEV2**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation

**Business Forecasting FCV2 and Operations Management OPMV2**

The exam is based on two courses: Business Forecasting and Operations Management based on questions covering the curricular of the two courses. The questions will be uploaded on studynet no later than 2 weeks before the exam for preparation. At the exam, the student will draw 1 question, representing subject areas from both FCV2 and OPMV2.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 20 minutes oral exam – 15 minutes examination and 5 minutes evaluation – The evaluation is assessed individually. The mark given covers both FCV2 and OPMV2, and the student will be credited 5 ECTS in each subject

It is not permitted to use any aids during the exam.

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation.

### **Purchasing and Negotiation – PUNV2**

The exam in the course: Purchasing and Negotiation is based on questions covering the curricular of the course. The questions will be uploaded on studynet no later than 2 weeks before the exam for preparation. At the exam, the student will draw 1 question, representing subject areas from PUNV2.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 20 minutes oral exam – 15 minutes examination and 5 minutes evaluation – The evaluation is assessed individually. The mark given covers PUNV2, and the student will be credited 5 ECTS in each subject

It is not permitted to use any aids during the exam.

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation

### **Study Project 2 - SPV2**

The exam is assessed according to the learning objectives.

The exam is based on a project report. It is a prerequisite for participating in the exam that the report has been turned in before the given deadline and shows elements and problems attached to the understanding of the market demand and creating a production plan. Students are to demonstrate the ability to describe and analyze a given problems in a structured and reasoned way and to give a reasoned draft for proposed solutions or changes. Students must include elements and approaches known from the courses from 2nd semester, i.e. FCV2, OPV2 and PUNV2.

The students will work in groups and each group will hand in a written project report.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 20 minutes oral exam. The exam is assessed individually.

At the oral exam the student will give a critical presentation and reflection on the project report, followed by further examination in issues raised in the report or the oral presentation.

It is not permitted to use any aids during the exam.

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

### **Cost and budgeting – COBV3**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation

**Innovations weeks**

The evaluation of the student's participation will be based on the student's handin of six required elements. All six elements have to be uploaded to wiseflow, individually. On the basis of the uploaded elements the student will receive an "approved" or "not approved".

If the student receive a "not approved" evaluation the student will automatically be signed up for an oral exam in the subject of innovation and entrepreneurship in the Autumn semester.

**Quality Management – QUMV3**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Production Optimisation and Simulation and Facility Layout - POCV3 and SFLV3**

The exam is based on two courses: Production Optimisation and Simulation and Facility Layout based on a case covering the curricular of the two courses. The case will be uploaded on studynet no later than 4 weeks before the semester is completed. The hand-in must be one individual A1 Poster containing:

- Current State Map
- Conceptual model
- Simulation model of the current state
- Future State Map
- Simulation model of the future state
- Applied tools and outcome i.e.
  - a) What tools/theory are used
  - b) Why
  - c) What effect is to be expected

It is a prerequisite for participating in the exam that the exam poster has been uploaded according to deadline given by the lectures, and that any obligation to participate in the programme according to the course description has been met.

The exam is a 30 minutes oral exam – 5 minutes presentation of poster, 20 minutes examination and 5 minutes evaluation – The evaluation is assessed individually. The mark given covers both POCV3 and SFLV3, and the student will be credited 5 ECTS in each subject

It is not permitted to use any aids except the poster during the exam.

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation.

**Study Project 3 – SPV3**

The exam is assessed according to the learning objectives.

The exam is based on a project report. It is a prerequisite for participating in the exam that the report has been turned in before deadline and contains at least - front-page, title page, executive summary, table of content/figures/tables, main report, list of sources, appendixes (relevant). The students will work in groups of 3-4 and each group will hand in a written project report.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.



The exam is a 20 minutes oral exam. The exam is assessed individually. At the oral examination the student will give a presentation within a selected section of the report and reflection on the project report, followed by further examination in issues raised in the report or related to the report or the oral presentation.

The following aids are permitted during the exam: The project report and the students individual presentation

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation.

