



AALBORG UNIVERSITET

CIVILINGENIØR, CAND.POLYT. I VÆRDIKÆDER OG INNOVATIONSLEDELSE 2017

**CIVILINGENIØR
AALBORG**

MODULER SOM INDGÅR I STUDIEORDNINGEN

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ORGANISATION ANALYSIS AND DESIGN

2019/2020

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Account for theories and their paradigmatic underpinning on the design of industrial and professional service organisations
- Describe the impact of corporate and operations strategies, technologies and (competitive) environments on the design of such organisations

SKILLS

- Identify organizational design problems in industrial and professional service organization
- Operationalize these problems and collect relevant information concerning the industrial/competitive, strategic, technological, and organization design aspects describing these problems
- Analyse, evaluate and (re)design organisational designs in their contexts
- Apply concepts and theories to cases and (real-life) examples.

COMPETENCES

- Visualize in, for example, exercises and cases of:
 - The paradigms in organisation theory
 - The principles of organisation design, including division and coordination of labour, and the impact of key contextual characteristics (including strategy, technology and environment) on organisation design parameters
 - Decision making, and the role of power, politics, control and conflicts in organisations
 - The similarities and differences between designing and managing start-ups, mature, expert-based, innovative, diverse, networked and virtual organisations
 - The needs, challenges, dilemmas, dualities and paradoxes in combining exploration and exploitation.
- Take the lead in diagnosing and solving problems in organization designs of various types of industrial and professional service companies

TYPE OF INSTRUCTION

The teaching is organized in accordance with the general form of teaching. Please see the programme curriculum §17.

EXTENT AND EXPECTED WORKLOAD

Since it is a 5 ECTS course module the expected workload is 150 hours for the student.

EXAM

EXAMS

Name of exam	Organisation Analysis and Design
Type of exam	Written or oral exam
ECTS	5
Assessment	7-point grading scale
Type of grading	Internal examination

Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures
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FACTS ABOUT THE MODULE

Danish title	Organisationsanalyse og design
Module code	M-OIM-K1-1
Module type	Course
Duration	1 semester
Semester	Autumn
ECTS	5
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Harry Boer

ORGANISATION

Study Board	Study Board of Mechanical Engineering and Physics
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

ENTERPRISE ENGINEERING AND DESIGN

2019/2020

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

This course is aimed at methodologies for analysis, modelling, simulation, design, realization and implementation of large integrated enterprise systems as solution to complex business situation.

LEARNING OBJECTIVES

KNOWLEDGE

- Describe and classify theories, methods and tools related to enterprise engineering and design
- Identify feasible approaches and frameworks for integrated business solutions
- Understand enterprise architectures and typology
- Explain theoretical and methodological foundations for analysis, modelling, simulation, design and evaluation of integrated business solutions
- Design conceptualisation processes and orchestrate concept development in operations and supply chains
- Recommend strategies for realization and implementation of solutions.

SKILLS

- Apply enterprise engineering and design
- Simulate and evaluate integrated solutions in operations and supply chain
- Relate enterprise solutions to corporate strategies and development goals
- Demonstrate proof of concepts, mock-ups and demonstrator models.

COMPETENCES

- Conceive and communicate complex solutions.
- Analyse and reflect on own practice and approaches
- Assess the need for synthesizing new knowledge

TYPE OF INSTRUCTION

The teaching is organized in accordance with the general form of teaching. Please see the programme curriculum §17.

EXTENT AND EXPECTED WORKLOAD

Since it is a 5 ECTS course module the expected workload is 150 hours for the student.

EXAM

EXAMS

Name of exam	Enterprise Engineering and Design
Type of exam	Written or oral exam
ECTS	5
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Virksomhedsudvikling
Module code	M-OIM-K1-2
Module type	Course
Duration	1 semester
Semester	Autumn
ECTS	5
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Charles Møller

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

OPERATIONS DEVELOPMENT AND STRATEGY

2019/2020

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- A coherent and profound understanding of how and why operations globalise, including an in-depth knowledge of the associated theories and strategies
- Insight into the strategic analysis and synthesis of global operations footprints including the understanding of; the strategic situation; the process of globalisation; and the theory-based conceptualisation of operations strategy
- Knowledge of strategic configuration of operations, including structures and infrastructures, the extended operations system and strategic capabilities
- Knowledge about strategic innovation in an operations system context.

