

University of Debrecen  
Faculty of Engineering

**Engineering Management MSc Program**

2021

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## DEAN'S WELCOME

Welcome to UD's Faculty of Engineering!

The Faculty of Engineering of the University of Debrecen has become an outstanding centre of education and research in the Eastern Hungarian region. Following the footsteps of our predecessors, the academic and administrative staff of the Faculty work hand in hand to make our training programmes and researches meet both national and international standards.

The Faculty of Engineering is one of Hungary's most significant institutions of higher-education, and its 3000 students make it a dominant faculty of the University of Debrecen which - having the most international students, offering the most academic programmes among Hungarian universities and having been classified as a research university, the highest of qualifications - is officially listed among the best universities in the country.

We welcome the most outstanding and inquisitive students of the region with an enthusiastic and professional team of academics and researchers, and a set of laboratories unique in the country. We consciously aspire to develop the quality of education and research further, based on a close cooperation between the Faculty and the industry. Our students enter many prestigious competitions and they are becoming increasingly successful and acclaimed, while our instructors are working on a growing number of national and international projects of basic and applied research.

The Faculty bridges the gap between theory and practice and provides a high-quality theoretical background merged into practice-oriented training based on industrial relations. We do our best to maintain the high prestige of the engineering diplomas awarded by the University of Debrecen and to make sure that the knowledge and achievements of students who graduate from our Faculty continue to be recognised in the labour market.

All things considered, you are kindly advised to read this bulletin which hopefully reflects our endeavours appropriately and provides all the information you need to know about your chosen training programme. We are looking forward to supporting the personal and professional growth of our future engineers.

With the best of wishes for the years to come,

Géza Husi

Dean

## HISTORY OF THE UNIVERSITY

The history of Debrecen's higher education dates back to the 16th century. The Calvinist Reformed College, established in 1538, played a central role in education, teaching in the native language and spreading Hungarian culture in the region as well as in the whole country. The College was a sound base for the Hungarian Royal University, founded in 1912. Apart from the three academic faculties (arts, law, theology) a new faculty, the Faculty of Medicine was established, and the University soon became one of the regional citadels of Hungarian higher education. Today, University of Debrecen is classified as "University of National Excellence" and offers the highest number of academic programs in the country, therefore it is considered to be one of the best universities in Hungary. Its reputation is the result of its quality training, research activities and the numerous training programs in different fields of science and engineering in English. With 14 faculties and a student body of almost 30.000, out of which about 3700 are international students, the University of Debrecen is one of the largest higher education institutions in Hungary.

The history of the Faculty of Engineering dates back to 1965, when the Technical College was established. In 1972 it was renamed Ybl Miklós Polytechnic and in 1995 it became part of Kossuth Lajos University. In 2000 the Faculty of Engineering became part of the integrated University of Debrecen.

In 2005 the Bologna System was introduced which supports the competitiveness of qualifications received at the University of Debrecen against universities all over Europe.

The Faculty of Engineering is practice-oriented and develops skills required for the current needs of the national and international labour market. The teaching staff is involved in numerous domestic and international research and design projects. The recently-opened new building wing with its ultra-modern design hosts several lecture halls, seminar rooms and laboratories equipped with the latest technology. Our students are provided with practical knowledge, training and field practice from numerous prestigious domestic and multi-national industry partners. The internship periods are excellent opportunities for students to experience how theory is put into practice at the most renowned industry representatives and become more successful in the labour market of this highly competitive sector. Students learn how to work in the working environment of multi-national companies and adapt to challenges easily. After graduation they will be able to work at a strategic decision-making level, giving priority to efficiency and engineering ethics.

The Faculty of Engineering offers a great variety of BSc, MSc courses and post-graduate training courses tailored to the needs of the rapidly changing world of engineering and focusing on European and international trends. In 2011 the Faculty of Engineering launched engineering trainings in English. In order to optimize the quality of training, the Faculty continuously strives to expand the number of industrial and educational partners at home and abroad.

The Faculty of Engineering has been a pioneer in the introduction of Quality Management System at faculty level to measure and evaluate the efficiency of its education and

teaching staff in order to improve the quality of education and training from the feedback received.

The Faculty of Engineering has a vivid student life. There is a film club waiting for movie buffs and the door of the Faculty library is always open. The library is not only the host to the latest technical books, exhibitions and tea afternoons with invited speakers, but students can also purchase theatre and concert tickets from the librarians. The Borsos József Dormitory is also a hub of activities for students.

The increasing number of international students brings cultural and ethnic diversity to the faculty.

Our aim is to aid students to become efficient members of the labour market and enrich the world of engineering in Hungary and abroad with their knowledge and expertise.

## ADMINISTRATION UNITS FOR INTERNATIONAL PROGRAMMES

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The Coordinating Centre for International Education supports the international degree programmes of the University of Debrecen in giving new students information on admission and entrance exam. It has tasks in promoting and is in charge of tasks like enrolment, study contracts, modifying student status or degree programme, activating student status, modifying students' personal data, requesting and updating student cards, providing certificates for the Immigration Office (for residence permit), issuing student status letters and certificates on credit recognition, concluding health insurance contract and providing Health Insurance Card, helping students with visa process application.

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The International Office has been functioning since 2014 in order to ensure the smooth running of the international degree courses. The office is responsible for student administration (full-time students, full-time transfer students, visiting/Erasmus students), providing certificates for students, considering and accepting requests, solving problems related to course registration, giving information about internship, final exam, thesis, etc.

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## ACADEMIC CALENDAR

General structure of the academic year:

|              |   |                              |         |
|--------------|---|------------------------------|---------|
| Study period | 1 <sup>st</sup> week                    | Registration*                | 1 week  |
|              | 2 <sup>nd</sup> – 7 <sup>th</sup> week  | Teaching Block 1             | 6 weeks |
|              | 8 <sup>th</sup> week                    | 1 <sup>st</sup> Drawing Week | 1 week  |
|              | 9 <sup>th</sup> – 14 <sup>th</sup> week | Teaching Block 2             | 6 weeks |
|              | 15 <sup>th</sup> week                   | 2 <sup>nd</sup> Drawing Week | 1 week  |
| Exam period  | directly after the study period         | Exams                        | 7 weeks |

\*Usually, registration is scheduled for the first week of September in the fall semester, and for the first week of February in the spring semester.

### ACADEMIC CALENDAR OF THE FACULTY OF ENGINEERING 2021/2022

|   |  |
|---|--|
| <b>Opening ceremony of the academic year</b>                            | 5 September 2021 (Sunday)  |
| Registration week   | 30 August - 3 September 2021   |
| Revision week (exams in Exam courses may be scheduled during this week) | 30 August - 3 September 2021   |
| <b>1<sup>st</sup> semester study period in MSc and BSc programs</b>     | 6 September - 10 December 2021 (14 weeks)<br>In case of finalist courses: 6 September 2021 - 5 November 2021 (9 weeks) |
| Reporting period I (Drawing week I)                                     | 18 - 22 October 2021<br>(4 working days without scheduled lessons, consultation schedule announced previously)         |
| <b>Conferences, Career Days</b>   | 27-29 October 2021   |
| <b>Faculty Conference of Scientific Students' Association</b>           | 11 November 2021   |
| Reporting period II (Drawing week II)                                   | 6-10 December 2021<br>(5 working days without scheduled lessons, consultation schedule announced previously)           |

|  |  |
|--|--|
| <b>1<sup>st</sup> semester examination period</b>  | 13 December 2021 - 28 January 2022 (7 weeks)<br>In case of finalist courses: 8 November - 10 December 2021 (5 weeks) |
| Thesis (BSc, MSc) submission deadline  | As defined by the departments; max. 14 days of the beginning of the final examination period.                        |
| Final examination period   | As defined by the departments; at least one occasion between 13 December 2021 and 28 January 2022.                   |
| Registration week  | 31 January - 4 February 2022   |
| <b>2<sup>nd</sup> semester study period in MSc and BSc programs</b>  | 7 February - 13 May 2022 (14 weeks)<br>In case of finalist courses: 7 February - 8 April 2022 (9 weeks)              |
| Reporting period I (Drawing week I)  | 21 - 25 March 2022<br>(5 working days without scheduled lessons, consultation schedule announced previously)         |
| <b>Conferences</b>   | 30 March – 1 April 2022  |
| <b>Career Days – “Industry Days in Debrecen 2021”</b><br>(working days without teaching for Mechanical Eng. BSc, Mechanical Eng. MSc, Environmental Eng. MSc, Mechatronics Eng. BSc, Mechatronics Eng. MSc, Civil Eng. BSc students) | 30 March – 1 April 2022  |
| <i>Career Days and Exhibition in Building Services Engineering (organised by the Department of Building Services and Building Engineering)</i>   | 5 May 2022   |
| Reporting period II (Drawing week II)  | 9 – 13 May 2022<br>(5 working days without scheduled lessons, consultation schedule announced previously).           |
| <b>2<sup>nd</sup> semester examination period</b>  | 16 May - 1 July 2022 (7 weeks)<br>In case of finalist courses: 11 April - 13 May 2022 (5 weeks)                      |

|                                       |   |
|---------------------------------------|---|
| Thesis (BSc, MSc) submission deadline | As defined by the departments; max. 14 days of the beginning of the final examination period.   |
| Final examination period              | As defined by the departments; at least one occasion between 16 May and 17 June 2022.<br>The departments shall announce the date of the final examination until 15 February 2022. |

# THE ENGINEERING MANAGEMENT MASTER'S PROGRAM

## INFORMATION ABOUT THE PROGRAM

|                            |  |
|----------------------------|--|
| Name of master's program:  | Engineering Management Master's Program  |
| Specializations available: | <ul style="list-style-type: none"><li>• Industrial Process Engineering Specialization</li><li>• Material Handling and Logistics</li><li>• Construction Industry Specialization</li></ul> |
| Field, branch:             | Engineering; Engineering management  |
| Level:                     | MSc (master)   |
| Qualification:             | Engineering Manager  |
| Mode of attendance:        | Full-time  |
| Faculty:                   | Faculty of Engineering   |
| Program coordinator:       | Dr Edit Szűcs, Professor   |
| Program length:            | 4 semesters  |
| Credits total:             | 120 (Thesis: 30, Optional subjects: 6)   |

### *Professional competencies to be acquired*

#### **An engineering manager**

##### **Knowledge:**

- understands the general and specific principles, rules, relations and procedures pertaining to natural sciences, engineering sciences, agricultural science, organisational science necessary to work in the field of engineering.
- knows the functional operation, requirements of engineering devices, production systems.
- knows the conditions, methods of creating and improving economical maintenance.
- knows the operational principles of organisations as purposeful systems.
- knows the engineering-, agriculture- and management-related activities and their relations.
- knows the theory and methodology necessary to found production and service organisations and to control and improve their operation.

- knows the engineering, economic and legal regulations relating to quality management, environmental protection, consumer protection, product responsibility, health and safety at work.
- possesses the widely-used problem-solving techniques necessary for research and scientific work.
- knows the main quantitative analytical methods and the basics of operation research, programming in mathematics, probability theory and statistics in mathematics.

**Abilities:**

- is capable of the practical application of the acquired knowledge and using problem-solving techniques.
- is able to review production and service processes from engineering, economic, human and other social perspectives and communicate with representatives from different professional fields.
- is able to prepare and realise business plans, complete pre-decision-making tasks and make decisions, work out and implement innovation strategies.
- is capable of the application of integrated knowledge from the following areas: engineering devices, technological processes, materials and technologies, electronics, informatics.
- is able to complete the tasks of engineering value analysis, quality assurance of production systems and technologies, improve the quality and efficiency indicators of economy.
- is able to harmonize the design and implementation of innovation processes.
- is able to harmonize tasks which need multidisciplinary engineering skills and control their realisation.
- is creative, flexible, has good communication, argumentative, cooperative and problem-solving skills.
- is able to apply statistical and econometric devices to deepen research activity.

**Attitude:**

- is open and sensitive to professional and technological development and innovation and their proactive application.
- identifies with the professional and ethical value system relating to his/her professional field.
- endeavours to design and complete the tasks at a professionally high level individually or in teamwork.
- is characterised by continuous readiness to learn, profound and in-depth education, highly developed analytic and synthetic skills, environmental sensitivity.
- is ethically strong, critical and self-critical.

- is capable of cooperation, teamwork and completing leadership tasks individually followed by the necessary amount of practice.
- shows respect for other people's professional opinion, results.
- is characterised by system-based thinking and approach.

**Autonomy and responsibility:**

- is capable of solving engineering-economic-like tasks individually.
- is careful before individually making decisions in consultation with representatives from diverse fields (primarily that of engineering, economics, law). He/she takes responsibility for his/her decisions.
- is characterised by initiative, responsibility and decision-making ability.
- when making decisions he/she takes into account health and safety at work; engineering, economic and legal regulations; professional-ethical aspects.
- evaluates his/her inferiors' work, facilitates professional development through his/her critical remarks, educates them to take responsibility and shows ethical behaviour in their professional field.
- is able to individually keep track of technical, technological, economic, financial, legal, social changes, problem-solving techniques, global social and economic processes in relation to his/her professional field.

***Specializations***

Students select a specialization prior to enrolling on the program. The minimum number of applicants per specialization shall be 10.

Certain subject groups are common for all Engineering Management MSc students (scientific knowledge, economics and humanities, field-specific subjects). The subject group "Differentiated Field-specific Subjects" contains specialized topics and fields.

## COMPLETION OF THE ACADEMIC PROGRAM

### The Credit System

Majors in the Hungarian Education System have generally been instituted and ruled by the Act of Parliament under the Higher Education Act. The higher education system meets the qualifications of the Bologna Process that defines the qualifications in terms of learning outcomes: statements of what students know and can do on completing their degrees. In describing the cycles, the framework uses the European Credit Transfer and Accumulation System (ECTS).

ECTS was developed as an instrument of improving academic recognition throughout the European Universities by means of effective and general mechanisms. ECTS serves as a model of academic recognition, as it provides greater transparency of study programmes and student achievement. ECTS in no way regulates the content, structure and/or equivalence of study programmes.

Regarding each major the Higher Education Act prescribes which professional fields define a certain training program. It contains the proportion of the subject groups: natural sciences, economics and humanities, subject-related subjects and differentiated field-specific subjects.

For the Engineering Management MSc programme, the following professional fields define the training:

- Natural Sciences (Mathematics, Physics, Chemistry and other subjects, e.g. Quantitative Methods, Mechanics, Ecology, Nanotechnology, Econometry) 20-35 credit points;
- Economics and Humanities (International Management and Economics, Analysis of Competitiveness, Labour Economics, Sustainable Development, Organisational Improvement, Human Resources Management, Communication Skills), other professional skills defined in the curriculum: 10-20 credit points;
- Engineering Management [System Analysis, Design and Control of Systems, Process Control, Technologies in different branches (engineering industry, chemical industry, nanotechnology, biotechnology, waste management), other professional skills defined in the curriculum]: 15-35 credit points.

Credit points assigned to field-specific subjects along with thesis: 40-60.

Minimum of credit points assigned to optional subjects: 6

Credit points assigned to thesis: 30

Credits total: 120

During the program students have to complete a total amount of 120 credit points. It means approximately 30 credits pro semester. The curriculum contains the list of subjects (with credit points) and the recommended order of completing subjects which takes into account the prerequisite(s) of each subject.

There is a certain degree of freedom in the order students can complete the subjects. However, it is recommended that the suggested order be followed because some subjects can only be taken after the completion of the prerequisite subject(s), and/or can be the prerequisites for other subjects. You can find the recommended list of subjects in chapter "Guideline".

## Guideline (Lisf of Subjects/Semesters)

The total number of credit points (120) of the training program can be obtained by completing the subjects of the curriculum. There is a certain degree of freedom in the order students can complete the subjects. However, it is recommended that the suggested order be followed because some subjects can only be taken after the completion of the prerequisite subject(s), and/or can be the prerequisites for other subjects.

About the prerequisites of each subject please read the chapter “Course Descriptions”!