#### **Design of Value Chains – DVCV4**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a individual 20 minutes oral examination based on a number of exam questions. The student randomly draw one exam question, and will have 4 minutes to present this particular question, app. 11 minutes examination and 5 minutes evaluation. The exam questions will be uploaded not later than the last lecture. The exam is assessed individually.

The following aids are permitted during the exam: None except the student presentation.

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation

#### **Investment and Finance – INFV4**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

Re-exam will be held as an oral exam.

#### **Strategic Management**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

Re-exam will be held as an oral exam.

**Theory of Science – TSV4**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. However, 24 hours prior to the exam, students are given access to relevant exam material. The student must choose one of three assignments and complete a 5 page written paper. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Study Project 4 – SPV4**

The exam is assessed according to the learning objectives.

The exam is based on a project report. It is a prerequisite for participating in the exam that the report has been turned in before deadline and contains at least - front-page, title page, executive summary, table of content/figures/tables, main report, list of sources, appendixes (relevant). The students will work in groups of 3-4 and each group will hand in a written project report.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 20 minutes oral exam. The exam is assessed individually. At the oral examination the student will give a presentation within a selected section of the report and reflection on the project report, followed by further examination in issues raised in the report or related to the report or the oral presentation.

The following aids are permitted during the exam: The project report and the students individual presentation

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation.

**Process Consultation and Relationship – PCRV6**

The exam is assessed according to the learning objectives.

The exam is based on a written report of 8 standard pages and a videotaped intervention. The report is a prerequisite for the evaluation. The report must be handed in before deadline and contains at least frontpage, table of content, main report, list of sources, appendixes (including a transcription in English of the real life intervention performed by the student). The report consist of a critical presentation and reflection of the intervention performed by the student and based upon literature defined in the syllabus.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Study Project 6 – SPV6**

The exam is assessed according to the learning objectives.

The exam is based on a project report. It is a prerequisite for participating in the exam that the report has been turned in before deadline and contains at least least frontpage, summary, table of content/figures/tables, main report, list of sources, appendixes (relevant). The students will work in groups of 3-4 and each group will hand in a written project report.



It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 20 minutes oral exam. The exam is assessed individually. At the oral examination the student will give a critical presentation and reflection on the project report, followed by further examination in issues raised in the report or related to the report or the oral presentation.

The following aids are permitted during the exam: The project report and the students individual presentation

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation.

### **Project Management - PRMV6**

The exam is assessed according to the learning objectives.

The exam is based on a project report. It is a prerequisite for participating in the exam that the project report has been turned in before the given deadline and contains following:

- Project Description
- Organisation of the project
- Project Standards
- Project Roles & Responsibilities
- Project Risk analysis
- Project Stakeholder Analysis
- Project Communication Plan
- Work Breakdown Structure (WBS)
- Project Gantt Chart
- Project management software

The students will work in groups and each group will hand in a written rapport.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 30 minutes oral exam. The exam is assessed individually

The oral exam consists of the student giving a presentation and reflection of the project report.

The following aids are permitted during the exam: Project report

The exam is assessed with a mark according to the 7-step scale and assessed with external evaluation.

### **Organisation and Continous Improvement - OCIV6**

The exam is assessed according to the learning objectives.

The exam is a written report of 8 standard pages. It is a prerequisite for participating in the exam that the report has been turned in before deadline and contains at least frontpage, summary, table of content/figures/tables, main report, list of sources, appendixes (relevant). The report consist of a critical presentation and reflection of the problem formulation chosen in OCIV6 and based upon literature defined in the syllabus and other literature found by the student. The exam is assessed individually.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Negotiation - NEGV6**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a 4 hours written exam. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Business and Sustainability Getting started - BASV6**

The exam is based on a project.

The exam is a 40 minutes oral group exam. The exam is assessed individually.

It is not permitted to use any aids during the exam.

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**International Business Marketing - IBMV7**

The exam is assessed according to the learning objectives.