SKILLS

- Developed skills to evaluate different options and argue for specific choices for strategic design of global operations systems and operations development strategies, including recognising of competitive opportunities, configuring operations capabilities, organisational processes and organisational designs
- Developed relevant skills to apply theories and methods to the improvement and reorganisation of global operations
- Developed skills to identify and implement options for reorganisation and improvements in the context of global operations.

COMPETENCES

- Be able to discuss the complex of problems associated with globalisation of operations to outline the different paths and strategies a company may choose
- Develop abilities to craft and implement relevant operations strategies.

TYPE OF INSTRUCTION

The teaching is organized in accordance with the general form of teaching. Please see the programme curriculum §17.

EXTENT AND EXPECTED WORKLOAD

Since it is a 5 ECTS course module the expected workload is 150 hours for the student.

EXAM

EXAMS

Name of exam	Operations Development and Strategy
Type of exam	Written or oral exam
ECTS	5
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Global produktionsudvikling og -strategi
Module code	M-OIM-K1-3
Module type	Course
Duration	1 semester
Semester	Autumn
ECTS	5
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Brian Vejrum Wæhrens

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

INTEGRATED SOLUTIONS - DESIGNING GLOBAL BUSINESS SYSTEMS AND VALUE CHAINS

2019/2020

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Account for the relationships between theories on operations strategy/development and organization/enterprise analysis, engineering/design operations
- Understand the role for and the deployment of strategic and technological choices in the design of (global) companies, supply chains and production networks
- Show how to operationalize theoretical contributions to practical settings

SKILLS

- Analyze and develop an integrated solution to a practical problem, usually in the form of a project developed in and together with a company. The project theme is integrated solutions and normally requires:
 - Demarcation and analysis of the empirical background to the problem
 - Development of an operationalization of a relevant and researchable research problem/project objective, using theory taught on this semester, but usually going beyond that.
 - Development of an adequate research/project design, including the elements mentioned next
- Write a well-structured project report, written with clear arguments including the following elements:
 - A critically exploration of the empirical problem and account for the choice of theories and approaches analyze and solve the problem under investigation,
- Detailed questions/objectives
- An account of the data collection and data validation methods, data sources
- An account of the analytical methods used and methods used to validate the findings
- An account of the (design) methods used to develop recommendations/solutions to resolve the research problem / achieve the project objective.
- Presentation and validation of data
- Presentation, validation and discussion of analytical findings
- Presentation and validation of recommendations/solutions
- Evaluation of the findings and recommendations/solutions, methods and, if relevant, considerations regarding the limitations and generalizability of the study.

COMPETENCES

- Operationalize theoretical contributions on organization/enterprise analysis, design and engineering, operations strategy and development as well as other relevant scientific fields in a practical setting
- Work together as a team to analyze and develop integrated and feasible solution(s) to a practical organizational problem
- Work together with an organization in an academically yet practically adequate manner.

TYPE OF INSTRUCTION

The module is carried out as group-based, problem-oriented project work. The group work is carried out as an independent work process in which the students themselves organize and coordinate their workload in collaboration with a supervisor. The project is carried out in groups with normally no more than 6 members.

EXTENT AND EXPECTED WORKLOAD

Since it is a 15 ECTS project module the expected workload is 450 hours for the student.

EXAM

EXAMS

Name of exam	Integrated Solutions - Designing Global Business Systems and Value Chains
Type of exam	Oral exam based on a project
ECTS	15
Assessment	7-point grading scale
Type of grading	External examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Integrerede løsninger - Design af globale forretningssystemer og værdikæder
Module code	M-OIM-K1-4
Module type	Project
Duration	1 semester
Semester	Autumn
ECTS	15
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Astrid Heidemann Lassen

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

INNOVATION AND CHANGE MANAGEMENT

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

This module is based on knowledge gained on the 1st Semester of the Operations and Innovation Management programme.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Understand the role of technology, and various forms of innovation and change (including incremental/radical, business process redesign/continuous improvement, product/process/position/paradigm, business model) in established and emerging businesses
- Understand the characteristics and drivers of innovation and change, as well as the practical means of handling them in a business context
- Understand the range, scope and complexity of challenges related to the management of technology, innovation and change
- Understand organizing for and management/leadership of innovation and change, including aspects of culture, power and politics, enablers of and barriers to change, factors of innovation success and failure

SKILLS

- Describe, analyze and redesign innovation and change management processes
- Identify and analyze the field of innovation and change management including the value position of stakeholders; customers, suppliers and other network partners
- Design, evaluate and audit the innovative and change capabilities of a business organization
- Apply principles of business model innovation and risk management to suggest redesign and improvement of business models

COMPETENCES

- Realize and implement innovation- and change management initiatives, including the design, implementation and execution (management/leadership) of innovation and change management projects in companies, supply chains and networks, as well as relating practical innovation and change management experiences to conceptual understanding of innovation leadership and change management

TYPE OF INSTRUCTION

The teaching is organized in accordance with the general form of teaching. Please see the programme curriculum §17.