The list of subjects one must complete during the semesters according to the model curriculum of Engineering Management MSc programme **Construction Industry specialization**.

| 1 <sup>st</sup> semester                       | 2 <sup>nd</sup> semester                                     |
|--|--|
| Quantitative Methods                           | Econometrics   |
| Applied Mathematics in Manufacturing Design    | Introduction to Nanotechnology                               |
| Development of Organization and Human Resource | Applied Engineering  |
| Advanced Corporate Finance                     | Advanced Quality Management                                  |
| Negotiation and Conflict Management            | Control of Integrated Information System                     |
| Risk and Reliability                           | Organization of Construction Processes in BIM Environment    |
| Building Energetics II                         | Complex Project  |
| Optional subject                               | Industrial Internship  |
| Work and Fire Safety                           | Optional subject   |
| 3 <sup>rd</sup> semester                       | 4 <sup>th</sup> semester                                     |
| International and Management Accounting        | Modeling and Systems Approach in the Mechanics of Structures |
| Operation Management                           | Leadership Competencies Development                          |
| Project Leadership                             | Construction Management III                                  |
| Reconstruction                                 | MSc Thesis II  |
| MSc Thesis I                                   |  |

The list of subjects one must complete during the semesters according to the model curriculum of Engineering Management MSc programme **Industrial Process Engineering specialization**:

|  |  |
|--|--|
| 1 <sup>st</sup> semester                       | 2 <sup>nd</sup> semester                                     |
| Quantitative Methods                           | Econometrics   |
| Applied Mathematics in Manufacturing Design    | Introduction to Nanotechnology                               |
| Development of Organization and Human Resource | Applied Engineering  |
| Advanced Corporate Finance                     | Advanced Quality Management                                  |
| Negotiation and Conflict Management            | Control of Integrated Information System                     |
| Risk and Reliability                           | Cellular Manufacturing                                       |
| Production Technologies                        | Complex Project  |
| Optional subject                               | Industrial Internship  |
| Work and Fire Safety                           | Optional subject   |
| 3 <sup>rd</sup> semester                       | 4 <sup>th</sup> semester                                     |
| International and Management Accounting        | Modeling and Systems Approach in the Mechanics of Structures |
| Operation Management                           | Leadership Competencies Development                          |
| Project Leadership                             | System Engineering   |
| Advanced Applied Engineering                   | MSc Thesis II  |
| MSc Thesis I                                   |  |

The list of subjects one must complete during the semesters according to the model curriculum of Engineering Management MSc programme **Material Handling and Logistics specialization**:

|   |   |
|---|---|
| <p>1<sup>st</sup> semester</p> <p>Quantitative Methods</p> <p>Applied Mathematics in Manufacturing Design</p> <p>Development of Organization and Human Resource</p> <p>Advanced Corporate Finance</p> <p>Negotiation and Conflict Management</p> <p>Risk and Reliability</p> <p>Digital Logistics</p> <p>Optional subject</p> <p>Work and Fire Safety</p> | <p>2<sup>nd</sup> semester</p> <p>Econometrics</p> <p>Introduction to Nanotechnology</p> <p>Applied Engineering</p> <p>Advanced Quality Management</p> <p>Control of Integrated Information System</p> <p>Advanced Production Logistics</p> <p>Complex Project</p> <p>Industrial Internship</p> <p>Optional subject</p> |
| <p>3<sup>rd</sup> semester</p> <p>International and Management Accounting</p> <p>Operation Management</p> <p>Project Leadership</p> <p>Advanced Warehouse Systems</p> <p>MSc Thesis I</p>   | <p>4<sup>th</sup> semester</p> <p>Modeling and Systems Approach in the Mechanics of Structures</p> <p>Leadership Competencies Development</p> <p>Planning of Logistics Systems</p> <p>MSc Thesis II</p>   |

## Work and Fire Safety Course

According to the Rules and Regulations of the University of Debrecen students have to complete the online course for work and fire safety in the first semester of their studies. Registration for the course and completion are necessary for graduation. For MSc students the course is only necessary only if BSc diploma has been awarded outside of the University of Debrecen.

Registration in the Neptun system by the subject: MUNKAVEDELEM

Students have to read an online material until the end to get the signature on Neptun for the completion of the course. The link of the online course is available on webpage of the Faculty.

## Physical Education

According to the Rules and Regulations of University of Debrecen a student has to complete Physical Education courses at least in one semesters during his/her Master's training. Our University offers a wide range of facilities to complete them. Further information is available from the Sport Centre of the University, its website: <http://sportsci.unideb.hu> or on the webpage of the Faculty: <https://eng.unideb.hu/en/node/214>.

## Optional Courses

According to the Rules and Regulations of the University of Debrecen a student has to complete elective courses during his/her Master's training. These elective courses are opened by the Departments at the Faculty of Engineering at the beginning of the actual semester. You can find the list of the actual semester under "Current Students">"Useful Information about your Study">"Optional subjects".

A student can also select optional courses from other faculties of University of Debrecen to complete.

In the Engineering Management MSc programme, you have to gain at least 6 credits by completing elective subjects.

## Pre-degree Certification

The pre-degree certificate verifies in the Neptun that the student has successfully completed the study and exam requirements as set out in the curriculum, namely gained the necessary credit points (120), completed all the required subjects and the criterium subjects (Physical Education, Internship, Work and Fire Safety course). Submitting thesis is not a requirement for the pre-degree certificate. Student status ends at the end of that semester when the pre-degree certificate is obtained.

Students who obtained the pre-degree certificate can take the final exam. Final exam can be taken in the final exam period of both the fall semester and the spring semester.

If the final exam is taken within two years after obtaining the pre-degree certificate, the conditions are the same as the ones effective in the academic year of the student's starting year.

If the final exam is taken more than two years after obtaining the pre-degree certificate the conditions of taking the exam are stipulated by the Faculty.

No final exam can be taken later than five years after the termination of the student status.

## Thesis

Thesis is the creative elaboration of a professional task (fields: engineering processes, finance, economics, marketing, corporate finance, management, quality and environment controlling, production and banking) in written form as defined in the requirements of the training program. By solving the task, the student relies on his/her studies using national and international literature under the guidance of an internal and external supervisor. By preparing and defending thesis, students who complete the Engineering Management master's program prove that they are capable of the practical applications of the acquired skills, summarizing the work done and its results in a professional way, creatively solving the tasks related to the topic and doing individual professional work.

Students in the master program must write a thesis as a prerequisite of the final exam. Requirements regarding the content of the thesis, the general aspects of evaluation and the number of credits assigned to it are defined based on the requirements of the program. In Engineering Management Master Programme the number of credits assigned to the thesis is 30.

Thesis topics are announced by the departments until the end of Week 4 of the study period of the last but one semester. The department hands out thesis guides to assist

students with preparing their thesis. Students may also offer a topic for the thesis, which the competent head of the department may accept or reject. The conditions on the acceptance of a SSS (Student Scientific Society) paper as a degree thesis are defined by the Faculty. SSS papers are supposed to meet the requirements of a thesis both in form and content. Furthermore, it is necessary that the committee of the Pre-SSS make suggestions on the SSS papers to be accepted as theses.

Thesis is prepared under the guidance of an internal supervisor previously approved by the department and with the assistance of an external supervisor also previously approved by the department.

The thesis submission deadline is defined in the academic calendar of the Faculty (issued by the Vice-Rector for Education) or, failing that, the Head of the Department sets the date.

Thesis is evaluated by a reviewer. Based on the review, the internal supervisor makes suggestions for the evaluation of thesis. Finally, the committee assesses it on a five-grade scale. If the reviewer evaluates the thesis firmly as fail, the student may not take the final exam and must create a new thesis. Students must be informed about it. Conditions on resubmitting the thesis are designated by the head of the relevant educational unit responsible for the major or specialization.

### Final exam

After obtaining the pre-degree certificate, students conclude their studies in the Engineering Management master's (MSc) program by taking the final exam. The final exam shall test and assess the knowledge, skills and abilities requisite to the award of the degree, whereby students shall also prove their ability to apply the acquired knowledge in practice. The conditions for taking the final exam and the parts of the final exam itself shall be defined in the requirements for the training program (see entry 'Completion of studies'). The final exam shall be taken in front of a board in the examination period following the award of the pre-degree certificate. If a candidate does not pass the final exam until the termination of his/her student status, that student can sit for the final exam any time after the termination of his/her student status according to the provisions regarding the final exam, effective at the time of taking the final exam.

*The final exam consists of different parts:*

1. thesis defence, answers to possible questions, remarks;
2. oral exam
  - a. Integrated Management Module (for all specializations):

questions and topics related to the subjects *Advanced Corporate Finance, Operation Management, Advanced Quality Management, Project Leadership*.

b. Engineering modules depending on the specialization:

Engineering Module – Industrial Process Engineering Specialization:

questions and topics related to the subjects: *Production Technologies, Cellular Manufacturing, Advanced Applied Engineering, System Engineering*.

Engineering Module – Construction Industry Specialization:

questions and topics related to the subjects: *Building Energetics II, Organization of Construction Processes in BIM Environment, Reconstruction, Construction Management III*.

Engineering Module – Material Handling and Logistics Specialization:

questions and topics related to the subjects: *Advanced Production Logistics, Digital Logistics, Advanced Warehouse Systems, Planning of Logistics Systems*.

The requirements for the oral part of the final exam and the agenda of the topics with the indication of their literature are announced by the department no later than the last week of the study period. The oral examination shall be assessed on a five-grade scale by the members of the final examination board. The board shall then consult behind closed doors and vote about the final grade for the final exam. In case of equal division of the votes, the chairperson shall be given the casting vote. The result of the final exam shall be announced by the chairperson of the board. Minutes shall be taken during the final examination. The marking scheme contains the diploma grade and the grades awarded for the different parts of the final exam.

*Improving failed final exam*

If any parts of the final exam are evaluated as fail, according to the existing rules of the university, it can be retaken. The retake of the final exam may be attempted in the following examination period at the earliest.

*Final examination board*

The chair of the final exam board shall be delegated and by the dean of the faculty. He/she is selected from among the acknowledged internal and external experts of the professional field. The final exam board consists of – besides the chairperson – at least two members and the required number of examiners. The length of the appointment of membership in the final exam board shall be one year. Students are assigned to different examination boards by the department.



## COURSE DESCRIPTIONS FOR ENGINEERING MANAGEMENT MSC

The order of subject follows the subject list of the model curriculum (see Appendix).

Subject group “Science Knowledge” (for all 3 specializations)

### Quantitative Methods

Code: MK5KVANA04MX17-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 2+2

#### Topics:

Basics of probability calculus (probability space, conditional probability, independence of events, random variables, distributions sights, the law of large numbers); Sampling methods, descriptive statistics; Estimates (the estimated properties, point estimates, interval estimates); Non-parametric tests (fit testing, homogeneity, independence test); Parametric tests (Tests for the expected value and the standard deviation); The basic tasks of linear programming, applications; Time series analysis; Statistics in quality management (Statistical Process Control, Six Sigma); Simulation, Monte Carlo methods; Decision theory, decision model, decision matrix, decision-making process; Game theory

#### Literature:

##### *Compulsory:*

- Rice, J. A. (2007): Mathematical statistics and Data Analysis. Belmont. Thomson’s.
- Wolfram, S. (2003): The mathematica book. Champaing. Wolfram Media.

##### *Recommended:*

- STATISTICS Methods and Applications:
- <http://www.statsoft.com/textbook>
- Murphy, P.: Introduction to Quantitative Methods:
- <http://www.ucd.ie/statdept/classpages/introductiontoquantitativemet.htm>
- Investopedia ([www.investopedia.com](http://www.investopedia.com)) CFA Level 1 - Chapter 2: Quantitative Methods:
- <http://www.investopedia.com/study-guide/cfa-exam/level-1/quantitative-methods/>
- Cornuejols, G. - Trick, M.: Quantitative Methods for the Management Sciences (Course Notes)

- <http://mat.gsia.cmu.edu/classes/QUANT/>

## Schedule

|  |  |
|--|--|
| <b>1<sup>st</sup> week Registration week</b>   |  |
| <p><b>2<sup>nd</sup> week:</b><br/> <b>Lecture:</b> Survey of probability calculus (probability space, conditional probability).<br/> <b>Practice:</b> Problems related to probability calculus.</p> <p><b>4<sup>th</sup> week:</b><br/> <b>Lecture:</b> Special random variables (binomial, Poisson, exponential, uniform and normal distribution).<br/> <b>Practice:</b> Problems related to random variables.</p> <p><b>6<sup>th</sup> week:</b><br/> <b>Lecture:</b> Normality test, one- and two-factor ANOVA<br/> <b>Practice:</b> ANOVA</p> | <p><b>3<sup>rd</sup> week:</b><br/> <b>Lecture:</b> Discrete and continuous random variables.<br/> <b>Practice:</b> Problems related to random variables.</p> <p><b>5<sup>th</sup> week:</b><br/> <b>Lecture:</b> Basics of statistics: point estimation, interval estimation, hypothesis testing<br/> <b>Practice:</b> Hypothesis testing</p> <p><b>7<sup>th</sup> week:</b><br/> <b>Lecture:</b> Normality test, one- and two-factor ANOVA<br/> <b>Practice:</b> ANOVA</p>                                       |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  |  |
| <p><b>9<sup>th</sup> week:</b><br/> <b>Lecture:</b> Types of optimization problems: unconstrained and constrained optimization.<br/> <b>Practice:</b> Problems related to optimization.</p> <p><b>11<sup>th</sup> week:</b><br/> <b>Lecture:</b> Derivative-free optimization I (genetic algorithms, neural networks).<br/> <b>Practice:</b> Problems related to derivative-free optimization.</p> <p><b>13<sup>th</sup> week:</b><br/> <b>Lecture:</b> Basics of game theory<br/> <b>Practice:</b> Problems related to game theory.</p>           | <p><b>10<sup>th</sup> week:</b><br/> <b>Lecture:</b> Methods of optimization: derivative-based optimization.<br/> <b>Practice:</b> Problems related to derivative-based optimization.</p> <p><b>12<sup>th</sup> week:</b><br/> <b>Lecture:</b> Basics of decision theory – decision model, decision matrix, decision-making process.<br/> <b>Practice:</b> Process simulation</p> <p><b>14<sup>th</sup> week:</b><br/> <b>Lecture:</b> Markov chains.<br/> <b>Practice:</b> Problems related to Markov chains.</p> |
| <b>15<sup>th</sup> week: 2<sup>nd</sup> drawing week</b>   |  |

### A, for a signature:

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three occasions during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take

part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

During the semester there are two tests: the mid-term test on the 8<sup>th</sup> week and the end-term test on the 15<sup>th</sup> week. Students must sit for the tests.

### **B, for a grade:**

The grade is based on the average grade of the two tests.

The minimum requirement of the mid-term and the end-term test is 60% separately. The grade for each test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 60, the student once can take a retake test of the whole semester material.

## **Applied Mathematics in Manufacturing Design**

Code: MK5AMTTM04MX18-EN

ECTS Credit Points: 4

Evaluation: exam grade

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 1+2

### **Topics:**

The applied mathematics in manufacturing design course is covered the following topics: Business Forecasting and product lifecycle, time series forecasting, capacity analysis of machine, Models and indicators in production system, inventory design, aggregate planning. At the end of the semester the student should be have a basic understanding of design, and schedule manufacturing system.

### **Literature:**

#### *Compulsory:*

- Wayne L. Winston: Operations research: Applications and Algorithm, 4th Edition, Brook/Cole, Canada, 2004, ISBN: 978-0534380588
- William J. Stevenson: Operations management, 13<sup>th</sup> ed., McGraw-Hill Education - New York, 2018, ISBN 978-125-9921-81-0
- Stephen N. Chapman, J. R. Tony Arnold, Ann K. Gatewood, Lloyd M. Clive: Introduction to Materials Management, 8th. global ed., Pearson New - Jersey, 2016, ISBN: 978-1-292-16235-5

*Recommended:*

- Steven Nahmias, Tava Lennon Olsen: Production and Operations Analysis, 7th ed., Waveland press, Inc., - Long Grove Illinois, 2015, ISBN 978-1-4786-2306-9

**Schedule**

|   |   |
|---|---|
| <b>1<sup>st</sup> week Registration week</b>  |   |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Applied mathematics in manufacturing processes: introduction to production and service operations. Components of demand.<br><b>Practice:</b> Knowledge survey – solved problem.                      | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Competitiveness, productivity, model of manufacturing systems.<br><b>Practice:</b> Determination of manufacturing system’s components. Productivity – problem solving. |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Introduction to Forecasting. Elements, steps in the forecasting process. Qualitative Forecasts.<br><b>Practice:</b> Forecast based on time series data.  | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Monitoring forecast error. Choosing a forecasting technique, using forecast information.<br><b>Practice:</b> Associative forecasting technique.                        |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Capacity planning for products and services, waste in the manufacturing.<br><b>Practice:</b> Determination of real and theoretical capacity. Bottleneck in process – developing capacity strategies. | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Service level improving. Capacity planning for services.<br><b>Practice:</b> Developing capacity strategies for services.  |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |   |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Define the term of Inventory, functions of inventories.<br><b>Practice:</b> Inventory (stock) control.   | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Basic Economic Order Quantity.<br><b>Practice:</b> Deterministic Inventory Models.  |
| <b>11<sup>th</sup> week:</b><br><b>Lecture:</b> Introduction to Aggregate planning.<br><b>Practice:</b> Techniques for Aggregate planning.  | <b>12<sup>th</sup> week:</b><br><b>Lecture:</b> MRP - Inputs of MRP, steps of MRP.<br><b>Practice:</b> MRP processing.  |
| <b>13<sup>th</sup> week:</b><br><b>Lecture:</b> Waiting Lines Management – Implications, goals characteristics.   | <b>14<sup>th</sup> week:</b><br><b>Lecture:</b> Lean operation – characteristics of lean systems. Building blocks.  |

## Requirements

### A, for a signature:

Participation at practice is compulsory. Students must attend lectures and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor.

End of the semester the students must write a test for signature. The minimum requirement of the test is 60%. If the score of test is below 60% the student once can take a retake test of the whole semester material until 1st week of the exam period. If the result is 60 % or better the retake test is success.

### B, for grade:

B, for a grade:

The course ends in an examination in the exam period.

The grade is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

## Econometrics

Code: MK5OKONM04MV17-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 1+3

### Topics:

The objective of this course is to prepare students for basic empirical work in economics. This course aims to make students familiar with the basic concepts of econometric analysis. In particular, the course will be focused on the data analysis, regression analysis, testing, and forecasting. By the end of the course, the student should be able to understand the scope and limitations of classical econometric techniques, read, write and properly interpret articles and reports of an applied econometric nature using these techniques.

### Literature:

*Compulsory:*

- Wooldridge, J. (2013): Introductory Econometrics: A Modern Approach Upper Level Economics Titles Series. South-Western Cengage Learning. ISBN: 1111531048, 9781111531041. Fifth Edition.
- Ramanathan, R. (2002): Introductory econometrics with applications. Harcourt College Publishers. Fifth Edition. ISBN: 0-03-034342-9.

*Recommended:*

- Brooks, C. (2008): Introductory Econometrics for Finance. Second Edition. Cambridge University Press. ISBN: 1139472305, 9781139472302.
- Dougherty, C. (2011): Introduction to Econometrics. Fourth Edition. Oxford University Press. ISBN: 978-0-19-956708-9.