The exam is based on students turning in answers and peer reviews to 3-4 assignments. The number of assignments will be announced at the first meeting between the students and the teacher. It is a prerequisite for participating in the exam that all turn ins have been turned in before announced deadlines/and contains at least a front-page and answer to the specific assignments.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam are smaller reports on the 3-4 assignments. The student is evaluated through the announced compulsory written hands-ins and peer reviews (3 to 4). Each of the assignments accounts for an equal weight of the final grade. The exam is assessed individually.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

**Change Management and Communication - CMCV7**

The exam is assessed according to the learning objectives.

It is a prerequisite for participating in the exam that any obligation to participate in the programme according to the course description has been met.

The exam is a written report. The report shall be prepared independently and without help from others. The exam is assessed individually. The report must build on an actual change management situation e.g.

from the student's internship, and should include subjects from both change management and communication. The report must be around 8 pages exclusive table of contents, list of figures, appendixes etc.

The following aids are permitted during the exam: All

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

## **Business modelling - MOD**

The exam is assessed according to the learning objectives.

The exam is based on a team-based report of approximately 10-15 pages. It is a prerequisite for participating in the exam that the written assignment has been turned in before deadline. The students will work in groups and each group will hand in a written report.

The exam is a 20 minutes oral exam and it is assessed individually. The student will give a 10 minutes presentation based on a chosen extract from the report followed by a 10 minutes examination in problems raised in the report or the presentation.

The following aids are not permitted during the exam: Only the report

The exam is assessed with a mark according to the 7-step scale and assessed with internal evaluation.

## **5.3 Formal standards for assignments and projects**

### **5.3.1 Standards**

All projects (study projects and bachelor project) will follow the 'Guidelines for projects' in VIA Business. Specific requirements for each assignment and project are described in section 3.2.

All written assignments and projects must be uploaded to WISEflow. The bachelor project must furthermore be uploaded to the PURE database.

For all written assignments and projects a standard page is defined as 2400 characters incl. spaces and footnotes. Front page, table of contents, list of references and appendices do not count. Attachments are not included in the evaluation of the assignment.

### **5.3.2 References**

Quotes in written assignments and projects in the Value Chain Management programme must have quotation marks.

References in written assignments and projects must follow the below standard:

- Author, title, year of publication, edition, publisher, page

A reference must be made as a footnote/in parenthesis in the text, following the quote.

Incorrect referencing, including omitted references, will be counted as an error and can become the subject of investigations into plagiarism.

## 5.4 Grading

The Danish 7-scale applies, and 02 is the minimum grade for passing an exam. Each exam must be passed separately.

Apart from the 7-point grading scale, pass/fail assessment may also be used.

Danish mark	Explanation of the mark	Equivalent ECTS mark
12	For an excellent performance displaying a high level of command of all aspects of the relevant material, with no or only a few minor weaknesses.	A
10	For a very good performance displaying a high level of command of most aspects of the relevant material, with only minor weaknesses.	B
7	For a good performance displaying good command of the relevant material but also some weaknesses.	C
4	For a fair performance displaying some command of the relevant material but also some major weaknesses.	D
02	For a performance meeting only the minimum requirements for acceptance.	E
00	For a performance which does not meet the minimum requirements for acceptance.	Fx
-3	For a performance which is unacceptable in all aspects.	F

Source: [www.eng.uvm.dk](http://www.eng.uvm.dk)

## 6 Teaching methodology and learning strategies

Teaching in the VCM programme is implemented through lectures, class teaching, dialogue, exercises, case work, presentations, seminars, guest lecturers, projects and internship.

National and international results from research and development within professional disciplines relating to the VCM curriculum will be used in the lectures, as well as the practical experience from lecturers and guest lecturers.

**Problem-Based Learning (PBL)** in teams has a high priority throughout the VCM programme. The ability to manage projects and to work in project teams is a vital competence of a Value Chain Manager. The fundamental thinking in PBL is that future professionals develop better and more relevant skills by being confronted with problem situations from real companies and organisations in the complex context of reality instead of being confronted with textbook problems in well-prepared portions and sequences. By being “placed in the real problem situations” the student is more actively involved and achieves a proactive way of thinking that leads to better learning results.