EXTENT AND EXPECTED WORKLOAD

Since it is a 5 ECTS course module the expected workload is 150 hours for the student.

EXAM

EXAMS

Name of exam	Innovation and Change Management
Type of exam	Written or oral exam

ECTS	5
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Innovations- og forandringsledelse
Module code	M-OIM-K2-1
Module type	Course
Duration	1 semester
Semester	Spring
ECTS	5
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Frank Gertsen , Astrid Heidemann Lassen

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

GLOBAL BUSINESS PERFORMANCE

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

This module is based on knowledge gained on the 1st Semester of the Operations and Innovation Management programme.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Understand various perspectives and theories that inform the formation and functioning of contemporary extended enterprise which consist of the focal company and its suppliers
- Understand complexity management principles and tool kits based on systems science and systems methodology
- Account for various orientations of companies' operations systems (technology, innovation, cost, quality, flexibility) and can explain how these orientations affect performance management and control
- Understand risk types (both internal and external) and their impacts in extended enterprises
- Understand the principles of value stream costing, using value stream mapping and business process re-engineering
- Understand and can explain value engineering, target costing and chained target costing in cooperation between the focal company and its 1st, 2nd, etc. tier suppliers
- Understand total cost of ownership (TCO), differentiated on the basis of product-/supplier type, techniques in the form of 'Monetary-based method' (Activity Based Cost Systems), 'Cost-ratio/value-based method' and 'Mathematical programming decision model'
- Understand and can explain supply chains financial and non-financial performance and its sensitivity as a function of the market and selected divide between push and pull operations
- Understand and can explain conflicting and colliding cases of Lean and the company's financial management and reporting, as well as possible solutions, including financial reporting that complies with Lean's seven waste categories

SKILLS

- Conduct analysis and evaluation of operations performance in the context of extended enterprises
- Use tools and techniques for measuring and managing performance of activities that cross both geographical and organizational boundaries
- Initiate performance improvement programs and their implementation in contemporary extended enterprises

COMPETENCES

- Identify and diagnose problems with performance management systems in contemporary extended enterprises
- Conceive appropriate performance management system designs
- Take responsibility for implementation and control of operations performance management systems in contemporary extended enterprises

TYPE OF INSTRUCTION

The teaching is organized in accordance with the general form of teaching. Please see the programme curriculum §17.

EXTENT AND EXPECTED WORKLOAD

Since it is a 5 ECTS course module the expected workload is 150 hours for the student.

EXAM

EXAMS

Name of exam	Global Business Performance
Type of exam	Written or oral exam
ECTS	5
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Præstationsmåling og -vurdering af globale forretningsprocesser
Module code	M-OIM-K2-2
Module type	Course
Duration	1 semester
Semester	Spring
ECTS	5
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Jesper Hemdrup Kristensen

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

BUSINESS INTELLIGENCE AND ANALYTICS

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

This module is based on knowledge gained on the 1st Semester of the Operations and Innovation Management specialisation or the Operations and Supply Management specialisation.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Account for Business Intelligence (BI) concepts, theories and methods including:
 - Creation of knowledge from either people/employees/"experts" or from analysing existing data
 - Knowledge representation
 - Traditional BI handling systems such as expert systems, knowledge base systems, decision support systems and executive information systems.

SKILLS

- Make decisions about the optimal use of the BI concepts, theories, methods and selected systems for identification of needs, development of alternative solutions, evaluation selection and implementation
- Use BI in disciplines such as enterprise engineering/modelling, business analytics, data mining, etc.

COMPETENCES

- Apply knowledge and skills in relation to business intelligence development projects and thereby apply the knowledge handling activities: knowledge acquisition, knowledge verification, knowledge representation and knowledge engineering.

TYPE OF INSTRUCTION

The teaching is organized in accordance with the general form of teaching. Please see the programme curriculum §17.

EXTENT AND EXPECTED WORKLOAD

Since it is a 5 ECTS course module the expected workload is 150 hours for the student.