## Schedule

| 1 <sup>st</sup> week Registration week  |   |
|---|---|
| <p><b>2<sup>nd</sup> week:</b></p> <p><b>Lecture:</b> The nature of econometrics and the structure of economic data<br/>Introduction (Types of data, Data sources, The structure of economic data, steps of empirical analysis, econometric model, Mean, Mode, Median, Measures of dispersion)</p> <p><b>Practice:</b> Calculating Problems – Computer related problems</p> <p><b>4<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Linear Regression – The simple regression model I.<br/>Deriving the Ordinary Least Squares Estimates</p> <p><b>Practice:</b> Calculating Problems – Computer related problems. (Dependent – independent variable, error term, fitted values and residuals, Algebraic Properties of OLS Statistics)</p> <p><b>6<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The Expected of the OLS estimators<br/>The Variances of the OLS Estimators - Unbiasedness of OLS</p> <p><b>Practice:</b> Calculating Problems – Computer exercises</p> | <p><b>3<sup>rd</sup> week:</b></p> <p><b>Lecture:</b> Relationship among variables - Correlation Analysis (Types of correlation, Scatter diagrams, Correlation graph, Pearson’s coefficient of correlation, rank correlation)</p> <p><b>Practice:</b> Correlation (negative and positive correlation – examples, linear and non-linear correlation, Properties of Pearson Correlation Coefficient, Calculations for Coefficient of Correlation.</p> <p><b>5<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Linear Regression – The simple regression model II. - Goodness of Fit</p> <p><b>Practice:</b> Calculating Problems - total sum of squares (SST), the explained sum of squares (SSE), and the residual sum of squares (SSR), R-squared of the regression.</p> <p><b>7<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Estimating the Error variance; (Variances of the OLS Estimators, Heteroskedasticity, homoskedasticity)</p> <p><b>Practice:</b> Sampling Variances of the OLS Estimators, Case study analysis</p> |

**8<sup>th</sup> week: 1<sup>st</sup> drawing week****9<sup>th</sup> week:**

**Lecture:** Hypotheses Testing: The t Test, Confidence intervals, The F test

**Practice:** Calculating Problems – Computer related problems. (Confidence intervals, F and t statistics)

**11<sup>th</sup> week:**

**Lecture:** Non-linear regression model II

**Practice:** Functional forms - exponential, hyperbolic, polynomial model

**13<sup>th</sup> week:**

**Lecture:** Multiple regression analysis II - estimation

**Practice:** The Model with k Independent Variables – computer related problem

**10<sup>th</sup> week:**

**Lecture:** Nonlinear regression model I - Linearization

**Practice:** The linearized regression - Logarithmic Functional Forms; Quadratic function, The double logarithmic functions

**12<sup>th</sup> week:**

**Lecture:** Multiple regression analysis I - estimation

**Practice:** The Model with Two Independent Variables (Obtaining the OLS Estimates, Interpreting the OLS Regression Equation - interpreting of the coefficients)

**14<sup>th</sup> week:**

**Lecture:** Time series data analysis (The nature of time series data, Time series regression models, index numbers)

**Practice:** Computer related problems – Complex model problem (estimation of time series regression model)

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week****Requirements****A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three occasions during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

During the semester there are two tests: the mid-term test on the 8th week and the end-term test on the 15th week. Students must sit for the tests.

**B, for a grade:**

The course ends in an examination.

The minimum requirement of the mid-term, the end-term test and the teamwork is 50% separately. Based on the score of the tests separately, the grade for the tests and the examination is given according to the following table:

The grade is given according to the following: 0-49 = fail; 50-62 = pass (2); 63-75 = satisfactory (3); 76-89 = good (4); 90-100 = excellent (5).

If the score of any test is below 50, the student once can take a retake test of the whole semester material.

An offered grade: It may be offered for the students if the average of the mid-term test, end-term tests and the teamwork is at least good (4). The offered grade is the average of them.

## Introduction to Nanotechnology

Code: MK5NANOM04MX17-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 1+2

### Topics:

The chemistry and physics nanotechnology importance of two aspects may take: structure for the operation of chemical nanotechnology devices, respectively, development of physical methods and onset of nanotechnology tools and processes chemical, physical, physical-chemical interactions. The aim of this course is describing the importance of nanotechnology in practice and the role of chemistry and physics in development of nanotechnology.

### Literature:

#### *Compulsory:*

- Bharat Bhushan (ed.): Springer handbook of nanotechnology, (2004) Berlin, New York, Springer-Verlag
- Alain Nouailhat: An Introduction to Nanoscience and Nanotechnology, (2008) WILEY, London
- Duncan Shaw: Introduction to Colloid and Surface Chemistry, (1992) Butterworth-Heinemann, Oxford

#### *Recommended:*

- Peter Fratzl, John W.C. Dunlop, Richard Weinkam (ed.): Materials Design Inspired by Nature: Function Through Inner Architecture, (2013), RCS Publishing
- Gabor L. Hornyak, J. J. Moore, H.F. Tibbals, J. Dutta: Fundamentals of Nanotechnology, (2008), CRC Press

## Schedule

### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Lecture:** Introduction to the course, Historical perspective of micro and nano-manufacturing technology, advantages and applications of nanotechnology.

**Practice:** Ethics and environmental effects of nanotechnology. Safety Education.

#### 4<sup>th</sup> week:

**Lecture:** Physical and chemical properties of materials Introduction to composites materials and their application.

**Practice:** Materials properties modification at different temperatures.

#### 6<sup>th</sup> week:

**Lecture:** Nanomaterial characterization Observing with electrons.

**Practice:** Application of scanning electron microscope, Investigation of nano structures.

### 8<sup>th</sup> week: 1<sup>st</sup> drawing week

#### 9<sup>th</sup> week:

**Lecture:** Introduction to colloid chemistry sol-gel processing, applications.

**Practice:** Making of colloid structure.

#### 11<sup>th</sup> week:

**Lecture:** Introduction to the rheology of complex fluids.

**Practice:** Rheological characterization of Fluids –suspensions, emulsions.

#### 13<sup>th</sup> week:

**Lecture:** Organic compounds and bio-applications of nano-materials.

**Practice:** Application of bio- and chemi-sensors, Sensor technologies.

#### 3<sup>rd</sup> week:

**Lecture:** Materials overview, atomic structure, bonding, polymers, electrical characteristics, crystal structures and defects, physical chemistry of solid surfaces.

**Practice:** Real crystal structures models building

#### 5<sup>th</sup> week:

**Lecture:** Overview of nano fabrication methods: top-down and bottom-up approaches.

**Practice:** Effects of grain size variation.

#### 7<sup>th</sup> week:

**Lecture:** Characterization techniques, Optical microscopy, Spectrophotometer, AFM, FFM, TEM, X-ray.

**Practice:** EDS - Energy Dispersive X-ray Spectroscopy.

#### 10<sup>th</sup> week:

**Lecture:** Dispersion in physical and chemical systems.

**Practice:** Investigation of colloid structures.

#### 12<sup>th</sup> week:

**Lecture:** Fundamentals of electrochemistry.

**Practice:** Industrial applications, Determination of concentration by conductivity.

#### 14<sup>th</sup> week:

**Lecture:** Nanomaterial inspired by nature

**Practice:** Nature tech application.

## Requirements

### A, for a signature:

Participation at practice is compulsory. Students must attend lectures and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor.

End of the semester the students must write a test for signature. The minimum requirement of the test is 60%. If the score of test is below 60% the student once can take a retake test of the whole semester material until 1st week of the exam period. If the result is 60 % or better the retake test is success.

### B, for a grade:

The course ends in an examination in the exam period in written.

The grade is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

## Modelling and Systems Approach in the Mechanics of Structures

Code: MK5MOMEM04MX21-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 2nd year, 2nd semester

Prerequisite: Applied Mathematics in Manufacturing Design

Number of teaching hours/week (lecture + practice): 1+2

### Topics:

Students will gain an overview of the modelling and systems approach used in the mechanics of structures.

During the lectures, the students get acquainted with the unified modelling of the mechanical examination of different structures (structures, equipment, machines, motor vehicles and aircraft) occurring in different fields (mechanical engineering, construction, transport), the steps of modelling.

The course presents the independent modelling of elementary structures, the definition of the limitations of modelling, the unified approach to the mechanical behaviour of

structures, the analogue (systemic) way of determining the relationships of individual theories, and the unified procedure of structure analysis.

The exercises are task-oriented: students are introduced to the relationships and FEM-based programs that can be used to predict the mechanical behaviour of a structure.

Students deepen their theoretical knowledge and develop their skills, partly by solving tasks in practical classes and partly by processing individual problems at home.

### Literature:

#### *Compulsory:*

- Wunderlich, W. – Pilkey, W.D.: Mechanics of Structures. Variational and Computational Methods. Second Edition. CRC Press, Boca Raton, 2019. 892 pp.
- Kurrer, K-E.: The History of the Theory of Structures. From Arch Analysis to Computational Mechanics. Ernst & Son, Berlin, 2008.
- Villaggio, P.: Mathematical Models for Elastic Structures. Cambridge University Press, 1st 1997. Digitally printed v. 2013.
- Hartmann, F.: The Mathematical Foundation of Structural Mechanics. Springer-Verlag, Berlin - Heidelberg - New York, 1985.
- 

#### *Recommended:*

- Przemieniecki, J. S.: Theory of Matrix Structural Analysis. Dover Publications Inc. Minneola, New York, 2012. (McGraw-Hill, 1968)
- Oliveira, E.R.A.: Foundations of the Mathematical Theory of Structures. Springer-Verlag, Berlin - Heidelberg - New York, 1975.
- Lámer G.: Deduction of Two- and Single-Variable Problems from the Three-Variable Problem = Newsletter, Techn. Univ. of Budapest, II (1), 1984. pp. 5-11
- Lámer G.: Geometric Forms – Structures – Numerical Methods = Newsletter, Techn. Univ. of Budapest, II (2), 1984. pp. 23-34
- Lámer G.: On a Unified Interpretation of the Theory of Shells and Rods = Newsletter, Techn. Univ. of Budapest, III (3), 1985. pp. 5-11.

### Schedule

#### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Lecture:** Part I. Modelling. Elements of modelling

#### 3<sup>rd</sup> week:

**Lecture:** Mechanical states of single variable structures

**Practice:** Basic concepts of strength of materials

**4<sup>th</sup> week:**

**Lecture:** Mechanical states of two variable structures

**Practice:** Investigation of single variable structures as a function of load and boundary condition

**6<sup>th</sup> week:**

**Lecture:** II. part. Systems approach

Unique geometric shapes. Geometric and mechanical characteristics

**Practice:** Classification of line and surface structures based on base curve / base surface and cross section

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** Numerical methods. Domain decomposition method

**Practice:** Numerical methods as a function of the basis functions and the error principle

**Practice:** Investigation of single variable structures as a function of load and boundary condition

**5<sup>th</sup> week:**

**Lecture:** Examining the limitations of the model

**Practice:** First test (or submission of the first semester task

**7<sup>th</sup> week:**

**Lecture:** Derivation of two- and single variable problems from a three-variable problem. Interpretation of two- and single variable theories

**Practice:** Finite column and slice versus rod and shell theory. The rigid, shear and contract cross section

**10<sup>th</sup> week:**

**Lecture:** Variational methods

**Practice:** Second test (or submission of the second semester task

**Requirements**

**A, for a signature:** Two positive tests, or two positive semester tasks

**B, for a grade:** Two positive tests or two positive semester tasks (50 %) and oral and written exam (50%)

Subject group “Economics and Humanities” (for all 3 specializations)

## Development of Organization and Human Resource

Code: MK5SZEMM04MX17-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 2+2

### Topics:

The aim of this course is describing the organizational changes and the management of organizational development processes, tools and models through processing case studies.

### Literature:

#### *Compulsory:*

- Mee-Yan Cheung-Judge, Linda Holbeche (2015): Organization Development: A Practitioner's Guide for OD and HR. Kogan Page; 2 edition. ISBN-10: 0749470178
- W. Warner Burke, Debra A. Noumair (2015): Organization Development: A Process of Learning and Changing. Pearson FT Press; 3 edition. ISBN-10: 0133892484
- W. Warner Burke (2013): Organization Change: Theory and Practice (Foundations for Organizational Science series). SAGE Publications, Inc; 4 edition. ISBN-10: 145225723X
- Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright (2013): Fundamentals of Human Resource Management with Connect Plus. McGraw-Hill/Irwin; 5 edition. ISBN-10: 0077801989
- Robert N. Lussier, John R. Hendon (2012): Human Resource Management: Functions, Applications, Skill Development. SAGE Publications, Inc; 1 edition. ISBN-10: 1412992427

### Schedule

#### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Lecture:** Situation analysis, Organizational Structure Determination, job Descriptions, information flow

#### 3<sup>rd</sup> week:

**Lecture:** Identification of problems, exploring the causes of problems, Appointment of intervention points

**Practice:** Ishikawa and pareto analyses, What you need to improve?

**Practice:** SWOT, PEST, BCG, Drawing an organization chart and information flow map

**4<sup>th</sup> week:**

**Lecture:** The designation of specific (quantitative and qualitative) development goals, Appointment of persons involved in organizational development

**Practice:** Ordering tools and methods of intervention points, Assigning tasks

**6<sup>th</sup> week:**

**Lecture:** Ordering quantitative and qualitative indicators of the planned interventions

**Practice:** SMART method

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** Human resource management planning system, Strategies, planning, evaluation

**Practice:** Creating a concrete strategy

**11<sup>th</sup> week:**

**Lecture:** Resource insurance systems, Recruitment, selection, insertion and retraction

**Practice:** Case study, situational tasks

**13<sup>th</sup> week:**

**Lecture:** Performance Management and Performance Evaluation Systems, Design and strategy of Performance Management

**Practice:** Case study

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**5<sup>th</sup> week:**

**Lecture:** Establish a timetable

**Practice:** Gantt chart

**7<sup>th</sup> week:**

**Lecture:** Planning corrective actions

**Practice:** PDCA cycle

**10<sup>th</sup> week:**

**Lecture:** Job and competence analysis, Elements and analyzes of the job system, Process analysis

**Practice:** Job and competence analysis based on case studies

**12<sup>th</sup> week:**

**Lecture:** Career management, Lifetime phases, career components

**Practice:** Creating a career plan

**14<sup>th</sup> week:**

**Lecture:** Staff Development System and employee relations system

**Practice:** Case study

## Requirements

### A, for a signature:

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three practice classes during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be

recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

During the semester there is one test: the end-term test is on the 15th week. Students must sit for the test. The minimum requirement of the test is 60%. If the score of test is below 60% the student once can take a retake test of the whole semester material until 1st week of the exam period. If the result is 60 % or better the retake test is success.

### **B, for a grade:**

The course ends in an examination.

The grade is given according to the following: 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

## **Advanced Corporate Finance**

Code: MK5HVLPM04MX17-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup>semester

Number of teaching hours/week (lecture + practice): 1+3

### **Topics:**

Cash flow analysis. Future value of money and present value of money. The relationship between future value and present value. Economic evaluation of investments with identical (different life-times). Investment decision making processes. The value of bonds Project Analysis. Capital investment process; Sensitivity analysis, Option algebra. Investments and economic rents. The relationship between risk and return. Examination of portfolio risk. Valuation of stocks, Economic and market value added.

### **Literature:**

#### *Compulsory:*

- T. Kiss Judit (2016): Introduction to Corporate Financial Decisions for Engineers and Engineering Managers. Debrecen, University Press. ISBN: 978963318583 4.
- Brealey, R. A. - Myers, S. C. – Allen, F (2011): Principles of Corporate Finances. McGraw-Hill/Irwin. ISBN: 0077356381, 9780077356385
- Ogden, J. – Jen, F. C. – O’Connor, P. F. (2002): Advanced corporate finance. Prentice Hall. ISBN-10 0130915688

#### *Recommended:*

- Scott Besley - Eugene F. Brigham (2011): Principles of Finance. Cengage Learning. ISBN: 1111527369, 9781111527365

## Schedule

|   |   |
|---|---|
| <b>1<sup>st</sup> week Registration week</b>  |   |
| <p><b>2<sup>nd</sup> week:</b></p> <p><b>Lecture:</b> Corporate finance investment and financing decisions. The financial goal of the corporation. Future value calculation I.</p> <p><b>Practice:</b> Preparatory overview of financial calculation I. Calculation Problems – Cash flow analysis. Future value and present value. Continuous compounding.</p> <p><b>4<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The present value of an investment opportunity. Net Present Value. The opportunity cost of capital. Profitability index.</p> <p><b>Practice:</b> Calculation Problems – Net present value. Profitability Index and Modified Profitability Index calculation.</p> <p><b>6<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Making investment decisions II.</p> <p><b>Practice:</b> Calculation Problems – equivalent annual cost- choosing the discount rate, choosing among projects.</p> | <p><b>3<sup>rd</sup> week:</b></p> <p><b>Lecture:</b> Review of the future value and present value calculation.</p> <p><b>Practice:</b> Preparatory overview of financial calculation II. Calculation exercises: Ordinary annuity and annuity due. Review of the future value and present value calculation. Valuing Cash Flows in Several Periods.</p> <p><b>5<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Net present value and other investment criteria. Making investment decisions I. Investment in Physical Capital and Human Capital.</p> <p><b>Practice:</b> Calculation Problems/computer related problems – Internal rate of return, modified IRR, problem of limited resources.</p> <p><b>7<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Investment decisions – economic rent – purchasing decisions, annuities. Complex investment problem - Sensitivity analysis. Interest rates, risk, inflation and present value.</p> <p><b>Practice:</b> Calculation Problems, Complex investment problem – computer related problems.</p> |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |   |
| <p><b>9<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Valuation of bonds I, Market value added - Economic value added.</p> <p><b>Practice:</b> Price and interest rate, time to maturity. Relationship between price and Face value. Interest rate and Coupon rate. Calculation Problems.</p> <p><b>11<sup>th</sup> week:</b></p>   | <p><b>10<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Valuation of bonds II, Yield to Maturity estimation, Duration, volatility.</p> <p><b>Practice:</b> Yield to maturity, and yield to call Risk and rates of return, cost of capital. Computer related problems.</p> <p><b>12<sup>th</sup> week:</b></p>  |

**Lecture:** The value of Common Stocks. Portfolio analysis. Portfolio returns and risk.

**Practice:** Portfolio analysis – Calculation problems.

**13<sup>th</sup> week:**

**Lecture:** Options II. – Option algebra

**Practice:** Option strategies – computer related problems (bull, bear call/put spread, call/put butterfly, Call/put straddle options).