The planning of the programme is made so that each semester is planned to develop and maintain the progression in certain competencies. Each assignment, case study, study project, etc., is designed in accordance with the students' level of development in terms of how much of the assignment is defined by the teacher and how much is free for the student to independently define (goal setting, problem definition, choice of content, solutions, the design and evaluation).

The students will be challenged with an increasing level of problem orientation and move to a high degree of self-management throughout the programme. Each semester on the VCM programme has a specific goal in terms of progression in project competencies. The students will be taught project methodology and practice their knowledge and skills in semester projects. The projects also have the purpose of integrating the themes in the VCM curriculum. During the VCM programme, the students advance from subject-oriented and teacher managed to a problem-oriented and student-managed project. See the figure below.

### **Cross-disciplinary projects**

The VCM programme is a cross-disciplinary programme as the students study several disciplines as shown above. The students develop detailed knowledge in several areas and learn to integrate this knowledge into new ways of reaching goals or solving problems. The students learn to practice cross-disciplinary thinking using multiple perspectives to create holistic solutions. In order to support the progression in these competencies, students complete a cross-disciplinary project each semester.

---

## **7 Study activity**

With the VCM programme VIA is offering an educational program that:

- creates a framework for an innovative, practice-oriented, international study environment that supports professional as well as personal development of the students
- engages the students to be able in taking responsibility for their own learning and development
- promotes a high level of ambition where the graduates from the programme are attractive candidates for their future employers

The VCM programme is a full time study programme. The student must plan to spend about 40 hours a week on average to participate in lectures, preparation, group work, assignments, project work, exam etc.

As a standard 48 lecturers are scheduled for all 5 ECTS courses. These lectures may have different focus, be lecturer - or - student led. The details for the individual courses will appear from the course syllabus on Studynet.

Study activities and plans are based on the students participating actively and being engaged in dialogue with the lecturers as well as other students. It is a prerequisite for an active dialogue that the students are familiar with the contents of this curriculum, read the information on Studynet frequently as well as the contents of the e-mails sent to their VIA e-mail address. Decisions such as, the right of the students to

stay at the programme, changes to schedule and other administrative changes, are made and implemented on this basis and without further notice.

Students are encouraged to support each other and display good and active study activity. The students are also encouraged to form study groups and secure their professional and social development. This includes contact to the student advisor if they or some of their fellow students need support and advise to improve their study activity.

Study activities are planned throughout the semesters. That is during end of August – end of January for the fall semester and beginning of February – end of June for the spring semester. It is the responsibility of the students to plan travelling, holidays and other activities outside these periods. A study calendar will be maintained on Studynet with more details and specific dates.

## **8 Rules about leave of absence and exemptions**

### **8.1 Leave of absence**

Taking a leave of absence means that a student cannot participate in classes, exams or any other activity as of the Value Chain Management programme during the leave of absence. After completed leave of absence, the students will be re-admitted under the curriculum in effect. Upon conclusion of the leave of absence the student resumes his/her studies at the point in the programme, from which the leave started.

If it is not possible to start at that point in the programme the Value Chain Management will, if at all possible, provide other educational elements until the normal progression can be resumed, such that the students programme is not extended beyond the prescribed period of study. Only when this is not at all possible can the student in question have periods with no study related activities.

Leave of absence can only be granted for periods of complete educational elements. Leave of absence may be granted for up to two semesters and in case of unusual circumstances leave of absence may be granted for up to four semesters. This does not apply for maternity/paternity leave or on the basis of adoption and conscription.

A student cannot receive funds from Student Grants and Loans Scheme (SU) during leave of absence except in cases of maternity/paternity leave.