EXAM

EXAMS

Name of exam	Business Intelligence and Analytics
Type of exam	Written or oral exam
ECTS	5
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Business Intelligence og analytiske metoder
Module code	M-OIM-K2-3
Module type	Course
Duration	1 semester
Semester	Spring
ECTS	5
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Kim Nørgaard Jensen

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

GLOBAL IMPLEMENTATION

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

This module is based on knowledge gained on the 1st Semester of the Operations and Innovation Management programme. Furthermore, this project builds on the three courses taught in the 2nd Semester of the programme.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Demonstrate understanding of the theories, concepts, methods and tools taught in this semester.

SKILLS

- Demonstrate the skills to choose among and apply in practice the theories, concepts, methods and tools taught in this semester.
- Analyze, and develop an integrated solution to a practical problem, usually in the form of a project developed in and together with an organization. The project theme is global implementation, and normally requires:
- Demarcation and analysis of the empirical background to the problem
- Development and operationalisation of a relevant and researchable research problem/project objective using theory taught on the semester, but usually going beyond that
- Development of an adequate research/project design, including:
 - Detailed questions/objectives
 - An account of the data collection and data validation methods, data sources
 - An account of the analytical methods used and methods used to validate the findings
 - An account of the (design) methods used to develop recommendations/solutions to resolve the research problem / achieve the project objective.
- Presentation and validation of data
- Presentation, validation and discussion of analytical findings
- Presentation and validation of recommendations/solutions
- Evaluation of the findings and recommendations/solutions, methods and, if relevant, considerations regarding the limitations and generalizability of the study.

COMPETENCES

- Work together as a team to analyze, and develop integrated and feasible solution(s) to a practical organisational problem
- Work together with an organization in an academically yet practically adequate manner.

TYPE OF INSTRUCTION

The module is carried out as group-based, problem-oriented project work. The group work is carried out as an independent work process in which the students themselves organise and coordinate their workload in collaboration with a supervisor. The project is carried out in groups with normally no more than 6 members.

EXTENT AND EXPECTED WORKLOAD

Since it is a 15 ECTS project module the expected workload is 450 hours for the student.

EXAM

EXAMS

Name of exam	Global Implementation
Type of exam	Oral exam based on a project
ECTS	15
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Global implementering
Module code	M-OIM-K2-4
Module type	Project
Duration	1 semester
Semester	Spring
ECTS	15
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Astrid Heidemann Lassen

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

OPERATIONS AND INNOVATION MANAGEMENT

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

This module is based on knowledge gained on the 1st and 2nd Semester of the MSc in Operations and Innovation Management programme.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Deep knowledge of the subject matter in the specific area of the project

SKILLS

- Solve complex business problems using operation and innovation management theory and concepts and management engineering methods and tools
- Evaluate and choose among potentially relevant theories, concepts and methodologies applied in the analysis and solution design of a practical business engineering problem
- Evaluate the relevance and limitations of the theories, concepts, methods and tools actually applied in the project
- Account for any choices made during the problem analysis and solution development
- Develop solution alternatives and evaluate the performance, strategic, organizational, managerial and other relevant prerequisites for and consequences of solution alternatives and make a well-informed choice based on that
- Plan, execute and report an extensive individual research project within an agreed time frame
- Write a well-structured project report, which meets all the usual requirements of an academic work, including:
 - Empirical background
 - Research problem/project objective
 - Relevant theory
 - Research design:
 - Detailed questions/objectives
 - An account of the data collection and data validation methods, data sources
 - An account of the analytical methods used and methods used to validate the findings.
 - An account of the methods used to develop recommendations/solutions to resolve the research problem/achieve the project objective
 - Presentation and validation of data
 - Presentation, validation and discussion of analytical findings
 - Presentation and validation of recommendations/solutions
 - Evaluation of the project; i.e., findings, methods and, if relevant, considerations regarding the limitations and generalizability of the study.
 - specific for internship: a personal reflection is required, a reflection on: how was it to work alone, full-time in a company, and, if applicable, in a different country with a different culture, language, industrial structure, etc.

COMPETENCES

- Analyze and solve an actual problem of industrial relevance through application of systematic research and development processes, including advanced analytical, experimental, and/or numerical methods and models.
- Work together with a manufacturing or service organization and identify operations and/or innovation management problems and finally develop data driven and robust solutions using technologies.
- Operationalize theoretical contributions in a practical setting
- Compare and critically evaluate the results of the project in relation to existing knowledge and accepted theories within the subject area
- Consider economic and other consequences of the proposed solutions
- Communicate a balanced view of the results and conclusions of the project in well-organized written and oral presentation

TYPE OF INSTRUCTION

The project work is carried out as an independent work process in which the students themselves organize and coordinate their workload in collaboration with a supervisor. The project may be carried out individually or in groups. The project may be finalized with a project report or in the form of a scientific paper with supporting appendices.