**Lecture:** Options I. (Call options, put options). Exercise price. Position and profit diagram.

**Practice:** Calculation Problems – computer related problems.

**14<sup>th</sup> week:**

**Lecture:** Integrated financial/ investment problems. International investment decisions.

**Practice:** Computer related problems.

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**Requirements**

**A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three occasions during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

During the semester there are two tests: the mid-term test on the 8th week and the end-term test on the 15th week. Students must sit for the tests.

**B, for a grade:**

The course ends in an examination.

The minimum requirement of the mid-term, the end-term test and the teamwork is 50% separately. Based on the score of the tests separately, the grade for the tests and the examination is given according to the following table:

The grade is given according to the following (score/grade): 0-49 % = fail (1); 50-62 % = pass (2); 63-75 % = satisfactory (3); 76-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 50, the student once can take a retake test of the whole semester material.

An offered grade: It may be offered for the students if the average of the mid-term test, end-term tests and the teamwork is at least good (4). The offered grade is the average of them.

**Negotiation and Conflict Management**

Code: MK5TKOMM04MX17-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 1+2

### Topics:

Negotiation and Conflict Management

### Literature:

Miscellaneous articles, clippings and videos of the most recent literature published in the Harvard Business Review

### Schedule

#### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Lecture:** What Makes an Effective Negotiation? 1

**Practice:** the elements of an effective negotiation discussed, how negotiations work and what can go wrong during the preparations or at the negotiating table

#### 4<sup>th</sup> week:

**Lecture:** Types of Negotiations and Negotiating Techniques

**Practice:** how the different types of negotiations work in, examples and practice, the different negotiating techniques discussed and practiced; role-plays

#### 6<sup>th</sup> week:

**Lecture:** Persuasion, suasion and assertive communication

**Practice:** practicing the communication techniques for persuasion, suasion and assertive communication

#### 8<sup>th</sup> week: 1<sup>st</sup> drawing week

#### 9<sup>th</sup> week:

**Lecture:** Conflicts: Definitions, Types and Perception

**Practice:** discussion of the different types of conflicts

#### 3<sup>rd</sup> week:

**Lecture:** What Makes an Effective Negotiation? 2

**Practice:** the elements of an effective negotiation discussed, how negotiations work and what can go wrong during the preparations or at the negotiating table

#### 5<sup>th</sup> week:

**Lecture:** Bargaining and Concessions, BATNA and ZOPA

**Practice:** the bargaining phase of the negotiation is discussed and practiced, how to set conditions for concessions and where to give concessions, BATNA and ZOPA explained through practice

#### 7<sup>th</sup> week:

**Lecture:** Types of Negotiators

**Practice:** Types (DISC Model, Thomas-Kilman Model etc.) of negotiators and how to handle them.

#### 10<sup>th</sup> week:

**Lecture:** The Most Common Sources of Conflicts at Workplaces

**Practice:** discussion of workplace conflicts

**11<sup>th</sup> week:**

**Lecture:** Dealing with Conflicts by their Types and Intensity, Conflict Resolution techniques

**Practice:** role-play and discussion

**13<sup>th</sup> week:**

**Lecture:** Mediation, Arbitration, Litigation and Party-Directed Mediation

**Practice:** role-play and discussion

**12<sup>th</sup> week:**

**Lecture:** The Thomas-Kilman conflict Model Explained

**Practice:** discussion of the Thomas-Kilman conflict test and its results

**14<sup>th</sup> week:**

**Lecture:** Conflict Stages Modell the Escalation of conflicts, De-Escalation

**Practice:** conflict escalation and de-escalation examples, analysis and discussion

**15<sup>th</sup> week:** 2<sup>nd</sup> drawing week

## Requirements

### A, for a signature:

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three practice classes during the semester otherwise the signature and the grade for the course will be denied. The recording of the attendance on an attendance sheet starts from the 1<sup>st</sup> week of the semester. Attendance at practice classes will be recorded by the course instructor. Being late for more than 15 minutes is equivalent with an absence. If someone has more than three absences, the International Office deals with the issue.

### B, for a grade:

There will be a written test on the lecture materials at the end of the semester. The result of the written test and the in-class participation in practice classes and also the completion of the written assignment by deadline will give the final grade. Please note that if someone gets a 1 (fail) for the final test, they cannot get a grade until the test is repeated successfully. There are two possible retakes, if they both happen to be unsuccessful the student must repeat the course.

## International and Management Accounting

Code: MK5NVSZM04MX17-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 2+2

## Topics:

This course introduces the students into the fundamentals of managerial accounting – the internal use of accounting information to manage firms, including planning, analysis, and decision-making. The course’s main objective is to equip students with the knowledge and ability to prepare, understand, evaluate, and execute financial and non-financial reports used in business organizations. Managers face several business decisions every day that require the use of financial and non-financial information about products, processes, employees, suppliers, customers, competitors, and resources. These decisions range from evaluating profitability of investment projects to managing product-line portfolios and pricing, from supply chain and customer management to evaluating and motivating employees. For this reason, utilizing relevant information (both financial and non-financial) to make efficient decisions is essential to business organizations and is an important skill for a career in corporate management, business consulting, financial services.

## Literature:

### *Compulsory:*

- Kaplan Publishing (2015): ACCA Paper F2 and FIA Diploma in Accounting and Business, Management Accounting (MA/FMA) Complete Text, Kaplan Publishing UK, ISBN: 978-1-78415-441-7
- Study materials provided by the lecturer

### *Recommended:*

- Warren, C. - Reeve, J. – Duchac, J (2015): Financial & Managerial Accounting. Cengage Learning. 13th Edition. ISBN: 130548049X, 9781305480490
- Maher, M. – Stickney, C. – Weil, R. (2011): Managerial Accounting: An Introduction to Concepts. Methods and Uses. Cengage Learning. 11th Edition. ISBN: 1111571260, 9781111571269

## Schedule

### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Lecture:** The overview of financial accounting. Legal frameworks. The aim of accounting law (IFRS accounting, according to standards. The smallholder’s concept. Scope of the Accounting Act. Structure of the Accounting Act. Accounting principles, Accounting obligations. Structure of account classes and their relationships with other account classes. Accounting for specific economic events. Types of accounting documents.

#### 3<sup>rd</sup> week:

**Lecture:** The annual report (financial statement IFRS). Balance structure, relationship with account classes. Structure of the profit and loss account and its relationship with the account classes.

**Practice:** For an existing company’s financial statements. Understand the balance sheet, the financial statement, the supplementary attachment, the content of the business report.

**Practice:** Accounting of different business events. The content elements of the basic accounting documents of accounting and bookkeeping documents are familiar to them in the context of actual tasks.

#### **4<sup>th</sup> week:**

**Lecture:** The role and limits of traditional management accounting. Management accounting as the most important constructor element of controlling. Controlling definition, aims and functions within the organization. The place of management accounting in corporate management. Structure of the management accounting information system. The final product of management accounting is the management report. Responsibility principle in management accounting.

**Practice:** A complex task is solved by using the lessons learned so far and the topics to be studied during the semester, as well as the students to gain insight into the topics to be dealt with during the semester. Planning, control, management, information supply.

#### **6<sup>th</sup> week:**

##### **5<sup>th</sup> week:**

**Lecture:** Cost Consciousness. Definition of cost management. The areas of Cost Planning. Planning of costs, cost allocation, cost calculation, coverage analysis. Interpretation of capacity and cost. The operating of capacity, capacity are his maintenances. Non-controllable resources, flexible controllable resources. Substance (CAPEX) and human (HUMEX) expenditures of investment and development.

**Practice:** Practical questions of cost management. Practical application of coverage analysis in a numerical example. The contact of the resource and capacity through exercises.

#### **5<sup>th</sup> week:**

**Lecture:** Cost Accounting. The purpose of cost calculation. Definition and clarification of cost, expenditure, and expense concepts. Nature and behavior of costs. Accounting Cost, Economic Cost, Normal Cost, Economic and Accounting Profit Relationship. Costs related to continuous operation, functions costs (OPEX). The concept of explicit cost, implicit cost (accountable, non-eligible). Remittance of Costs. Analytic and ledger register of costs.

**Practice:** The relationship between costs, expenses and expenditures through a concrete example. The identification of costs, expenses and expenditures in the process from procurement to sales. The identification of accounting processes for major processes. Voucher order.

#### **7<sup>th</sup> week:**

**Lecture:** Certified and not certified expenses. Relationship between costs and expenditures. Total Cost Procedure, expense result statement according to procedure. Expenses incurred during the period and incurring a period. Possibilities for additional grouping of costs. Accountability, volume relationship, the form of appearance, complexity, classification according to level of responsibility, controllability, and influence ability.

##### **Practice:**

Identification of certified and non-certified costs. Analysis of Total Cost and cost procedures. The structure of their information system and their peculiarities.

### 8<sup>th</sup> week: 1<sup>st</sup> drawing week

#### 9<sup>th</sup> week:

**Lecture:** Principles of cost calculation: justiceness, emphasis direct costs; consistency; completeness; accruals, correct choice of the project funds. Time horizon of cost calculation. Structure of a possible calculation data sheet. The identification of the direct costs. Cost calculation methods, costing.

**Practice:** Exercising structure of a possible calculation data sheet. Identifying the elements through practical examples. Determining the value of the self-produced stocks.

#### 11<sup>th</sup> week:

**Lecture:** New calculation methods. Information request of the activity-based cost calculation, and its structure. Identifying costing places. Repair option of the effectiveness of the cost allocation. Comparison the traditional and activity-based complementing method.

**Practice:** Practical questions of identifying costing places. Solving several examples with the activity-based cost calculation methods. Comparison the traditional and activity-based complementing method through practical examples.

#### 13<sup>th</sup> week:

**Lecture:** Analysis the Balance sheet. Quick Diagnosis Indicators. Liquidity quick ratio, Stability and indebtedness indicator. Analysis status of the assets. The process of converting assets into cash. Liquidity analysis. Vertical analysis options. Vertical indicators of assets and sources. Horizontal indicators. Analysis of profit and loss statement. Categories of the profit and loss and selecting the right projection funds. Analysis of income status. Profitability indicators.

#### 10<sup>th</sup> week:

**Lecture:** Divisor costing (simple, equivalent); complementing costing (global; sorter; activity-based), mixed costing; normative costing. Other traditional cost calculation methods. Connection between the content of the production costs and the outcome. Positive negative stock changes.

**Practice:** Knowing prime cost calculation through practical examples. Equivalent, simple one stage, multistage, divisor costing examples. Complementing costing examples (global; sorter). Normative costing examples.

#### 12<sup>th</sup> week:

**Lecture:** Classification of economic analysis. Grouping criteria's. Time, analytical procedure, scope, status and frequency of the production process, method and content of analysis. Balance sheet, profit and loss statement, cash flow analysis. Creating indicators. Liquidity, asset management, tax treatment, profitability. Comprehensive analysis of economic activity.

**Practice:** Analysis of the report of an existing economically active company based on the principles known in the lecture

#### 14<sup>th</sup> week:

**Lecture:** Efficiency indicators. Yields (Net sales, gross output, value-free production, net production value, value added, and enterprise income funds). Returns indicators. ROCE (rate of return on capital employed), EPS (earnings per share), ROA (return on asset), ROE (return on equity), ROI (return on investment), ROIC (return on invested capital), EBIT (operational / business / profit), EBITDA (EBIT+ amortization). NOPLAT (Net Operating Profit Less Adjusted Taxes).

**Practice:** Analysis of the report of an existing economically active company based on the principles known in the lecture. Analysis the Balance sheet, and the Profit and loss statement.

**Practice:** Analysis of the report of an existing economically active company based on the principles known in the lecture

15<sup>th</sup> week: 2<sup>nd</sup> drawing week

## Requirements

### A, for a signature:

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three occasions during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. During the semester there are two tests: the mid-term test on the 7th week and the end-term test on the 14th week. Students must sit for the tests. Solving team tasks on the exercises, pre-published themes for presentation.

### B, for a grade:

The course ends in a mid-semester grade based on the average grade of the two tests.

The minimum requirement of the mid-term and the end-term test is 60% separately. The grade for each test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 60, the student once can take a retake test of the whole semester material.

## Leadership Competencies Development

Code: MK5KOMPM04MX17-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 2<sup>nd</sup> semester

Prerequisite: Negotiation and Conflict Management

Number of teaching hours/week (lecture + practice): 2+2

**Topics:** Leadership Competencies Development

**Literature:** Miscellaneous articles, clippings and videos of the most recent literature published in the Harvard Business Review and etc.; sources available at the University Library

## Schedule

## 1<sup>st</sup> week Registration week

### 2<sup>nd</sup> week:

**Lecture:** Orientation, Leadership theories, a historical overview

**Practice:** What makes a good leader? Introduction to Leadership styles and to their evolution.

### 4<sup>th</sup> week:

**Lecture:** Communication for leaders. Motivating colleagues and employees

**Practice:** assertive vs. aggressive communication, stylistic differences, extrinsic and intrinsic motivation; motivation techniques and their efficiency, communication styles outside and inside the organization

### 6<sup>th</sup> week:

**Lecture:** Time Management and Team building

**Practice:** the importance of time management at work and outside work; the most popular techniques aiding managers at different levels and with different experience to improve their own and also their employees time management skills, collaboration vs. competition, team building; complimentary vs competitive skillset

## 8<sup>th</sup> week: 1<sup>st</sup> drawing week

### 9<sup>th</sup> week:

**Lecture:** Success in the world of work

**Practice:** Make their own job description, defining personal goals, and values, analyse their job and find development aims

### 11<sup>th</sup> week

**Lecture:** How to build a team, empathy

### 3<sup>rd</sup> week:

**Lecture:** Leadership styles and their attributes, essential competencies for leaders and the division of competencies

**Practice:** the examination of the most typical leadership styles and their attributes, drawbacks and/advantages; the examination of competencies and their grouping that are essential for leaders.

### 5<sup>th</sup> week:

**Lecture:** Public speaking and presenting

**Practice:** the basics of public speaking and presentation techniques for leaders, functions of a leader as a figurehead, representing and communicating the company and its core values outside the organization and to the employees, defining mission and articulating vision

### 7<sup>th</sup> week:

**Lecture:** Development of leadership

**Practice:** Analyse the leaders' leadership style, which are mentioned in the presentation. SWOT analyse and Johari window to collect the features of the students. Personal test to help to make the analyses about themselves. Ted videos about leadership actions.

### 10<sup>th</sup> week:

**Lecture:** Simplicity

**Practice:** Analyse companies' general processes. Make a flow chart, check the unnecessary processes and create a new one to realize the process of simplicity

### 12<sup>th</sup> week

**Lecture:** Coaching

**Practice:** Learn how to use coaching tools in leadership

**Practice:** Analyse a leader's behavior and discuss different methods. Training to check and develop the students EQ

### **Requirements**

#### **A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three practice classes during the semester otherwise the signature and the grade for the course will be denied. The recording of the attendance on an attendance sheet starts from the 1<sup>st</sup> week of the semester. Attendance at practice classes will be recorded by the course instructor. Being late for more than 15 minutes is equivalent with an absence. If someone has more than three absences, the International Office deals with the issue.

#### **B, for a grade:**

The end of the semester test on the lecture material and in-class participation will give the final grade. If someone gets a 1 (fail) at the final test, there are two possible retakes. If both retakes happen to be unsuccessful the student must repeat the course.

## Subject group “Field-Specific Subjects” (for all 3 specializations)

### Applied Engineering

Code: MK5ALKRM04MX17-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 1+2

#### Topics:

The aim of the course is to introduce the students to the basics of Operations Research. During the semester, students are going to learn the basic models and methods which are related to the field of engineering management. Furthermore, students can analyse the results of the optimal solution which is indispensable part of this field. The following topics are covered in the Applied Engineering subject:

- Modelling real-life business situations (identification of objective, constraints, etc...)
- Acquiring the use of MS Excel’s Solver Plugin
- Determination of optimal production structure
- Transportation and transshipment problem solving
- Assignment
- Networks
  - o Networks in production and transportation
  - o Project management (Critical Path Method, Project Evaluation and Review Technique, Project Crashing)

#### Literature:

*Compulsory:*

- Cliff T. Ragsdale: *Spreadsheet Modeling & Decision Analysis*, 8th edition, 2017, ISBN: 9781305947412
- Wayne L. Winston: *Operations research: Applications and Algorithm*, 4<sup>th</sup> Edition, Brook/Cole, Canada, 2004, ISBN: 978-0534380588
- George B. Dantzig: *Linear Programming and Extensions*, Princeton University Press, 1998, ISBN: 978-0691059136

#### Schedule

**1<sup>st</sup> week Registration week**

**2<sup>nd</sup> week:**

**Lecture:** Basics of decision making

**3<sup>rd</sup> week:**

**Lecture:** Graphical solution

**Practice:** Process of decision making

**4<sup>th</sup> week:**

**Lecture:** Simplex method

**Practice:** Simplex method

**6<sup>th</sup> week:**

**Lecture:** Sensitivity analysis

**Practice:** Computer related practice –  
Optimal production structure problems

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** Financial problems

**Practice:** Computer related practice –  
Capital Budgeting and Portfolio models

**11<sup>th</sup> week:**

**Lecture:** Transportation and  
transshipment problems

**Practice:** Computer related practice –  
Transportation and transshipment  
methods

**13<sup>th</sup> week:**

**Lecture:** Project management

**Practice:** Computer related practice –  
CPM, PERT and Project Crashing

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**Practice:** Computer related practice –  
graphical solution of two-variable  
problems

**5<sup>th</sup> week:**

**Lecture:** Design of an operations research  
model by using MS Excel

**Practice:** Computer related practice –  
Model design of two-variable problems.

**7<sup>th</sup> week:**

**Lecture:** Duality

**Practice:** Computer related practice –  
Optimal production structure problems

**10<sup>th</sup> week:**

**Lecture:** Assignment method

**Practice:** Computer related practice –  
Work assignment, Optimal changeover  
sequence

**12<sup>th</sup> week:**

**Lecture:** Networks in the production

**Practice:** Computer related practice –  
Generalized network flow problem

**14<sup>th</sup> week:**

**Lecture:** Revision

**Practice:** Computer related practice –  
Solving complex tasks

## Requirements

### A, for a signature:

Participation at practices is compulsory. Students must attend practices and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures and practices will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor.