#### **8.1.1 Maternity/paternity leave, adoption and conscription**

The Value Chain Management programme cannot reject an application for leave of absence on the basis of documented maternity/paternity leave, adoption or conscription. The end of a leave of absence should, as far as possible, be planned to coincide with study start or the start of certain educational elements. To ensure the fewest periods without study related activities as possible as well as the least amount of time where the student does not have access to the Student Grants and Loans Scheme (SU).

#### **8.1.2 Application**

An application for a leave of absence must be in writing and stating the reasons for the leave of absence. The application is digital and must be submitted at 'myVIA' under the tab 'study administration'. All applications must be forwarded in writing to the Head of Department and will be assessed individually.

Leave of absence for any other reason than maternity/paternity leave, adoption or conscription can only be applied for after the student has passed the first-year exam (at least 60 ECTS).

Leave of absence cannot take effect retroactively and application must be submitted prior to the start of the leave.

### **8.2 Exemptions from VCM curriculum**

VIA may grant exemptions from such regulations in this curriculum which were set by VIA provided that the student is able to document that circumstances are extraordinary.



## 9 Exam regulations

### 9.1 Exam attempts

The student has 3 attempts to pass each exam. When an exam is passed with the grade 02 or higher, the student cannot participate in another exam in that course. The three exam attempts must follow each other consecutively, i.e. in subsequent semesters/reexams.

The student cannot withdraw from the exam without using an exam attempt. In case of illness, please refer to section 9.4

In exceptional cases VIA may grant permission for a fourth and maybe even a fifth attempt.

### 9.2 Re-exam

If the student fails an exam, he/she is automatically signed up for next re-exam. Schedules for re-exams are posted on Studynet.

Courses or projects which are not passed at an exam may as a rule be restudied again through self-studies. The student can as an alternative apply for exemption to follow the course again. The application has to be sent to the Director of education and research. The student is responsible for registering for following the course again. Registration is done with the study secretary.

Summer re-exams will be held in August and winter re-exams will be held in February.

### 9.3 Special needs at exams

In cases of physical or mental functional disability (such as dyslexia, mental or neurological disorder, physical disabilities or visual impairment), a student may apply for permission to participate in exams on special conditions.

The student must have documentation of the disability in question. The student may contact the student counsellor about this matter.

The application for permission to participate in exams on special conditions must be submitted by email to the programme secretary, who will assess the application. Deadline for application for the summer exam is 1 May and for Winter exam 1 December. The request is granted if deemed necessary in order for the student to participate in the exam on equal terms with the other students. However, it is a prerequisite that such a permission does not alter the level of academic requirements of the exam.

### 9.4 Illness

If a student becomes ill on the day of exam it must be informed to the Student Administration immediately.

If a student becomes ill during an oral exam the lecturer must be informed.

If a student becomes ill during a written exam the invigilator must be contacted in order to note that the exam has been interrupted due to illness.

The student must consult a doctor – at the latest on the day of the exam – in order to provide documentation of the illness and send it to the study secretary no later than 4 weekdays after the exam. The student has to cover any expenses in this connection.

If illness cannot be documented, it will count as an attempt.

If a student experiences a serious incident which prevents the student in participating in the exam, the student must inform the Student Administration as soon as possible. The study secretary will assess if the rules for illness can also apply to this incident. If this is the case, the attempt will not count.

---

## 10 Disruptive behavior and cheating in exams

It is considered cheating when an examinee during exams:

- gets undue help or
- helps another examinee with answers or
- makes use of help other than permitted

Plagiarism is considered cheating if it is found in a submitted paper during an exam and it applies in the following situations:

- a written product that is or has been submitted for assessment, for instance a bachelor's project
- a written product that is going to be or has been part of the assessment in an oral exam – for example a paper that serves as a prerequisite for signing up for and participating in the oral exam
- a written product that is handed in as prerequisite for signing up for and participating in the exam

It is considered plagiarism when a student tries to give the impression of being the originator of an idea, a text, a layout etc. in a written assignment when the originator is another person. It is especially considered plagiarism if an assignment entirely or partially appears as being produced by the student/s itself/themselves, even if the assignment

1. includes identical or almost identical reproduction of others' formulations or work when the reproduced parts are not marked with quotation marks, written in italics, indented or with another distinct indication of source references, including page numbers or the like (cribbing/copying).
2. includes substantial passages with a choice of words that are so close to another printed medium, that when compared it is obvious that the passages could not have been written by the student without using the other printed medium (to paraphrase etc.)
3. includes the use of words or ideas of others without making references or giving credit to the originators (other kind of plagiarism),
4. re-use text and/or central ideas from one's own work that has previously been through an assessment or earlier published works without taking the above-mentioned points into consideration.