EXTENT AND EXPECTED WORKLOAD

Since it is a 30 ECTS Project module the expected workload is 900 hours for the student.

EXAM

EXAMS

Name of exam	Integrated Solutions - Designing Global Business Systems and Value Chains
Type of exam	Oral exam based on a project
ECTS	30
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

ADDITIONAL INFORMATION

Option A

FACTS ABOUT THE MODULE

Danish title	Værdikæder og innovationsledelse
Module code	M-OIM-K3-1
Module type	Project
Duration	1 semester
Semester	Autumn
ECTS	30
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Harry Boer

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

ACADEMIC INTERNSHIP

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

This module is based on knowledge gained on the 1st and 2nd Semester of the MSc in Operations and Innovation Management programme.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Deep knowledge of the subject matter in the specific area of the project

SKILLS

- Solve complex business problems using operation and innovation management theory and concepts and management engineering methods and tools
- Evaluate and choose among potentially relevant theories, concepts and methodologies applied in the analysis and solution design of a practical business engineering problem
- Evaluate the relevance and limitations of the theories, concepts, methods and tools actually applied in the project
- Account for any choices made during the problem analysis and solution development
- Develop solution alternatives and evaluate the performance, strategic, organizational, managerial and other relevant prerequisites for and consequences of solution alternatives and make a well-informed choice based on that
- Plan, execute and report an extensive individual research project within an agreed time frame
- Write a well-structured project report, which meets all the usual requirements of an academic work, including:
 - Empirical background
 - Research problem/project objective
 - Relevant theory
 - Research design:
 - Detailed questions/objectives
 - An account of the data collection and data validation methods, data sources
 - An account of the analytical methods used and methods used to validate the findings.
 - An account of the methods used to develop recommendations/solutions to resolve the research problem/achieve the project objective
 - Presentation and validation of data
 - Presentation, validation and discussion of analytical findings
 - Presentation and validation of recommendations/solutions
 - Evaluation of the project; i.e., findings, methods and, if relevant, considerations regarding the limitations and generalizability of the study.
 - specific for internship: a personal reflection is required, a reflection on: how was it to work alone, full-time in a company, and, if applicable, in a different country with a different culture, language, industrial structure, etc.

COMPETENCES

- Analyze and solve an actual problem of industrial relevance through application of systematic research and development processes, including advanced analytical, experimental, and/or numerical methods and models.
- Work together with a manufacturing or service organization and identify operations and/or innovation management problems and finally develop data driven and robust solutions using technologies.
- Operationalize theoretical contributions in a practical setting
- Compare and critically evaluate the results of the project in relation to existing knowledge and accepted theories within the subject area
- Consider economic and other consequences of the proposed solutions
- Communicate a balanced view of the results and conclusions of the project in well-organized written and oral presentation

TYPE OF INSTRUCTION

The student is included in the company's daily work and carry out independent project work on an industrial problem relevant for the company. Concurrent to the work in the company, the student makes a project report, which is evaluated after the ending of the internship.

EXTENT AND EXPECTED WORKLOAD

Since it is a 30 ECTS project module the expected workload is 900 hours for the student.

EXAM

EXAMS

Name of exam	Academic Internship
Type of exam	Oral exam based on a project
ECTS	30
Assessment	7-point grading scale
Type of grading	Internal examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

FACTS ABOUT THE MODULE

Danish title	Projektorienteret forløb i en virksomhed
Module code	M-OIM-K3-2
Module type	Project
Duration	1 semester
Semester	Autumn
ECTS	30
Language of instruction	English
Empty-place Scheme	Yes
Location of the lecture	Campus Aalborg
Responsible for the module	Harry Boer

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

LONG MASTER'S THESIS

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

Successful conclusion of the first two semesters of the Operations and Innovation Management programme. Exemptions to this rule may be given, but only by decision of the Study Board of Industry and Global Business Development.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Deep knowledge of the subject matter in the specific area of the project

SKILLS

- Plan, execute and report an extensive individual research project within an agreed time frame
- Apply scientific methodology in solving a wide variety of problems within the field of specialisation
- Perform scientific work in relevant topics of the field of the specialisation
- Apply a wide range of technologies and engineering methods in research and development projects in the field of specialization
- Write a well-structured project report, written with clear arguments including the following elements:
 - Develop and delimit an original formulation of the problem being investigated,
 - Critically explore and apply relevant theories and analytical approaches to the problem under investigation,
 - Assemble and process valid and reliable data, relevant to the problem and sub-problems under scrutiny,
 - Make a thorough, systematic, and comprehensive analysis of the problem under investigation
- Participate in or lead projects within the fields of the specialisation.