**B, for a grade:**

The course ends in end-term test. The grade for the test is given according to the following table:

| Score  | Grade            |
|--------|------------------|
| 0-59   | fail (1)         |
| 60-69  | pass (2)         |
| 70-79  | satisfactory (3) |
| 80-89  | good (4)         |
| 90-100 | excellent (5)    |

**C, Etiquette:**

A large portion of class time is spent sharing opinions and sharing information. Therefore, it is of utmost importance to communicate with courtesy and professionalism. Professional courtesy includes respecting others' opinions, being courteous and respectful, and working together in the spirit of cooperation. Discussions and assignments will be graded on quality and professionalism. Please refrain from using cell phones or other disruptive electronic devices while attending class, and please silence all sounds made by such devices while class is in session.

**D, Use of English:**

In accordance with Faculty Policy, students may be penalized up to 10% of the marks on all assignments, tests, and examinations for the improper use of English.

**Advanced Quality Management**

Code: MK5HMINM04MX17-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 2+2

**Topics:**

The subject contains the advanced concepts of quality management. The aim of the course is students become familiar with the elements, installation, operation and tools of integrated management system. During the subject students can be familiar with seven new methods and quality improvement methods.

**Literature:**

*Compulsory:*

- Kim-Soon Ng (2012): Quality Management and Practices. InTech, Chapters published. ISBN 978-953-51-0550-3
- David L. Goetsch, Stanley Davis: Quality management: introduction to total quality management for production, Pearson Prentice Hall, 2013, ISBN 0-13-287097-5, 978-0-13-287097-9
- B. G. Dale: Managing Quality, Wiley-Blackwell, 2007, ISBN 978-1-4051-4279-3

## Schedule

|  |  |
|--|--|
| <b>1<sup>st</sup> week Registration week</b>   |  |
| <p><b>2<sup>nd</sup> week:</b><br/> <b>Lecture:</b> ISO 9001 standard elements and structure, PDCA, Interested parties<br/> <b>Practice:</b> Analyze examples for the ISO 9001</p> <p><b>4<sup>th</sup> week:</b><br/> <b>Lecture:</b> Scope of Quality management system, quality objectives<br/> <b>Practice:</b> Analyze examples for the ISO 9001, Audit situations</p> <p><b>6<sup>th</sup> week:</b><br/> <b>Lecture:</b> ISO 14001, elements and structure, PDCA, Environmental objectives<br/> <b>Practice:</b> Analyze examples for the ISO 14001</p> | <p><b>3<sup>rd</sup> week:</b><br/> <b>Lecture:</b> Benefits of QMS, Customer Focus, Seven principals<br/> <b>Practice:</b> Analyze examples for the ISO 9001</p> <p><b>5<sup>th</sup> week:</b><br/> <b>Lecture:</b> Risk management requirements in QMS,<br/> <b>Practice:</b> Analyze examples for the ISO 9001, Audit situations</p> <p><b>7<sup>th</sup> week:</b><br/> <b>Lecture:</b> Environmental aspects and impacts, environmental risks<br/> <b>Practice:</b> Analyze examples for the ISO 14001</p> |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  |  |
| <p><b>9<sup>th</sup> week:</b><br/> <b>Lecture:</b> Affinity diagrams, charts the relationship between each other, Wood chart, graph matrix<br/> <b>Practice:</b> Analyze examples for the methods</p> <p><b>11<sup>th</sup> week:</b><br/> <b>Lecture:</b> Arrow diagrams, Gantt diagram<br/> <b>Practice:</b> Analyze examples for the methods</p>   | <p><b>10<sup>th</sup> week:</b><br/> <b>Lecture:</b> Matrix data analysis, decision-making process card program analyst<br/> <b>Practice:</b> Analyze examples for the methods</p> <p><b>12<sup>th</sup> week:</b><br/> <b>Lecture:</b> Brainstorming, action plan, block diagram, SWOT, FMEA, QFD, why-why, Poka-Yoke, NGT, Multivoting, Logframe matrix<br/> <b>Practice:</b> Analyze examples for the methods,</p>  |

**13<sup>th</sup> week:**

**Lecture:** Definition of TQM, model of TQM, Principles of TQM

**Practice:** Case studies

**14<sup>th</sup> week:**

**Lecture:** Quality and lean in the manufacturing, Methodologies, effects, tools

**Practice:** Case studies

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week****Requirements****A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three practice classes during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

During the semester there are two tests: the mid-term test is on the 8th week and the end-term test is on the 15th week. Students must sit for the tests.

**B, for a grade:**

The course ends in a mid-semester grade based on the average grade of the two tests.

The minimum requirement of the mid-term and the end-term test is 60% separately. The grade for each test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 60, the student once can take a retake test of the whole semester material.

**Operation Management**

Code: MK5HTEV204MX17-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 2<sup>nd</sup>year, 1<sup>st</sup>semester

Prerequisite: Applied Mathematics in Manufacturing Design

Number of teaching hours/week (lecture + practice): 2+2

**Topics:**

The course focuses on the advanced aspects of the production and service management. The goal of the course to summary the advanced engineering technique. Emphasis is placed on the practical implementation of recommendations generated from the

advanced modelling and system's understanding gained in the full range of Industrial engineering. The primary goal of the course is to allow students to see the applications of theories in a more realistic and intricate setting to gain a broader view of production and service management.

**Literature:**

*Compulsory:*

- Arnold, J. R. Tony; Chapman, Stephen N.; Clive, Lloyd M.: Introduction to Materials Management, Pearson New International Edition Pearson Education 2013
- Ashok D. Belegundu, Tirupathi R. Chandrupatla: Optimization Concepts and Applications in Engineering, (2nd ed.) Cambridge University Press 2011
- William Stevenson: Operations Management (11th ed.) McGraw-Hill 2011

*Recommended:*

- Hirano, Hiroyuki: JIT Implementation Manual - The Complete Guide to Just-In-Time Manufacturing: Volume 3 - Flow Manufacturing - Multi-Process Operations and Kanban Taylor & Francis, 2009
- Baudin, Michel: Working with Machines: The Nuts and Bolts of Lean Operations with Jidoka Taylor & Francis 2007

**Schedule**

|   |   |
|---|---|
| <b>1<sup>st</sup> week Registration week</b>  |   |
| <p><b>2<sup>nd</sup> week:</b><br/> <b>Lecture:</b> Introduction to operation management<br/> <b>Practice:</b> Examples, case studies</p> <p><b>4<sup>th</sup> week:</b><br/> <b>Lecture:</b> Production Planning, create Value flow<br/> <b>Practice:</b> Examples, case studies</p> <p><b>6<sup>th</sup> week:</b><br/> <b>Lecture:</b> Inventory Planning Deterministic Models EOQ models<br/> <b>Practice:</b> Examples, case studies</p> | <p><b>3<sup>rd</sup> week:</b><br/> <b>Lecture:</b> Building of Process Management System<br/> <b>Practice:</b> Examples, case studies</p> <p><b>5<sup>th</sup> week:</b><br/> <b>Lecture:</b> Production control, SPC<br/> <b>Practice:</b> Examples, case studies</p> <p><b>7<sup>th</sup> week:</b><br/> <b>Lecture:</b> Inventory control: MRP I-II, ERP<br/> <b>Practice:</b> Examples, case studies</p> |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |   |
| <p><b>9<sup>th</sup> week:</b><br/> <b>Lecture:</b> JIT comparison of push and pull systems, MTO-MTS dilemma<br/> <b>Practice:</b> Examples, case studies</p>   | <p><b>10<sup>th</sup> week:</b><br/> <b>Lecture:</b> OEE – overall equipment efficiency, Capacity analyzing<br/> <b>Practice:</b> Examples, case studies</p>  |

**11<sup>th</sup> week:****Lecture:** Production process modeling: eEPC–VSM**Practice:** Examples, case studies**13<sup>th</sup> week:****Lecture:** Service quality level improving**Practice:** Examples, case studies**12<sup>th</sup> week:****Lecture:** Service pool line model**Practice:** Examples, case studies**14<sup>th</sup> week:****Lecture:** Service and production development (Six sigma)**Practice:** Examples, case studies**15<sup>th</sup> week: 2<sup>nd</sup> drawing week****Requirements****A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three practice classes during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

During the semester there are two tests: the mid-term test is on the 8th week and the end-term test is on the 14th week. Students must sit for the tests. The minimum requirement of the mid-term and the end-term test is 60% separately. If the score of any test is below 60%, the student once can take a retake test of the whole semester material. If somebody fails then he/she has to write both tests in the 1st week of the exam period again. If the result is 60 % or better the retake test is success.

**B, for a grade:**

The course ends in an examination.

The grade is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

**Project Leadership**

Code: MK5PROVM04MX17-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + Seminar): 2+2

## Topics:

Project management involves both leading people and managing resources to achieve the intended project outcome. Leadership is often the difference between project success and failure. The objective of this course is to equip students with the concepts, tools and techniques for effective leadership within a project context. Within this context, the course primarily focuses on understanding project management, aligning project management with the organization, project management oversight, projects as capital investments, globalization and resources optimization.

## Literature:

### Compulsory:

- Pinto K. Jeffrey: Project Management: Achieving Competitive Advantage (Rental Edition), 5/E, 2019
- Madsen, S.: Project Leadership, Routledge, 2016
- Coleman, S.; Macnicol D.: Project Leadership, Gower Publishing, 2015

### Recommended:

- Lewis, P.J.: Project Leadership. McGraw-Hill, 2003
- Lord G.R., Maher J. K.: Leadership Information Processing. Linking Perceptions and Performance. Routledge, 1993
- Project Management Institute: PMBOK Guide and Standards. 6th edition

## Schedule

|   |  |
|---|--|
| <b>1<sup>st</sup> week Registration week</b>  |  |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Introduction, The Organizational Context<br><b>Seminar:</b> Case study, MS Project Software, WBS | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Project Selection and Portfolio Management<br><b>Seminar:</b> Case study, MS Project Software, Task durations |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Leadership vs. Management<br><b>Seminar:</b> Case study, MS Project Software, Predecessors       | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Project Leadership<br><b>Seminar:</b> Case study, MS Project Software, Gantt                                  |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Scope Management<br><b>Seminar:</b> Case study, MS Project Software, Resources                   | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Project Team, Negotiation<br><b>Seminar:</b> Case study, MS Project Software, Overallocations                 |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |  |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Risk Management  | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Cost Estimation and Budgeting  |

**Seminar:** Case study, MS Project Software, Costs

**11<sup>th</sup> week:**

**Lecture:** Lagging, Crashing and Activity Networks

**Seminar:** Case study, MS Project Software, report dashboard

**13<sup>th</sup> week:**

**Lecture:** Resource Management

**Seminar:** Case study, MS Project Software, report costs

**Seminar:** Case study, MS Project Software, Baseline

**12<sup>th</sup> week:**

**Lecture:** Agile and Critical Chain

**Seminar:** Case study, MS Project Software, report resources

**14<sup>th</sup> week:**

**Lecture:** Project Evaluation

**Seminar:** Case study, MS Project Software, Report critical tasks

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

## Requirements

### A, for signature:

- active, proactive participation on course
- participation in seminars is mandatory. We also expect all students to be present during the lectures.

### B, for a grade:

The calculation of the final grade is as follows:

- Exam 50%
- Own project (Excel, Microsoft Project) 50%
- +Individual assignment on lectures 5 %

## Risk and Reliability

Code: MK5KOCKM04MX17-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup>semester

Number of teaching hours/week (lecture + practice): 2+2

### Topics:

Fundamentals of risk, uncertainty, and reliability. Methods to analyse and quantify the risk of failures, and the reliability of complex systems, including fault tree analysis, reliability block diagrams, probabilistic risk assessment. Introduction to research methods for risk and reliability analysis during the early design stages.

## Literature:

### Compulsory:

- Mohammad Modarres: Risk Analysis in Engineering: Techniques, Tools and Trends, Taylor & Francis (2006).
- Terje Aven: Quantitative risk assessment: the scientific platform Cambridge, UK; New York: Cambridge University Press, 2011.

## Schedule

| 1 <sup>st</sup> week Registration week  |  |
|---|--|
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Basic concepts and definitions: Risk vs. Reliability, Hazards, Failures, Uncertainty sources<br><b>Practice:</b> Selection of research project topic | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Traditional design; Safety Factors; Probabilistic Design<br><b>Practice:</b> Safety factor Measures and reliability block diagram   |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Reliability engineering; Reliability measures; Reliability block diagrams<br><b>Practice:</b> Reliability block diagrams                             | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Failure: definitions and modelling (HW vs SW failures; component vs system-level failures)<br><b>Practice:</b> Select system, list failures & provide example of a failure or reliability |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Failure modes and effects analysis (FMEA), Criticality analysis (CA)<br><b>Practice:</b> Generate FMECA for selected system                          | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Fault Tree Analysis (FTA), Event Tree Analysis (ETA)<br><b>Practice:</b> Generate FTA for selected system and compare to FMECA results  |
| 8 <sup>th</sup> week: 1 <sup>st</sup> drawing week  |  |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Probabilistic Risk Assessment (PRA)<br><b>Practice:</b> Generate ETA for selected system and compare to FMECA result                                 | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Risk considerations in early design stages<br><b>Practice:</b> Analyses of design states   |
| <b>11<sup>th</sup> week:</b><br><b>Lecture:</b> Failure analysis during functional design (FFDM) Design repository<br><b>Practice:</b> Use of design repository for selected system                 | <b>12<sup>th</sup> week:</b><br><b>Lecture:</b> Functional failure identification and propagation (FFIP)<br><b>Practice:</b> Generate FFIP for selected system   |
| <b>13<sup>th</sup> week:</b><br><b>Lecture:</b> Cost-benefit analysis (CBA)<br><b>Practice:</b> Cost-benefit analysis (CBA)   | <b>14<sup>th</sup> week:</b><br><b>Lecture:</b> Hazard identification methods , Process hazards checklists , Hazards surveys   |

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**Requirements**

**A, for a signature:**

Participation at lectures is compulsory. Students must attend lectures and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor.

The minimum requirement of the mid-term and the end-term test is 60% separately. The first (50 points max) in the 8th, the second (50 points max) in the 14th week. At the end of the semester everybody will get a seminar grade on the basis of the table below: The grade for each test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 60 point, the student once can take a retake test of the whole semester material. If somebody fails then he/she has to write both tests in the 1st week of the exam period again. If the result is 50 points (50%) or better, then he can take an exam. If somebody has to repeat his midterm tests then his seminar grade can't be better than (2).

**B, for a grade:**

For their exam everybody will get an exam grade. The final grade will be the average of the seminar and the exam grade. If it is for example (3.5) then the lecturer decides if it is (3) or (4).

**Control of Integrated Information System**

Code: MK5INFRM04MX17-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1st year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 1+3

**Topics:**

This course aims to explain the main characteristics of Enterprise Resource Planning systems (ERPs) theoretically and also introduces how to navigate in SAP Easy Access Menu in practice. The illustration of SAP R/3 systems is aimed the students at universities of applied sciences and other learning institutions with no previous experience. After

completion of the course, students will be able to understand the major reasons to adopt ERP systems and navigate through the SAP User Interface to work on business processes and case studies on their own. Furthermore, this material serves as a reference for occasional users of SAP R/3 systems

The Course contains the following elements: the Sap Ides and R/3 systems main features and functions of user interface. This course also guides the end-users through different processes of Logistical Information System (LIS), such as Material Management, Sales and Distribution, etc. As one of the most important and implemented finance, accounting, controlling functionalities, the SAP makes information more manageable and accessible.

Literature:

Compulsory:

- Mazzulo, J. – Wheatley, P. (2006): SAP R/3 for Everyone: Step-by-Step Instructions, Practical Advice, and Other Tips and Tricks for Working with SAP, Prentice Hall, ISBN-13: 978-0131860858
- Schulz. O. (2017): Using SAP: An Introduction for Beginners and Business Users, SAP Press, ISBN 978-1-4932-1405-1.

Recommended:

- Anderson, G. (2011): Teach Yourself SAP in 24 Hours, Fourth Edition, Sams publisher. ISBN-13: 978-0672335426
- Narayanan, V. (2006): SAP R/3 FI Transactions. SAP R/3 FI Transactions.
- Nicholas G. Carr (2003): Does IT matter? Harvard Business Review.

## Schedule

|   |  |
|---|--|
| <b>1<sup>st</sup> week Registration week</b>  |  |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Determining the requirements of the course<br><b>Practice:</b> Introduction to the ERP Systems                             | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> The history of SAP AG, SAP Business Processes<br><b>Practice:</b> SAP R/3 Systems main features and functions of the User Interface, Navigation in the Menu |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Integration of ERP systems<br><b>Practice:</b> Creating documents and sending in the Business Workplace, Calendar Function | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Modules of SAP<br><b>Practice:</b> Distribution Lists   |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Global Bike Industries (GBI)<br><b>Practice:</b> Creating Reports and Jobs   | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> GBI and logistics<br><b>Practice:</b> Midterm A   |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |  |

**9<sup>th</sup> week:****Lecture:** Inquires, Quotation**Practice:** Sales Orders**11<sup>th</sup> week:****Lecture:** Financial Accounting in GBI**Practice:** Master Data, Financial Statements, Posting etc.**13<sup>th</sup> week:****Lecture:** Product Planning and Execution in SAP**Practice:** Proposal, Planning, Schedule and Release, Good issue and receipt, Order settlement**10<sup>th</sup> week:****Lecture:** Sales and Distribution in GBI**Practice:** Goods Receipt, Shipping, Billing**12<sup>th</sup> week:****Lecture:** Material Management in GBI (Procurement process)**Practice:** Requisition, Vendor Selection, Purchase Order, Vendor shipment, Goods and Invoice Receipt, Payment to vendor**14<sup>th</sup> week:****Midterm B****15<sup>th</sup> week: 2<sup>nd</sup> drawing week****Requirements****A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three occasions during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence.