### **Disturbing behavior during tests and exams**

VIA has the authority to remove an examinee from a test or exam if the examinee is displaying disturbing behavior, for example if the examinee is noisy or breaking the institution's code of conduct during the exam. In less serious incidents the educational institution will first issue a warning. The exam monitors will report the incident to the Head of Department.

### **Procedures for cheating in exams and disturbing behavior**

Anyone<sup>2</sup> who has a suspicion of cheating is obligated to follow up on the suspicion and – if the suspicion is maintained – to report it to the Head of Department.

If the suspicion of cheating in an exam is reinforced, the internal examiner and/or the external examiner must report the incident in writing to the Head of Department of the study programme in question. At the same time the internal examiner and/or the external examiner will inform the student that the incident has been reported to the Head of Department. If an assessment has not been made at the time of reporting, the school report will contain a 'not submitted'-note and an assessment will not be made.

When the Head of Department receives a report on cheating in an exam, he or she must decide whether to dismiss or proceed with the case.

If the Head of Department decides to proceed with the case, he or she is responsible for gathering documentation that might be missing and also for inviting the student to a meeting where the student has the possibility to relate to the report.

The student must receive a copy of the report with the invitation which must also contain information about the meeting that is about a presumed cheating in an exam and that the student is allowed to bring an assessor to the meeting. The assessor can counsel the student during the meeting, but cannot participate in the conversation. If it is not possible to organise a meeting, written communication must be used.

If the case is dismissed by the Head of Department, the assessment will take place in the usual manner if it has not already been made.

### **Sanctions for cheating in exams and disturbing behavior**

On the basis of the report and the meeting the Head of Department will decide whether or not it is an incident of cheating in exam and also decide what type of sanction or penalty should be used against the student. The Head of Department can only decide on sanctions or penalty if the incident, from his or her perspective, is beyond any doubt a case of cheating in exam.

The case is reported to the Director of School of Technology & Business if - and only if - the incident is so serious that it ought to lead to suspension or expulsion from the educational institution. In all other cases the Head of Department makes the decisions.

The student is informed of the final decision in writing. The person who reported the incident and the student counsellor will receive a copy - and a copy is added to the student's file.

Provided that cheating in exam is proved, one of the following penalties will be used:

- **Warning**
- **Suspension from written exam on the premises of the educational institution**, if a violation of the exam regulations has taken place. If that is the case, the student will be registered as 'absent' from that particular exam.
- **Cancellation of a written paper**  
The cancellation includes the written assignment where the cheating has been observed. The cancellation can happen even if an assessment has been made. It will be noted that the student has been unsuccessful in an exam attempt.  
A repeated exam attempt with undue help or nonpermitted aids will result in permanent expulsion from the study programme.
- **Expulsion or suspension from the study programme**  
If the incident is a case of serious or repeated cheating, the student will be expelled or suspended from the educational institution. The expulsion means that the student is excluded from participating in all activities at VIA, including all participation in classes and exams. The suspension will mean that the student is excluded from participating in all activities at VIA, including all participation in classes and exams in the suspension period.  
In the case of suspension the student is registered as being on leave of absence during the period



in question. After the suspension period, the student is automatically readmitted as a student at VIA at the study programme.

Apart from the above mentioned penalties, the incident may be reported to the police if it concerns civil law.

---

## 11 Exam complaints

Complaints can be submitted in the following circumstances:

- The basis of exam; exam questions, tasks and in relation to educational goals and requirements
- Exam procedure
- Review/result of the exam

The complaint must be in writing and reasoned/justified and individually submitted by the student no later than 14 calendar days after the student is informed of the result of the exam.