COMPETENCES

- Plan, execute and report an extensive individual research project within an agreed time frame
- Conduct technological development and research, and solve complicated technical problems using scientific methods
- Work independently with a project on a complex problem within their field of interest on the highest possible level within their specialisation
- Take part in both discipline-specific and interdisciplinary cooperation to solved complex problems
- Compare and critically evaluate the results of the project in relation to existing knowledge and accepted theories within the subject area
- Consider economic consequences and impact on society, environmental and safety issues related to the project
- Communicate a balanced view of the results and conclusions of the project in well-organized written and oral presentation

TYPE OF INSTRUCTION

In this module, the Master's Thesis is carried out. The module constitutes independent project work and concludes the programme. Within the approved topic, the Master's Thesis must document that the level of the programme has been attained.

EXTENT AND EXPECTED WORKLOAD

Since it is a 60 ECTS project module the expected workload is 1800 hours for the student.

EXAM

EXAMS

Name of exam	Long Master's Thesis
Type of exam	Master's thesis/final project
ECTS	60
Assessment	7-point grading scale
Type of grading	External examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

ADDITIONAL INFORMATION

If choosing to do a long master thesis, it has to include experimental work and has to be approved by the study board. The amount of experimental work must reflect the allotted ECTS.

FACTS ABOUT THE MODULE

Danish title	Lang kandidatspeciale
Module code	M-OIM-K3-3
Module type	Project
Duration	2 semesters
Semester	Autumn
ECTS	60
Language of instruction	English
Location of the lecture	Campus Aalborg
Responsible for the module	Harry Boer

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

MASTER'S THESIS

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

Successful conclusion of the first two semesters of the Operations and Innovation Management programme. Exemptions to this rule may be given, but only by decision of the Study Board of Industry and Global Business Development.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Deep knowledge of the subject matter in the specific area of the project

SKILLS

- Plan, execute and report an extensive individual research project within an agreed time frame
- Apply scientific methodology in solving a wide variety of problems within the field of specialisation
- Perform scientific work in relevant topics of the field of the specialisation
- Apply a wide range of technologies and engineering methods in research and development projects in the field of specialization
- Write a well-structured project report, written with clear arguments including the following elements:
 - Develop and delimit an original formulation of the problem being investigated,
 - Critically explore and apply relevant theories and analytical approaches to the problem under investigation,
 - Assemble and process valid and reliable data, relevant to the problem and sub-problems under scrutiny,
 - Make a thorough, systematic, and comprehensive analysis of the problem under investigation
- Participate in or lead projects within the fields of the specialisation.

COMPETENCES

- Plan, execute and report an extensive individual research project within an agreed time frame
- Conduct technological development and research, and solve complicated technical problems using scientific methods
- Work independently with a project on a complex problem within their field of interest on the highest possible level within their specialisation
- Take part in both discipline-specific and interdisciplinary cooperation to solved complex problems
- Compare and critically evaluate the results of the project in relation to existing knowledge and accepted theories within the subject area
- Consider economic consequences and impact on society, environmental and safety issues related to the project
- Communicate a balanced view of the results and conclusions of the project in well-organized written and oral presentation

TYPE OF INSTRUCTION

In this module, the Master's Thesis is carried out. The module constitutes independent project work and concludes the programme. Within the approved topic, the Master's Thesis must document that the level of the programme has been attained.

EXTENT AND EXPECTED WORKLOAD

Since it is a 30 ECTS project module the expected workload is 900 hours for the student.

EXAM

EXAMS

Name of exam	Master's Thesis
Type of exam	Master's thesis/final project
ECTS	30
Assessment	7-point grading scale
Type of grading	External examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

ADDITIONAL INFORMATION

The master thesis can be conducted as a long master thesis using both the 3rd and 4th semester. If choosing to do a long master thesis, it has to include experimental work and has to be approved by the study board. The amount of experimental work must reflect the allotted ECTS.

FACTS ABOUT THE MODULE

Danish title	Kandidatspeciale
Module code	M-OIM-K4-1
Module type	Project
Duration	1 semester
Semester	Spring
ECTS	30
Language of instruction	English
Location of the lecture	Campus Aalborg
Responsible for the module	Harry Boer

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science