During the semester there are two mid-term tests (50-50%).

**B, for a grade:**

The course ends in an examination.

The grade is given according to the following (score/grade): 0-49 % = fail (1); 50-62 % = pass (2); 63-75 % = satisfactory (3); 76-89 % = good (4); 90-100 % = excellent (5).

If the final score is below 50 per cent, the student once can take a retake test of the whole semester material as regulated by the Statutes of Examination and Teaching. Personal attendance is required.

**MSc Thesis I.**

Code: MK5DIP1M15MX21-EN

ECTS Credit Points: 15

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 0+3

### Topics:

This course is an overview of writing and organizational skills necessary for completion of thesis and submission of articles for publication. Thesis I. course is designed to help MSc students undertaking a literature research related to the field of Engineering Management. At the completion of this course students should be able to:

Formulate key questions for a review

Organize a literature search; identify, analyse, evaluate relevant sources.

Create evidence tables and summary tables

Rate the scientific quality of each study and the level of evidence for each question.

### Literature:

*Compulsory:*

- Student Success: A Guide to APA 6th ed. Referencing Style
- Cochrane Handbook for Systematic Reviews of Interventions, Chapter 6: Searching for studies.

### Schedule

|  |   |
|--|---|
| <b>1<sup>st</sup> week Registration week</b>   |   |
| <b>2<sup>nd</sup> week:</b><br><b>Practice:</b> Introduction of literature research  | <b>3<sup>rd</sup> week:</b><br><b>Practice:</b> Structure of Literature review, steps and requirements of literature review and thesis. |
| <b>4<sup>th</sup> week:</b><br><b>Practice:</b> Find a subject and supervisor, read the key articles, make a literature research plan. | <b>5<sup>th</sup> week:</b><br><b>Practice:</b> APA format references, TEST on e-learning system.                                       |
| <b>6<sup>th</sup> week:</b><br><b>Practice:</b> Using reworks, and Cite and Side   | <b>7<sup>th</sup> week:</b><br><b>Practice:</b> Data clearing in excel  |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  |   |
| <b>9<sup>th</sup> week:</b><br><b>Practice:</b> Data analysis and visualization.   | <b>10<sup>th</sup> week:</b><br><b>Practice:</b> Survey evaluation in excel and Analysis toolpak  |
| <b>11<sup>th</sup> week:</b><br><b>Practice:</b> Structure of presentation   | <b>12<sup>th</sup> week:</b><br><b>Practice:</b> Presentation of literature review  |
| <b>13<sup>th</sup> week:</b><br><b>Practice:</b> Presentation of literature review   | <b>14<sup>th</sup> week:</b><br><b>Practice:</b> Presentation of literature review  |

## 15<sup>th</sup> week: 2<sup>nd</sup> drawing week

### Requirements

Participation at practices is compulsory. Students must attend practices and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures and practices will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor. At least 80% has to be reached on reference test for signature.

### B, for a grade:

The course ends with a literature review submission. Every student has to submit a literature review in field of engineering management. The content of literature review has to meet with the requirements. The literature review will be graded on the following way: Critical thinking, Coherence/Organization, References, Mechanics.

### MSc Thesis II

Code: MK5DIP2M15MX21-EN

ECTS Credit Points: 15

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 0+7

Prerequisite: MSc Thesis I

Based on the literature review performed during the Thesis 1. course, the practical part of the MSc thesis has to be carried out under the supervision of the chosen Professor/Teacher. Furthermore, preparation for the final defence (Binding the thesis and creating the PPT presentation) should be made 1 week before the deadline of the thesis submission. In this semester, students have to consult at least once per week with his/her supervisor to present the progress of his/her practical part.

Formal thesis requirements can be found at the Faculty's website:  
<https://eng.unideb.hu/en/node/288>

Subject group “Differentiated Field-Specific Subjects” for Construction Industry  
specialization

## **Building Energetics II**

Code: MK5EEN2L04M321-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1st year, 2ndsemester

Number of teaching hours/week (lecture + practice): 1+3

### **Topics:**

The relations between the energy, the economy, the society and the environment. The basic definitions of the energy management, the systems of the energy supply and the different kinds of converters. Heat transfer processes. Thermal balance of a building. Degree-day method. The nearly zero energy buildings. Renewable energy technologies for energy efficient buildings. The importance of the building energetics. Ventilation primer energy use calculation methods. Cooling primer energy use calculation methods. Renewable energy technologies for energy efficient buildings. Improving the energy efficiency of the building and possibilities of reducing the energy need and energy use of the building. Energy performance certification.

### **Literature:**

#### *Compulsory:*

- Al-Shemmeri, T. Energy Audits, Willey-Blackwell, 2011.
- EPBD recast (<http://eur-lex.europa.eu>)
- Richarz, C. and Schulz, C. Energy efficiency refurbishments, FSC, 2013.

#### *Recommended:*

- Hodge, B. Alternative Energy Systems and Applications, Wiley, 2009.
- Kalmár, F. Energy concious heating, Akadémia Kiadó, 2011.
- Moss, J. K. Energy Management in Buildings, Taylor & Francis, 2006.
- Moss, J. K. Heat and Mass Transfer in Buildings, 2nd edition, Taylor & Francis, 2007.
- Littler, J. and Thomas, R. Design with energy The conservation and use of energy in buildings, Cambridge University Press, 2003.

- J.K. Nayak , J.A. Prajapati, Handbook on energy conscious buildings, 2006

## Schedule

|   |   |
|---|---|
| <b>1<sup>st</sup> week Registration week</b>  |   |
| <p><b>2<sup>nd</sup> week:</b></p> <p><b>Lecture:</b> The relations between the energy, the economy, the society and the environment. The basic definitions of the energy management, the systems of the energy supply and the different kinds of converters.</p> <p><b>Practice:</b> Basic examples of calculation.</p> <p><b>4<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Thermal balance of a building.</p> <p><b>Practice:</b> Basic heat transfer calculations.</p> <p><b>6<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The nearly zero energy buildings.</p> <p><b>Practice:</b> Basic examples of calculation</p> | <p><b>3<sup>rd</sup> week:</b></p> <p><b>Lecture:</b> Heat transfer processes.</p> <p><b>Practice:</b> Basic heat transfer calculations.</p> <p><b>5<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Degree-day method</p> <p><b>Practice:</b> Basic examples of calculation</p> <p><b>7<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Renewable energy technologies for energy efficient buildings.</p> <p><b>Practice:</b> Examples of calculation</p>  |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |   |
| <p><b>9<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The importance of the building energetics.</p> <p><b>Practice:</b> Basic examples of calculation</p> <p><b>11<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Cooling primer energy use calculation methods.</p> <p><b>Practice:</b> Basic examples of calculation</p> <p><b>13<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Improving the energy efficiency of the building and possibilities of reducing the energy need and energy use of the building.</p>   | <p><b>10<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Ventilation primer energy use calculation methods.</p> <p><b>Practice:</b> Basic examples of calculation</p> <p><b>12<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Renewable energy technologies for energy efficient buildings.</p> <p><b>Practice:</b> Basic examples of calculation</p> <p><b>14<sup>th</sup> week:</b></p> <p><b>Lecture:</b> Energy performance certification.</p> <p><b>Practice:</b> Basic examples of calculation</p> |

**Practice:** Basic examples of calculation

**15<sup>th</sup> week:** 2<sup>nd</sup> drawing week

## **Requirements**

### **A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three practice classes during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

### **B, for a grade:**

During the semester there are two tests: the mid-term test is on the 7th week and the end-term test is on the 14th week. The minimum requirement of the mid-term and the end-term test is 51% separately. If the score for any of the tests is below 51 points, the student can take a retake test of the whole semesters material. Students must sit for the tests. The grade for each test is given according to the following: score/grade: 0-50 fail (1), 51-60 pass (2), 61-75 satisfactory (3), 76-89 good (4), 90-100 excellent (5). The average grade of the two tests represents the final grade.

## **Organization of Construction Processes in BIM Environment**

Code: MK5EPE2M04M321-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup>semester

Number of teaching hours/week (lecture + practice): 2+2

### **Topics:**

Students will gain an overview of construction processes and the organization of construction processes in a BIM environment.

During the lectures, students get acquainted with the division of construction processes, including the concepts of contract and commissioning, preparation, design, implementation, commissioning and operation of the structure, and the concepts of quality and quality assurance. After reviewing the classical approach to construction organization, students begin to master the basics of building information modelling and management (BIM).

In the lectures, students will learn the basics of the BIM approach, the history of BIM, the actors in BIM processes, and the basic concepts and definitions related to BIM. The course introduces the application possibilities of BIM. To do this, students will be introduced to international case studies.

The exercises is task-oriented: students become acquainted with the CAD-based programs that are used to design structures and to prepare for the organization of the implementation of the structure.

Students deepen their expertise and develop their skills by processing the knowledge they have acquired in the subject topics during the internships and the individual processing of the curriculum at home.

### Literature:

#### *Compulsory:*

- Sacks, R. – Eastmen, Ch. – Lee, G. – Teicholz, P.: BIM Handbook. A Guide to Building Information Modeling for Owners, Designers, Engineers, Contractors, and Facility Managers. Third Edition. John Wiley & Sons, Inc. Hoboken, New Jersey, 2018.
- Holzer, D.: The BIM Managers Handbook Guidance for Professionals in Architecture, Engineering, and Construction. John Wiley & Sons, Inc. Chichester, West Sussex, 2016.

#### *Recommended:*

- Hardin, B. – McCool, D.: BIM and Construction Management. Proven Tools, Methods, and Workflows. Second Edition. John Wiley & Sons, Inc. Indianapolis, Indiana, 2015.
- Daniotti, B. – Pavan, A. – Spagnolo, S.L. – Caffi, V. – Pasini, D. – Mirarchi, C.: BIM-Based Collaborative Building Process Management. Springer Nature Switzerland AG 2020.

### Schedule

| 1 <sup>st</sup> week Registration week   |  |
|--|--|
| <p><b>2<sup>nd</sup> week:</b></p> <p><b>Lecture:</b> Organization of the implementation: process segmentation, actors, building processes as one builds on the other process</p> <p><b>Practice:</b> Architect and static designer program</p> <p><b>4<sup>th</sup> week:</b></p> | <p><b>3<sup>rd</sup> week:</b></p> <p><b>Lecture:</b> The contract. Transfer to the company</p> <p><b>Practice:</b> Mapping and geotechnical design program</p> <p><b>5<sup>th</sup> week:</b></p> |

**Lecture:** Preparation and planning  
**Practice:** Civil engineer and building electrical design program

**6<sup>th</sup> week:**

**Lecture:** Commissioning and operation  
**Practice:** A workflow planning and scheduling program

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** BIM basics (basic concepts, definitions); Information content of BIM models

**Practice:** Revit (BIM software architecture, structural design, building engineering, building electricity in one package)

**11<sup>th</sup> week:**

**Lecture:** BIM collaboration  
**Practice:** Revit

**13<sup>th</sup> week:**

**Lecture:** BIM-based analyses  
**Practice:** Navisworks Manage (project management and implementation support program)

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**Lecture:** Implementation (creation, construction)

**Practice:** Budget program

**7<sup>th</sup> week:**

**Lecture:** Quality and quality assurance  
**Practice:** First test (or submission of first case study)

**10<sup>th</sup> week:**

**Lecture:** BIM in design, execution, roles  
**Practice:** Revit

**12<sup>th</sup> week:**

**Lecture:** BIM in operation  
**Practice:** Navisworks Manage (project management and implementation support program)

**14<sup>th</sup> week:**

**Lecture:** BIM-based simulations  
**Practice:** Second test (or submission of second case study)

## Requirements

**A, for a signature:** Two positive tests, or two positive semester tasks

**B, for a grade:** Two positive tests or two positive semester tasks (50 %) and oral and written exam (50%)

## Complex Project

Codes: MK5KOMPM04M317-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 0+4

### Topics:

In particular, the course will be focused on the student's ability development to manage complex exercises and implement technical, economic, financial and management tasks so that students are able to make comprehensive, comparative and scientific analysis. The course is highly interactive with challenging complex problem solving, team work, individual presentation and case studies.

### Literature:

*Compulsory:*

- Hevner et al., Design Science in IS Research, MIS Quarterly Vol. 28 No. 1, pp. 75-105/ March 2004
- Ken Peffers et al., A design Science Research Methodology for Information Systems Research, Journal of Management Information Systems, August 2007, Vol. 24, No. 3, pp. 45-77
- Research Methods for Operations Management: Edition 2, by Christer Karlsson
- Abdul Razzak Rumane (2010) Quality Management in Constructions Projects, CRC Press

### Schedule

#### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Practice:** Introduction to Complex Project. Domestic points and goals of Complex Project. Research as a problem solving process. Examples for it.

#### 4<sup>th</sup> week:

**Practice:** Databases for literature study. Search engines and library databases

#### 6<sup>th</sup> week:

**Practice:** Define a research question

#### 3<sup>rd</sup> week:

**Practice:** Project Log-frame. Design the requirements of project with log-frame.

#### 5<sup>th</sup> week:

**Practice:** Perform literature study. Finding books. Finding journal articles. Selecting keywords

#### 7<sup>th</sup> week:

|  |   |
|--|---|
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  | <b>Practice:</b> Research Design – meta process, Conceptualization, Operationalization, and Measurement           |
| <b>9<sup>th</sup> week:</b><br><b>Practice:</b> Structures of artefact. Artefact is built.   | <b>10<sup>th</sup> week:</b><br><b>Practice:</b> Data collecting methods, Data processing methods, Data analysis. |
| <b>11<sup>th</sup> week:</b><br><b>Practice:</b> Data collecting methods, Data processing methods, Data analysis                       | <b>12<sup>th</sup> week:</b><br><b>Practice:</b> Data collecting methods, Data processing methods, Data analysis  |
| <b>13<sup>th</sup> week:</b><br><b>Practice:</b> Report creation out of the project. Wrap up of Complex Project.                       | <b>14<sup>th</sup> week:</b><br><b>Practice:</b> Evaluation of submitted research paper                           |
| <b>15<sup>th</sup> week: 2<sup>nd</sup> drawing week Research paper presentations (Presentation of Complex project and discussion)</b> |   |

## Requirements

### A, for a signature:

Participation at practice is compulsory. Students must attend practices and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at practice will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practices must be made up for at a later date, being discussed with the tutor.

### B, for a grade:

During the semester research paper is written. The research paper consists of literature study and case study. By the end of the semester the research paper is presented by the students. The course ends in end-semester grade. The grade is calculated as

- 50% from mid-term test
- 25% from submitted paper.
- 25% from presentation of the project

The minimum requirement for passing is 60%, the grade for the final mark is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

## Reconstruction

Code: MK5REKOM04M317-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 1st semester

Number of teaching hours/week (lecture + practice): 2+2

**Topics:**

During the semester students are familiar with the whole process (steps, phases) of the building reconstruction.

**Literature:**

*Compulsory:*

- Edward Allen, Joseph Iano (2013): *Fundamentals of Building Construction: Materials and Methods*. Wiley; 6 edition. ISBN-10: 1118138910
- Madan L Mehta, Walter Scarborough, Diane Armpriest (2012): *Building Construction: Principles, Materials, & Systems*. Pearson; 2 edition. ISBN-10: 0132148692
- Francis D. K. Ching (2014): *Building Construction Illustrated*. Wiley; 5 edition. ISBN-10: 1118458346*Recommended:*

**Schedule**

|  |  |
|--|--|
| <b>1<sup>st</sup> week Registration week</b>   |  |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Status survey I.<br><b>Practice:</b> On-site visual inspection, material sampling                   | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Status survey II.<br><b>Practice:</b> Making of documents, photographs, site plan, floor plan     |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Analysis, structural analysis<br><b>Practice:</b> Collection of structural errors                   | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Examination of external structural elements I.<br><b>Practice:</b> Plinth, pattern, cellar        |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Examination of external structural elements II.<br><b>Practice:</b> Main wall, pillars              | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Structure analysis<br><b>Practice:</b> Slab, roofing  |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  |  |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Examination of internal structural elements I.<br><b>Practice:</b> Main wall, pillars, column, beam | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Examination of internal structural elements II.<br><b>Practice:</b> Slab, balcony, internal slab |

**11<sup>th</sup> week:**

**Lecture:** Examination of internal structural elements III.

**Practice:** Examination of partition walls and masonry walls, substrate, crack, water test

**13<sup>th</sup> week:**

**Lecture:** Roof structure examination II.

**Practice:** High roof, beams

**12<sup>th</sup> week:**

**Lecture:** Roof structure examination I.

**Practice:** Flat roof, water, heat and sound insulation, sloping concrete

**14<sup>th</sup> week:**

**Lecture:** Roof structure examination III.

**Practice:** Rafters and roof rails

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week****Requirements****A, for a signature:**

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three practice classes during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

During the semester there is one test: the end-term test is on the 15th week. Students must sit for the test.

**B, for a grade:**

The course ends in a mid-semester grade based on the one test.

The minimum requirement of the mid-term and the end-term test is 60% separately. The grade for each test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 60, the student once can take a retake test of the whole semester material.

**Construction Management III**

Code: MK5EPS3M04M317-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 2<sup>nd</sup> semester

Prerequisite: **Organization of Construction Processes in BIM Environment**

Number of teaching hours/week (lecture + practice): 2+2

## Topics:

This course is focusing on various scopes of BIM. Main topics are data standardization and the benefits of model based estimating.