The complaint must be sent to the Head of Department who will manage and evaluate it. The student is entitled to receive a copy of the assignment given by the institution and a copy of the student's submitted assignment in the case of a written exam. As a rule, the Head of Department presents the complaint to the original adjudicator: internal and external examiner. The examiners have 2 weeks to submit their professional opinion to the student's questions. The student must be given the opportunity to comment on the professional opinions and has one week to reply.

The Head of Department determines the outcome of the complaint based on the comments and the opinions. The decision must be written and substantiated and the result may be as follows:

- Re-assessment, except for oral exam
- Re-exam or
- The complaint is dismissed

The adjudicators must be in agreement, if the appeal is dismissed by the Head of Department.

The student must be informed as soon as the decision has been made. If the result is a re-exam or a re-assessment, this can result in a lower grade.

### **Re-exam or re-assessment**

An offer of re-exam or re-assessment must be accepted no later than 2 weeks after the student is informed of the decision. An acceptance hereof cannot be withdrawn. Re-assessment or re-exam shall not be conducted if the deadline is not respected.

In the case of re-exam and re-assessment new examiners will be assigned.

If the result of a complaint is re-exam or re-assessment, the decision applies to all examinees if the original exam is equally inadequate to the former.

### **Particularly about re-assessment**

In the case of re-assessment, the examiners must have the files submitted: Exam questions or assignment, exam paper, the complaint, the original examiners' opinions including comments from the student and the decision from the institution or the Ministry. The examiners will inform the educational institution of the result of the new assessment, including a written evaluation of the assessment. The educational institution will inform the student about the assessment and the evaluation hereof.

### **Exam questions formulated by the Ministry**

The educational institution will immediately forward its own evaluation as well as complaints regarding exam questions, formulated by the Ministry of Higher Education and Science, to the aforementioned ministry.

**Appeal of the decision**

In case the student disagrees with the decision, he/she has the opportunity to lodge an appeal against the decision no later than 2 weeks after being informed of this decision. The appeal must be in writing and substantiated and sent to the Head of Department, who will appoint an appeals board.

**Particularly about appeals board**

The Head of Department will appoint an appeals board as soon as possible after the submission of the appeal. Permanent appeals boards can be appointed. VIA will defray the cost of the appeals board. The board consists of two external examiners, an exam eligible teacher and a student in the subject area.

About the selection:

- The president of the corps for external examiners will designate the two external examiners and designate one of them as president of the board. The president can designate himself as external examiner or as president of the board.
- VIA will designate the exam eligible teacher and the student.

The appeals board is covered by the Law of Public Administration, including conflicts of interests and confidentiality.

All members of the board must participate in board discussions and receive all documents for the board to be quorum. The discussion can be in writing and digital if there is consensus among the board members of a written process. If consensus among the board members cannot be reached, the discussion will terminate at a meeting where all members must be present. If the discussion ends by voting and there is a tie, the vote of the president is decisive. If the board is aware of errors of an exam during the process, VIA must be informed hereof and VIA will decide how to correct the error in accordance with the Executive Order no. 1519 of 16 December 2013.

**The appeals board's decision**

The material which formed the basis for the initial decision is the basis for the new decision made by the board. The decision made by the board must be in writing and substantiated and may result in the following:

- Re-assessment. Except by oral exam.
- Re-exam or
- The complaint is dismissed

The Head of Department must be informed of the decision by the board as soon as possible. In the case of a winter exam, no later than 2 months and in the case of a summer exam, no later than 3 months after the Head of department has been informed.

VIA must inform the student as soon as possible if the process of the appeal cannot be completed before the deadline. The information/message must be in writing and substantiated and include information about the expected date of completing the process of the appeal. The head of Department will inform the student as soon as possible and the examiners will receive a copy of the decision when the decision has been made. If the decision includes re-exam or re-assessment, this may result in a lower grade.

Re-exam and re-assessment will take place as described the previous section "Re-exam and re-assessment".

The professional decision of the appeals board cannot be appealed any further.

Appeals of legal issues in decisions made by the adjudicators and the board of appeal may be sent to VIA. The deadline for submission of an appeal is two weeks from the day the decision is announced to the complainant.

Complaints of legal issues in the decisions made by VIA may be submitted to the Ministry of Higher Education and Science. The complaint is sent to VIA, which makes a statement that the student should have the opportunity to comment within a period of usually 1 week. VIA forwards the complaint, statement and any comments to the Ministry. The deadline for submission of a complaint to VIA is 2 weeks from the day the decision is announced to the complainant.

---

## 12 Legal basis

The curriculum is issued in accordance with:

- Ministerial Order no. 1521 of 16 December 2013 on Academy profession degree programmes and Professional Bachelor programmes (Bekendtgørelse om Erhvervsakademiuddannelser og professionabacheloruddannelser)
- Ministerial Order no. 674 of 10 June 2013 on Professional bachelor of value chain management (Bekendtgørelse om uddannelsen til professionsbachelor I procesøkonomi og værdikædeledelse)
- Ministerial Order no. 1519 of 16 December 2013 on tests and exams in professionally-oriented programmes (Bekendtgørelse om prøver og eksamen i erhvervsrettede videregående uddannelser)
- Ministerial Order no. 114 of 3 February 2015 on the Marking Scale and Other Forms of Assessment (Bekendtgørelse om karakterskala og anden bedømmelse)

This curriculum is valid from August 2015. For transitional regulations for students who enrolled before 2012, please refer to appendix A.

## Appendix A

### Programme Structure – Overview of semester themes and subjects

For students who have enrolled before August 2012.

1st Semester: Market-Oriented Supply Chain Management						
Marketing Management 4 ECTS points					Study Project 5 ECTS	Exam preparation
Supply Chain Management 7 ECTS points			Cross Disciplinary Project 1 ECTS			
Inventory Management 3 ECTS	Project Methodology				Study Project 5 ECTS	Exam preparation
Math 4 ECTS points	2 ECTS points					
Technical Drawing 4 ECTS points						

2nd Semester: Market Demand and Production Plan						
Production Technology 2 ECTS	Production Planning 4 ECTS			ERP 2 ECTS	Study Project 5 ECTS	Exam preparation
Excel 2 ECTS	Forecasting 4 ECTS points					
Statistics 4 ECTS				Cross Disciplinary Project 1 ECTS	Study Project 5 ECTS	Exam preparation
Business Economics 4 ECTS points						
Project Methodology 2 ECTS points						

3rd Semester: Flow Management						
Modelling of Plant & Warehouse Layouts 8 ECTS points					Study Project 6,5 ECTS	Exam preparation
Purchasing 4 ECTS points			Cross Disciplinary Project 1,5 ECTS			
Production Optimisation & Quality Management 8 ECTS points					Study Project 6,5 ECTS	Exam preparation
Project Methodology 2 ECTS points						

4th Semester: Value Chain Optimisation						
Introduction to Work Placement					Cross Disciplinary Project	Exam preparation
Sourcing 3 ECTS points	Design of Value Chains 4 ECTS points					
Strategic Management 4 ECTS points					Cross Disciplinary Project	Exam preparation
Financial Methods & Application Investment 4 ECTS	Cost Theory and Budgetting 4 ECTS					
Theory of Science 5 ECTS points						
	Study Project 6 ECTS points					Exams

5th Semester: Work Placement						
20 week training in a company 30 ECTS points						

6th Semester: Change Processes & Specialisation			
Change Management & Communication 4 ECTS points	Study project 10 ECTS	Exam preparation	Exams
Product Development and Innovation 4 ECTS points			
Elective Courses 12 ECTS points			
Study Project			

7th Semester: Bachelor Semester	
Negotiation 5 ECTS points	Bachelor Project 20 ECTS points
Business Models 5 ECTS points	