## Literature:

### Compulsory:

- BIM Forum: Level Of Development Specification. BIM Forum, Digitally printed: 2019 April. 256 pp.

## Schedule

|   |  |
|---|--|
| <b>1<sup>st</sup> week Registration week</b>  |  |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Introduction, BIM overview<br><b>Practice:</b> Vico Office software demo and intro training            | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Level of Development Specification<br><b>Practice:</b> Database building - LOD          |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Construction Classification Standards<br><b>Practice:</b> Database building - Work breakdown structure | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> 3D planning and quantity takeoff<br><b>Practice:</b> Database building - Quantification |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Model-based cost planning<br><b>Practice:</b> Cost planning in Vico Office                             | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Model-based schedule planning<br><b>Practice:</b> Schedule planning in Vico Office      |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |  |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Virtual construction workflows 1<br><b>Practice:</b> Project communication 1                           | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Virtual construction workflows 2<br><b>Practice:</b> Project communication 2           |

## Requirements

### A, for a signature:

Participation at practice classes is compulsory. Students must attend practice classes and may not miss more than three occasions during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Students can't take part in any practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practice classes must be made up for at a later date, being discussed with the tutor.

### B, for a grade:

The course ends in mid-semester grade based on a homework assignment.

The grade is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

In case of fail, students will have a chance to resend the fixed assignment.

Subject group “Differentiated Field-Specific Subjects” for Industrial Process  
Engineering specialization

## Production Technologies

Code: MK5TERMM04M217-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 1+3

### Topics:

The aim of this course is to develop the systematic approach and process-oriented thinking of the students which allows them to select the related technical fields with complex technical equipment design, operation and development. The course is aimed at the integration of systems thinking mainly to the introduction of the use of modern tools and typical process, manufacturing control engineering design tasks.

### Literature:

#### *Compulsory:*

Mikell P. Groover (2014): Fundamentals of Modern Manufacturing, Danvers, MA, John Wiley & sons, Inc.

### Schedule

#### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Lecture:** Introduction and Basic concepts of Manufacturing

**Practice:** Laboratory safety, Engineering Materials

#### 4<sup>th</sup> week:

**Lecture:** Shaping processes in glassworking

**Practice:** Product design Consideration

#### 6<sup>th</sup> week:

**Lecture:** Processing of Polymer Matrix Composites

#### 3<sup>rd</sup> week:

**Lecture:** Processing of ceramics and cements

**Practice:** Handmade technologies of ceramics, Bulk deformation of clay

#### 5<sup>th</sup> week:

**Lecture:** Shaping processes for plastics

**Practice:** Vacuum forming, Additive technology

#### 7<sup>th</sup> week:

**Lecture:** Manufacturing technology of composite materials

**Practice:** Making of Bio composite structure

**Practice:** Making of carbon fiber reinforced PMC

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** Fundamentals of metal casting, Metal casting processes

**Practice:** Metal casting

**11<sup>th</sup> week:**

**Lecture:** Bulk deformation processes in metalworking

**Practice:** Sheet metalworking

**13<sup>th</sup> week:**

**Lecture:** Surface processing operations

**Practice:** Ceramic Coating Process with fired enamel technics

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**10<sup>th</sup> week:**

**Lecture:** Property-Enhancing operations

**Practice:** Heat treatment of steel

**12<sup>th</sup> week:**

**Lecture:** Particulate processing

**Practice:** Materials and products for Powder Metallurgy

**14<sup>th</sup> week:**

**Lecture:** Joining and Assembly Processes

**Practice:** Soldering, adhesive bonding, mechanical assembly

## Requirements

### A, for a signature:

Participation at lectures is compulsory. Students must attend lectures and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor.

The minimum requirement of the mid-term and the end-term test is 60 % separately. At the end of the semester everybody will get a mid-semester grade on the basis of the table below: The grade for each test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 60 point, the student once can take a retake test of the whole semester material. If somebody fails, then he/she must write both tests in the 1st week of the exam period again. If the result is 60 % or better the retake test is success. If somebody must repeat his midterm tests, then his grade can't be better than (2).

### B, for a grade:

The grade will be the average of the two test's grade. If it is for example (3.5) then the lecturer decides if it is (3) or (4).

## Cellular Manufacturing

Code: MK5GYCELM04M217-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 2+2

### Topics:

In this course, we will cover the following topics: design of different manufacturing systems, design and control of cellular manufacturing systems. Push and Pull logistics systems. LEAN based cell planing. LEAN based cell scheduling by HEIJUNKA. At the end of the semester the students should be have a basic understanding of the design, operation and control of cellular manufacturing systems and be able to use quantitative methods to model, analyze, and optimize such systems.

### Literature:

#### *Compulsory:*

- N. Singh, D. Rajamani: Cellular Manufacturing Systems: Design, planning and control 1996th Edition ISBN-10: 041255710X
- Nahmias, S. 2004. Production and Operations Analysis. 5th Edition. McGraw Hill/Irwin. ISBN 0-07-241741-2

### Schedule

|  |  |
|--|--|
| <b>1<sup>st</sup> week Registration week</b>   |  |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Introduction to Cellular manufacturing<br><b>Practice:</b> Case studies | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Types of cellular<br><b>Practice:</b> Case studies                    |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Intelligent automation<br><b>Practice:</b> Jidoka Problem Solving       | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Intelligent automation<br><b>Practice:</b> Jidoka tools               |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Material flow scheduling<br><b>Practice:</b> Heijunka                   | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Production flow analysis<br><b>Practice:</b> Methods of flow analysis |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  |  |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Flexible manpower line  | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Standard work  |

**Practice:** Technics of optimizing the number of workers

**11<sup>th</sup> week:**

**Lecture:** Flexible manufacturing

**Practice:** Control of cellular flexible manufacturing systems

**13<sup>th</sup> week:**

**Lecture:** Multi process handling

**Practice:** Case studies

**Practice:** methods of planning standard work

**12<sup>th</sup> week:**

**Lecture:** One piece flow

**Practice:** Lot streaming

**14<sup>th</sup> week:**

**Lecture:** Combined cellular Manufacturing

**Practice:** Case studies

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

## Requirements

### A, for a signature:

Participation in practice classes is compulsory. Students must attend practice classes and they do not have more than three absence during the semester. In case a student does so, they will not get a signature for the subject, and they must repeat the course. Students cannot take part in any other practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. Delayed practice classes will be held on a later date, which will be discussed with the professor.

During the semester there are two tests: the mid-term test on the 8th week and the end-term test on the 15th week. Students must take the tests.

### B, for a grade:

The course ends up with an exam based on the average result of the two tests.

The minimum requirement of the mid-term and the end-term test is 60% in each test. The grade for each test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

If the score of any test is below 60, the student once can take a retake test of the whole semester material.

## Complex Project

Codes: MK5KOMPM04M217-EN, MK5KOMPM04M117-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 0+4

## Topics:

In particular, the course will be focused on the student's ability development to manage complex exercises and implement technical, economic, financial and management tasks so that students are able to make comprehensive, comparative and scientific analysis. The course is highly interactive with challenging complex problem solving, team work, individual presentation and case studies.

The course focuses on the theory and application of the following:

Collection of data; The method of data processing and analysis; evaluation of data, data visualizing, interpretation of results. Strategy planning, Process modelling, artefact building. Problem solving by design science research in the frame of Business Process Management (BPM).

## Literature:

*Compulsory:*

- Hevner et al., Design Science in IS Research, MIS Quarterly Vol. 28 No. 1, pp. 75-105/ March 2004
- Ken Peffers et al., A design Science Research Methodology for Information Systems Research, Journal of Management Information Systems, August 2007, Vol. 24, No. 3, pp. 45-77
- Research Methods for Operations Management: Edition 2, by Christer Karlsson

## Schedule

|  |  |
|--|--|
| <b>1<sup>st</sup> week Registration week</b>   |  |
| <b>2<sup>nd</sup> week:</b><br><b>Practice:</b> Design Science Research  | <b>3<sup>rd</sup> week:</b><br><b>Practice:</b> Four main types of Quantitative research: Descriptive, Correlational, Causal-Comparative |
| <b>4<sup>th</sup> week:</b><br><b>Practice:</b> Steps of complex problem solving in the field of Business Process Management (BPM) | <b>5<sup>th</sup> week:</b><br><b>Practice:</b> Process Modelling by EPC (Event-driven Process Chain diagram)                            |
| <b>6<sup>th</sup> week:</b><br><b>Practice:</b> Planning and scheduling of complex project by research plan                        | <b>7<sup>th</sup> week:</b><br><b>Practice:</b> Project scheduling by logical framework  |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  |  |
| <b>9<sup>th</sup> week:</b>  | <b>10<sup>th</sup> week:</b>   |

**Practice:** Process analysis and root cause identification.

**11<sup>th</sup> week:**

**Practice:** Artefact building and evaluation of possible solutions

**13<sup>th</sup> week:**

**Practice:** Team complex project work

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**Practice:** Ranking of potential root causes by FMEA (Failure Mode and Effect analysis)

**12<sup>th</sup> week:**

**Practice:** Planning the future state of business processes by advanced technique

**14<sup>th</sup> week:**

**Practice:** Team complex project work.

## Requirements

### A, for a signature:

Participation at practice is compulsory. Students must attend practices and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at practice will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed practices must be made up for at a later date, being discussed with the tutor.

### B, for a grade:

During the semester research paper is written. The research paper consists of literature study and case study. By the end of the semester the research paper is presented by the students. The course ends in end-semester grade. The grade is calculated as

- 50% from mid-term test
- 25% from submitted paper.
- 25% from presentation of the project

The minimum requirement for passing is 60%, the grade for the final mark is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

## Advanced Applied Engineering

Code: MK5OPERM04M217-EN

ECTS Credit Points: 4

Year, Semester: 2<sup>st</sup> year, 1<sup>nd</sup> semester

Evaluation: mid-semester grade

Number of teaching hours/week (lecture + practice): 2+2

## Topics:

In the frame of advanced applied engineering students are going to continue their study in the field of operations research. Uncertain feature of real business problems is included, by which students can carry out a complete analysis of a given problem. Important advanced models are discussed, such as multi-objective linear programming, multi-period production planning, facility location problems, etc. At the end of the course a complex project will be given to the students, which relies on the previously acquired material.

## Literature:

### *Compulsory:*

- Cliff T. Ragsdale: Spreadsheet Modeling & Decision Analysis, 8th edition, 2017, ISBN: 9781305947412
- Wayne L. Winston: Operations research: Applications and Algorithm, 4<sup>th</sup> Edition, Brook/Cole, Canada, 2004, ISBN: 978-0534380588
- George B. Dantzig: Linear Programming and Extensions, Princeton University Press, 1998, ISBN: 978-0691059136

## Schedule

|   |  |
|---|--|
| <b>1<sup>st</sup> week Registration week</b>  |  |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Revision of Applied Engineering course<br><b>Practice:</b> Computer related practice – Modell creation, sensitivity analysis | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Decision making under uncertainty<br><b>Practice:</b> Computer related practice – Decision making under uncertainty       |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Decision making under uncertainty<br><b>Practice:</b> Computer related practice – Decision making under uncertainty          | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Multi-objective linear programming<br><b>Practice:</b> Computer related practice – Multi-objective linear programming     |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Multi-objective linear programming<br><b>Practice:</b> Computer related practice – Multi-objective linear programming        | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Deterministic Multi-period programming<br><b>Practice:</b> Computer related practice – Multi period models for production |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |  |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Deterministic Multi-period programming<br><b>Practice:</b> Computer related practice – Multi period models for production    | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Queuing theory<br><b>Practice:</b> Computer related practice – Queuing theory  |

**11<sup>th</sup> week:****Lecture:** Facility location design**Practice:** Computer related practice – Facility location design**13<sup>th</sup> week:****Lecture:** Complex project solving**Practice:** Complex project solving**12<sup>th</sup> week:****Lecture:** Facility location design**Practice:** Computer related practice – Facility location design**14<sup>th</sup> week:****Lecture:** Complex project solving**Practice:** Complex project solving**15<sup>th</sup> week: 2<sup>nd</sup> drawing week****Requirements****A, for a signature:**

Participation at practices is compulsory. Students must attend practices and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures and practices will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor.

**B, for a grade:**

The course ends in end-term test. The grade for the test is given according to the following table:

| Score  | Grade            |
|--------|------------------|
| 0-59   | fail (1)         |
| 60-69  | pass (2)         |
| 70-79  | satisfactory (3) |
| 80-89  | good (4)         |
| 90-100 | excellent (5)    |

**C, Etiquette:**

A large portion of class time is spent sharing opinions and sharing information. Therefore, it is of utmost importance to communicate with courtesy and professionalism. Professional courtesy includes respecting others' opinions, being courteous and respectful, and working together in the spirit of cooperation. Discussions and assignments will be graded on quality and professionalism. Please refrain from using cell phones or other disruptive electronic devices while attending class, and please silence all sounds made by such devices while class is in session.

**D, Use of English:**

In accordance with Faculty Policy, students may be penalized up to 10% of the marks on all assignments, tests, and examinations for the improper use of English.

## System Engineering

Code: MK5RENDM04M217-EN and MK5RENDM04M117-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Prerequisites:

on Industrial Process Engineering specialization: Advanced Applied Engineering

on Material Handling and Logistics specialization: Supply Chain Informatics System

Year, Semester: 2<sup>nd</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 2+2

### Topics:

This course in systems engineering examines the principles and process of creating effective systems to meet application demands. Concepts, problems, and methods of systems engineering are introduced in lectures and discussions and applied in assignments and through semester-long group projects.

### Literature:

*Compulsory:*

- Kossiakoff, A., Sweet, W. (2003). Systems Engineering Principles and Practice. John Wiley and Sons, Inc: Hoboken, New Jersey. ISBN 0-471- 23443-5

### Schedule

|   |   |
|---|---|
| <b>1<sup>st</sup> week Registration week</b>  |   |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Definition of a system<br><b>Practice:</b> Case studies                            | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Structure of a complex system<br><b>Practice:</b> Fault-tree analysis              |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> The system life cycle<br><b>Practice:</b> Case studies of Life-cycle cost analysis | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Quality function deployment<br><b>Practice:</b> Different dimensions of QFD        |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Maintainability Engineering<br><b>Practice:</b> MTA and RCM tools                  | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Advanced System Quality Planning<br><b>Practice:</b> The steps and methods of ASQP |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>   |   |

**9<sup>th</sup> week:**

**Lecture:** Needs analysis, Risk analysis

**Practice:** VOC investigation, Risk factor calculation and risk reporting

**10<sup>th</sup> week:**

**Lecture:** Quality function deployment

**Practice:** Requirements of system

**Requirements**

Participation at practices is compulsory. Students must attend practices and may not miss more than three of them during the semester. In case a student does so, the subject will not be signed and the student must repeat the course. Attendance at lectures and practices will be recorded by the lecturer. Being late is equivalent with an absence. In case of further absences, a medical certification needs to be presented. Missed lectures must be made up for at a later date, being discussed with the tutor.

**B, for a grade:**

The course ends in end-term test. The grade for the test is given according to the following (score/grade): 0-59 % = fail (1); 60-69 % = pass (2); 70-79 % = satisfactory (3); 80-89 % = good (4); 90-100 % = excellent (5).

Subject group “Differentiated Field-Specific Subjects” for Material Handling and Logistics specialization

## Digital Logistics

Code: MK5DILOM04M117-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 1<sup>st</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 1+3

### Topics:

There is widespread recognition among leaders in most industries that the role of digital technology is rapidly shifting, from being a driver of marginal efficiency to an enabler of fundamental innovation and disruption. While it is clear that digital technology will transform most industries, there are a number of challenges that need to be understood and addressed. This course is about the latest developments and trends from the digitalization of business and society affecting logistics during that what is called the Fourth Industrial Revolution.

Focus of the course: effects of digitization on management and technical facilitation of material flows in supply chains.

### Literature:

#### *Compulsory:*

- Wang, Y.; Pettit, S: E-Logistics, Pearson Education, 2012
- Graham, D.; Manikas, I.; Folinas, D. K.: E-Logistics and E-Supply Chain Management, Eurospan Group, 2013
- Ross, D. F.: Introduction to e-Supply Chain Management, CRC Press, 2002

#### *Recommended:*

- Arnold, J. R. Tony; Chapman, Stephen N.; Clive, Lloyd M.: Introduction to Materials Management, Pearson Education, 2014
- Grant, David B.: Logistics Management, Pearson Education, 2012

### Schedule

#### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Lecture:** Key concepts of material handling, logistics and supply chain management –

#### 3<sup>rd</sup> week:

the effects of global business and industry digitization.

**Practice:** Case study

**4<sup>th</sup> week:**

**Lecture:** Digitalization in purchasing, procurement and inbound logistics.

**Practice:** Case study

**6<sup>th</sup> week:**

**Lecture:** Distribution - impact of e-commerce on logistics

**Practice:** Case study

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** Transportation - self driving and autonomous vehicles, e-Fleet management.

**Practice:** Case study

**11<sup>th</sup> week:**

**Lecture:** Telematics & Telematics Technology, Reverse logistics and circular economy, Workforce and consumers in the Digital Era. Sharing economy or Uberization

**Practice:** Case study

**13<sup>th</sup> week:**

**Lecture:** Progression of capabilities: supply chain integration and collaboration

**Practice:** Case study

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**Requirements**

**A, for a signature:**

- attendance on study trips
- attendance on the prescribed lectures of scientific and trade conferences
- attendance on at least 60% of course lectures

**B, for a grade:**

- individual or group analysis of a digital logistics case study
- presentation of the case study

**Lecture:** The digital transformation of logistics: Threats and opportunities.

**Practice:** Case study

**5<sup>th</sup> week:**

**Lecture:** Industry 4.0 - Intelligent operations and material management in production logistics and packaging.

**Practice:** Case study

**7<sup>th</sup> week:**

**Lecture:** Warehousing and inventory management - systems and software.

**Practice:** Case study

**10<sup>th</sup> week:**

**Lecture:** Case study

**Practice:** Case study

**12<sup>th</sup> week:**

**Lecture:** Progression of capabilities: functional excellence, Progression of capabilities: enterprise logistics management

**Practice:** Case study

**14<sup>th</sup> week:**

**Lecture:** IoT, cloud, digital supply chain and machine learning vs boxes-and-materials supply chain - new business models

**Practice:** Case study

## Advanced Production Logistics

Code: MK5HTLOM04M117-EN

ECTS Credit Points: 4

Evaluation: exam

Year, Semester: 1<sup>st</sup> year, 2<sup>nd</sup> semester

Number of teaching hours/week (lecture + practice): 2+2

### Topics:

In this course, students are taught different material flow techniques, which can be applied in push and pull logistics system. This course covers these fields: planning line capacity, planning work in process, planning material flow, planning material supply.

### Literature:

#### *Compulsory:*

- Nahmias, S. 2004. Production and Operations Analysis. 5th Edition. McGraw Hill/Irwin. ISBN 0-07-241741-2
- Askin, R.G. and J.B. Goldberg. 2002. Design and Analysis of Lean Production Systems. John Wiley & Sons Inc. ISBN 0-471-11593-2

### Schedule

|  |  |
|--|--|
| <b>1<sup>st</sup> week Registration week</b>   |  |
| <b>2<sup>nd</sup> week:</b><br><b>Lecture:</b> Total Flow Management Model<br><b>Practice:</b> Production flow                           | <b>3<sup>rd</sup> week:</b><br><b>Lecture:</b> Capacity planning<br><b>Practice:</b> Line capacity planning          |
| <b>4<sup>th</sup> week:</b><br><b>Lecture:</b> Push flow<br><b>Practice:</b> I. MRP II   | <b>5<sup>th</sup> week:</b><br><b>Lecture:</b> Material flow scheduling<br><b>Practice:</b> Heijunka                 |
| <b>6<sup>th</sup> week:</b><br><b>Lecture:</b> Standard work<br><b>Practice:</b> methods of standard work planning                       | <b>7<sup>th</sup> week:</b><br><b>Lecture:</b> Inventory in the material flow<br><b>Practice:</b> Supermarket design |
| <b>8<sup>th</sup> week: 1<sup>st</sup> drawing week</b>  |  |
| <b>9<sup>th</sup> week:</b><br><b>Lecture:</b> Inventory in the material flow, Pull flow<br><b>Practice:</b> Puffer design, MTS planning | <b>10<sup>th</sup> week:</b><br><b>Lecture:</b> Pull flow<br><b>Practice:</b> MTO planning                           |

**11<sup>th</sup> week:****Lecture:** Mizusumashi and milk run**Practice:** Material flow in manufacturing**13<sup>th</sup> week:****Lecture:** Techniques of components' supply**Practice:** Methods of continuous supply**15<sup>th</sup> week: 2<sup>nd</sup> drawing week****12<sup>th</sup> week:****Lecture:** Techniques of components' supply**Practice:** Methods of continuous supply**14<sup>th</sup> week:****Lecture:** Techniques of components' supply**Practice:** Sequential supply**Requirements****A, for a signature:**

Participation in practice classes is compulsory. Students must attend practice classes and they do not have more than three absence during the semester. In case a student does so, they will not get a signature for the subject, and they must repeat the course. Students cannot take part in any other practice class with another group. Attendance at practice classes will be recorded by the practice leader. Being late is equivalent with an absence. Delayed practice classes will be held on a later date, which will be discussed with the professor.

During the semester there are two tests: the mid-term test on the 8th week and the end-term test on the 15th week. Students must take the tests.

**B, for a grade:**

The course ends up with an exam based on the average result of the two tests.

The minimum requirement of the mid-term and the end-term test is 60% in each test. The grade for each test is given according to the following table:

| Score  | Grade            |
|--------|------------------|
| 0-59   | fail (1)         |
| 60-69  | pass (2)         |
| 70-79  | satisfactory (3) |
| 80-89  | good (4)         |
| 90-100 | excellent (5)    |

If the score of any test is below 60, the student once can take a retake test of the whole semester material.

**Complex Project**

Code: MK5KOMPM04M217-EN and MK5KOMPM04M117-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 1<sup>st</sup> semester

Number of teaching hours/week (lecture + practice): 0+4

### Topics:

In particular, the course will be focused on the student's ability development to manage complex exercises and implement technical, economic, financial and management tasks so that students are able to make comprehensive, comparative and scientific analysis. The course is highly interactive with challenging complex problem solving, team work, individual presentation and case studies.

The course focuses on the theory and application of the following:

Collection of data; The method of data processing and analysis; evaluation of data, data visualizing, interpretation of results. Strategy planning, Process modelling, artefact building. Problem solving by design science research in the frame of Business Process Management (BPM).

### Literature:

#### *Compulsory:*

- Brealey, R. A. - Myers, S. C. – Allen, F (2014): Principles of Corporate Finances. 11th Edition. McGraw-Hill/Irwin, 2014. ISBN-13: 9780077151560.
- Ploccak, J. – Remington, K. (2012): Tools for Complex Projects. Gower Publishing, Ltd., 2012. ISBN 1409458725, 9781409458722.

#### *Recommended:*

- Wysocki, R. K. (2011): Executive's Guide to Project Management: Organizational Processes and Practices for Supporting Complex Projects. John Wiley & Sons, 2011. ISBN 1118089243, 9781118089248
- Stefano Gatti (2013): Project Finance in Theory and Practice Designing, structuring and financing private and public projects ELSEVIER INC.
- Correia, C. – Flynn, D. K. - Besley – Ulian, E. – Wormald, M. (2012): Financial Management. 6th edition. Juta and Company Ltd. ISBN: 0702171573, 9780702171574.
- Yogesh Kumar Singh (2006): Fundamental Of Research Methodology And Statistics. New Age International, 2006. ISBN 8122418864, 9788122418866.

### Schedule

#### 1<sup>st</sup> week Registration week

#### 2<sup>nd</sup> week:

**Practice:** Design Science Research

#### 4<sup>th</sup> week:

**Practice:** Steps of complex problem solving in the field of Business Process Management (BPM)

#### 3<sup>rd</sup> week:

**Practice:** Four main types of Quantitative research: Descriptive, Correlational, Causal-Comparative

#### 5<sup>th</sup> week:

**Practice:** Process Modelling by EPC (Event-driven Process Chain diagram)

**6<sup>th</sup> week:**

**Practice:** Planning and scheduling of complex project by research plan

**8<sup>th</sup> week: 1<sup>st</sup> drawing week****9<sup>th</sup> week:**

**Practice:** Process analysis and root cause identification.

**11<sup>th</sup> week:**

**Practice:** Artefact building and evaluation of possible solutions

**13<sup>th</sup> week:**

**Practice:** Team complex project work

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week****7<sup>th</sup> week:**

**Practice:** Project scheduling by logical framework

**10<sup>th</sup> week:**

**Practice:** Ranking of potential root causes by FMEA (Failure Mode and Effect analysis)

**12<sup>th</sup> week:**

**Practice:** Planning the future state of business processes by advanced technique

**14<sup>th</sup> week:**

**Practice:** Team complex project work.

**Requirements****A, for signature:**

Participation at practice is compulsory. Student must attend the practices and may not miss more than three practice during the semester. In case a student misses more than three, the subject will not be signed and the student must repeat the course. Student can't make up a practice with another group. The attendance on practice will be recorded by the practice leader. Being late is counted as an absence. In case of further absences, a medical certificate needs to be presented. Missed practices should be made up for at a later date, to be discussed with the tutor. Students are required to bring the necessary utensil (e.g. calculator) for the course with them to each practice. Active participation is evaluated by the teacher in every class. If student's behavior or conduct doesn't meet the requirements of active participation, the teacher may evaluate their participation as an absence due to the lack of active participation in class.

During the semester there are two tests: the mid-term test is in the 7th week and the end-term test in the 14th week. Students have to sit for the tests. During the semester a complex problem-solving process has to be performed in team work. Result of team work is counted into the final grade.

**B, for grade:**

The minimum requirement of the mid-term test and the end-term test is 50% separately. The course ends in mid-semester grade, the grade is calculated as:

- 30%-30% from the two tests,
- 40% from the result of the teamwork.

The minimum requirement for passing is 50%, the grade for the final mark is given according to the following (score/grade): 0-49 % = fail (1); 50-62 % = pass (2); 63-75 % = satisfactory (3); 76-88 % = good (4); 89-100 % = excellent (5).

If the score of any test is below 50%, the student once can take a retake test of the whole semester material

## Advanced Warehouse Systems

Code: MK5KORAM04M121-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 1<sup>st</sup>semester

Number of teaching hours/week (lecture + practice): 2+2

### Topics:

The aim of the course is to get acquainted with storage systems. Gets acquainted with the connections and peculiarities of the storage process. Coordinate warehouse product identification methods and communication with production and external actors.

### Literature:

#### *Compulsory:*

Hompel Michael ten: Warehouse Management, Springer-Verlag 2006, ISBN13 (EAN): 9783540352181

Edward Frazelle: World-Class Warehousing and Material Handling, McGraw hill 2015, ISBN-13: 978-0071842822

#### *Recommended:*

Stuart Emmett: Excellence in Warehouse Management: How to Minimise Costs and Maximise Value, Wiley 2005, ISBN: 978-0-470-01531-5

Max Muller: Essentials of Inventory Management, HarperCollins Leadership 2019, ISBN13: 978-1400212378

Scott Keller, Brian Keller: Definitive Guide to Warehousing, The: Managing the Storage and Handling of Materials and Products in the Supply Chain (Council of Supply Chain Management Professionals), Pearson 2013, ISBN-13: 978-0133448900

John J. BARTHOLDI, Steven T. HACKMAN: WAREHOUSE & DISTRIBUTION SCIENCE, The Supply Chain and Logistics Institute School of Industrial and Systems Engineering Georgia Institute of Technology Atlanta, 2014

### Schedule

1<sup>st</sup> week Registration week

2<sup>nd</sup> week:

3<sup>rd</sup> week:

**Lecture:** The main material flows and processes in a warehouse. Features and types of storage systems.

**Practice:** Case study

**4<sup>th</sup> week:**

**Lecture:** Aspects of the design of goods preparation spaces. Selection of storage systems by different methods.

**Practice:** Case study

**6<sup>th</sup> week:**

**Lecture:** Product identification systems. RFID, Biometric, other specific identification systems.

**Practice:** Case study

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** Traditional and automated material flow and storage of high traffic route planning and optimization.

**Practice:** Case study & planning task

**11<sup>th</sup> week:**

**Lecture:** The typical logistics technology variations of storing. Planning of transporting connections and loading technology.

**Practice:** Case study & calculation task

**13<sup>th</sup> week:**

**Lecture:** Planning the topology and layout of storage systems in case of a very-narrow-aisle (VNA) system. The sizing tasks regarding to the applied storage equipments. How to create a logistics system plan of a warehousing technology.

**Practice:** Case study & Planning task

**Lecture:** The process of storing bulk and piece goods. Comparison of piece storage systems from several perspectives.

**Practice:** Case study & calculation task

**5<sup>th</sup> week:**

**Lecture:** Product identification systems. Bar Code, QR Code

**Practice:** Case study & calculation task

**7<sup>th</sup> week:**

**Lecture:** Specificity of order picking processes, materials handling and order picking workflow design.

**Practice:** Case study & calculation task

**10<sup>th</sup> week:**

**Lecture:** Communication with production characteristics and communication systems coordination.

**Practice:** Case study

**12<sup>th</sup> week:**

**Lecture:** Planning the dimensions of loading bays, and the goods preparation areas of warehouses

**Practice:** Case study & calculation task

**14<sup>th</sup> week:**

**Lecture:** Measures of the efficiency of storage systems. (rotation speed, area and volume utilization rates, inventory coverage time, operation, lead times, etc.)

**Practice:** Case study & calculation task

## Requirements

### A, for a signature:

- attendance on study trips
- attendance on the prescribed lectures of scientific and trade conferences
- attendance on at least 60% of course lectures

### B, for a grade:

Proper solution of an individual task

- Exam

## Planning of Logistics Systems

Code: MK5LORTM04M121-EN

ECTS Credit Points: 4

Evaluation: mid-semester grade

Year, Semester: 2<sup>nd</sup> year, 2<sup>nd</sup> semester

Prerequisite: Advanced Production Logistics

Number of teaching hours/week (lecture + practice): 2+2

### Topics:

The aim of the course is to acquire the basics of the knowledge required for the design of logistics systems. Students will become acquainted with the general theory of systems design and then with its main features for logistics systems. The specific properties and planning process of logistics systems in case of plant facilities and external connection. The main steps and tasks of logistics system planning.

It is important to know how to create a logistics system plan in case of a plant logistics system. The facility layout planning techniques and methods, the systematic facility layout planning. The applied specific facility layout topologies and the mathematical modelling approaches of the theoretical facility layout planning problems. The material flow system architecture in a plant. The planning steps of the material flow systems in a plant. Inbound and outbound system planning steps, and realisation.

### Literature:

*Compulsory:*

- Langevin Andre: Logistics Systems, Springer-Verlag New York 2005, ISBN13 (EAN): 9780387249711
- [Gianpaolo Ghiani](#): Introduction to Logistics Systems Management, John Wiley 2013, ISBN: 1119943388

*Recommended:*

- Carlos F. Daganzo: Logistics Systems Analysis, Springer-Verlag Berlin 2010, ISBN: 3642062946
- Freitag Michael: Dynamics in Logistics, Springer 2016, ISBN13 (EAN): 9783319451169
- Bruce Robinson: Supply Chain Management: Planning and Operations, Clarye 2016, ISBN: 1632405741

**Schedule**

| 1 <sup>st</sup> week Registration week  |   |
|---|---|
| <p><b>2<sup>nd</sup> week:</b></p> <p><b>Lecture:</b> The main steps and tasks of logistics system planning.</p> <p><b>Practice:</b> Case study &amp; calculation task</p><br><p><b>4<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The applied specific facility layout topologies and the mathematical modelling approaches of the theoretical facility layout planning problems.</p> <p><b>Practice:</b> Case study &amp; calculation task</p><br><p><b>6<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The material flow system architecture in a plant. The planning steps of the material flow systems in a plant</p> <p><b>Practice:</b> Case study &amp; calculation task</p> | <p><b>3<sup>rd</sup> week:</b></p> <p><b>Lecture:</b> The facility layout planning techniques and methods, the systematic facility layout planning.</p> <p><b>Practice:</b> Case study &amp; calculation task</p><br><p><b>5<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The models of the value-creating objects, modelling the single, workshop, group and line-based logistics networks, supporting the decisions regarding the spatial layout. Choosing the theoretical layout planning models regarding the previous decided spatial layouts.</p> <p><b>Practice:</b> Case study &amp; planning task</p><br><p><b>7<sup>th</sup> week:</b></p> <p><b>Lecture:</b> The methodology of material flow system planning, the main heuristic and optimization models. Analytical queueing theory models and simulation methods in the planning of facility logistics systems.</p> <p><b>Practice:</b> Case study &amp; planning task</p> |

**8<sup>th</sup> week: 1<sup>st</sup> drawing week**

**9<sup>th</sup> week:**

**Lecture:** Issues in the design of external logistics systems. Economic challenges of transport frequencies and sizes

**Practice:** Case study & calculation task

**11<sup>th</sup> week:**

**Lecture:** Typical cases of freight planning, planning tasks and the basic solution methods and considerations.

**Practice:** Case study & calculation task

**13<sup>th</sup> week:**

**Lecture:** Scheduling customer needs, optimizing the logistics system

**Practice:** Case study

**10<sup>th</sup> week:**

**Lecture:** Center search problems, basic tasks and different solution methods.

**Practice:** Case study & calculation task

**12<sup>th</sup> week:**

**Lecture:** Integration of the basic arguments of lean philosophy in the planning process.

**Practice:** Case study & planning task

**14<sup>th</sup> week:**

**Lecture:** System KPIs and their continuous monitoring.

**Practice:** Case study & calculation task

**15<sup>th</sup> week: 2<sup>nd</sup> drawing week**

**Requirements**

**A, for a signature:**

- attendance on study trips
- attendance on the prescribed lectures of scientific and trade conferences
- attendance on at least 60% of course lectures

**B, for a grade:**

- Exam

## DIPLOMA

Within 30 days of the successful final exam the diploma is issued and given out by the Faculty at the graduate's special request. Otherwise, the diploma will be awarded to him/her at the graduation ceremony of the Faculty.

The diploma is an official document decorated with the coat of arms of Hungary which verifies the successful completion of studies in the Engineering Management master's program. The diploma contains the following data: name of HEI (higher education institution); institutional identification number; serial number of diploma; name of diploma holder; date and place of his/her birth; level of qualification; training program; specialization; mode of attendance; place, day, month and year issued. Furthermore, it has to contain the Rector's (or Vice-Rector's) original signature and the seal of HEI. The University keeps a record of the diplomas issued.

### *Calculating diploma grade*

Grade=(A+B)/2, where

A: Average of the grades of the subjects of the final exam

B: Grade awarded for defending thesis

### *Classification of the award:*

|                  |             |
|------------------|-------------|
| Outstanding (5)  | 4,81 – 5,00 |
| Excellent (5)    | 4,51 – 4,80 |
| Good (4)         | 3,51 – 4,50 |
| Satisfactory (3) | 2,51 – 3,50 |
| Pass (2)         | 2,00 – 2,50 |

The overall qualification of the degree certificate is "*With honours (5)*" if the student obtained grade 5 in all subjects of the final exam, the thesis grade is excellent and the grade average of all his/her other examination grades and seminar grades is minimum 4.00 or better. Moreover, he/she is not permitted to have a grade worse than grade good (4) during his/her studies.





