

**Read this Handout carefully and read it again throughout the year!**

# **Master of Industrial Management Handout**

**Centrum voor Industrieel Beleid, Verkeer en Infrastructuur  
Departement Werktuigkunde**

**Academic Year 2010-2011**

**This Handout and the Blackboard “Toledo” system contain the most recent information regarding the MIM programme. Data available on the general K.U.Leuven website may be out of date.**



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Note: Throughout the academic year, the CIB may modify the dates and plans mentioned in this Handout. Please, regularly consult on the computer the electronic notice board “**Toledo**”.

## 1. Introduction

Welcome to the “Centrum voor Industrieel Beleid, Verkeer en Infrastructuur” (CIB) and welcome to our master’s programme “Master of Industrial Management” (MIM). Our international programme is ten years of age and you are our eleventh batch of students.

Since 1962 the faculty of engineering of K.U.Leuven organises a specialised, one-year programme in Industrial Management. The initial programme was taught in Dutch. It was enthusiastically attended by hundreds of engineers and through its many alumni the Centre is known and appreciated in the Belgian industry and service sector.

During the years 1998 and 1999 the Board of the Centre, chaired by Prof J. Roos, decided to reform the existing programme and to emphasise modern management–technology interactions in such fields as environment and energy, information and communication, production and logistics. The programme had to be oriented to an international public with English as the language of instruction.

The University endorsed this new approach and authorised the Centre to start its new programme in September 2000.

Over the last ten years, MIM has been a great success. The number of enrolled students has been fluctuating between 60 and 110. Each year, many nationalities are represented and, on the average, only one out of two MIM candidates has been admitted. You are amongst the lucky few. Because of this privilege, we expect you to study seriously and with enthusiasm.

Good luck!

## **2. Official Registration**

All foreign students, who are new in Leuven, should carefully follow the instructions outlined in the brochure “Travelling to Leuven”. This is a brochure for “International Students and Scholars at Katholieke Universiteit Leuven, Belgium”. The foreign students received this brochure by mail together with an official letter stating that they have been admitted to the programme Master of Industrial Management, academic year 2010-2011.

If you are a foreign student and you do not have the brochure “Travelling to Leuven”, you can ask your copy at the “International Office” (International Admissions and Mobility Unit), Atrecht College, Naamsestraat 63, bus 5410, 3000 Leuven or download a PDF version at <http://www.kuleuven.be/admissions/pdf/travelling.pdf>. The office is located in the centre of the city.

### 3. Members of the “Centrum voor Industrieel Beleid”

The Centre is part of the Department of Mechanical Engineering (in Dutch: Department Werktuigkunde). Head of the Department of Mechanical Engineering is

Prof D. Reynaerts

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The Centre consists of two research groups: Production and Logistics (PL) and Traffic and Infrastructure (TI).

#### 3.1 Faculty Members

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More detailed information regarding the full members and associated members of the Centre can be retrieved from the K.U.Leuven website.

#### **4. Mission of the Programme “Master of Industrial Management”**

*"To train young engineers and scientists in the sound principles of Industrial Management, to let them understand the intrinsic complexities of management and modern technology, in different fields. To train young engineers and scientists to be analytical, resourceful and inventive while combining organisational skills and technology. To make them good communicators."*

## 5. The Industrial Management Programme:

The Industrial Management master's programme is a one-year programme.

It consists of:

1. General Industrial Management Courses: counting for 19 study points
2. Specialised Management–Technology Courses: counting for 12 or 15 study points
3. Thesis Research: counting for 20 study points
4. Elective Courses: counting for 9 or 6 study points.

In total: 60 study points.

### 5.1 General Industrial Management Courses

With the exception of D0R78A, all these required courses and workshops are taught during the first semester (from September to December). The table below gives an overview.

Code	Course	Professor	# h	Study Points
<b>H00K0A</b>	Introduction to Management Accounting	A. Van den Abbeele	10	3
<b>H00K1A</b>	Engineering Economy	L. Pintelon	30	3
H00K1a	Engineering Economy	L. Pintelon	19.5	2.44
H03K2a	Workshop Engineering and Business Economy	L. Pintelon	10.5	0.56
<b>H00K2A</b>	Management and Information Technology	L. Pintelon	30	3
H00K2a	Management and Information Technology	L. Pintelon	19.5	2.44
H03K3a	Workshop Management and Information Technology	L. Pintelon	10.5	0.56
<b>H04V4A</b>	Operational Planning and Decision Models	D. Cattrysse	45	6
H04V5a	Deterministic Decision Models	D. Cattrysse	22.5	3
H04V6a	Introduction to Operational Management and Logistics	D. Cattrysse	22.5	3
<b>D0R78A</b>	Introduction to Management and Strategy	P. Verdin	39	4
D0R78a	Introduction to Management and Strategy	P. Verdin	39	4

Some professors will give at the due time a homework assignment related to the course lectures. At the beginning of the academic year, a list of all first-semester assignments will be put on the notice board "Toledo".

## 5.2 Specialised Management -Technology Courses

Students select one field of study out of the following three possibilities:

1. Environment, Safety and Energy (ESE field of study)
2. Information and Communication Technology (ICT field of study)
3. Production and Logistics Planning (PLP field of study)

After admittance to a field of study, a student is required to register for all the courses of the chosen field. The table below gives an overview.

Code	Course	Professor	# h	Study Points
Environment, Safety and Energy				
<b>H08N0A</b>	Introduction to Safety Engineering	F. Verplaetsen	30	3
<b>H00L0A</b>	Sustainable Industrial Processes	T. Van Gerven	19.5	3
<b>H00O3A</b>	Ecodesign and Life Cycle Engineering	J. Duflou	28	3
<b>H9X53A</b>	Energy Management	W. D'haeseleer	20	3
Information and Communication Technology				
<b>H00L4A</b>	Communication Systems Management	D. Schreurs	19.5	3
<b>H00L6A</b>	Software Project Management	G. Poels	19.5	3
<b>H00L8A</b>	Development of Software Products	W. Joosen	19.5	3
<b>H00L9A</b>	Computer Infrastructure Management	I. Van Horebeek	19.5	3
Production and Logistics Planning				
<b>H00M8A</b>	Intelligent Transportation Systems	P. Sas	19.5	3
<b>H00M2A</b>	Production and Logistics Planning	N.	19.5	3
<b>H00M4A</b>	Maintenance Management	L. Pintelon	19.5	3
<b>H00M5A</b>	Product Development and Innovation	J. Duflou	19.5	3
<b>H00N2A</b>	Facilities Planning	L. Pintelon	19.5	3

From each field of study, the first listed course is taught in the first semester, the other courses are taught in the second semester.

Can you select any field of study?

When choosing a field of study you should have a good motivation for your selection and have some minimal background in the field. For the ESE field of study you need, for instance, sufficient knowledge of chemistry and thermodynamics. For the PLP field of study you need some background in discrete manufacturing processes. To start the ICT field of study, an electro-technical degree with an important ICT component, or a degree in computer sciences or informatics is required; alternatively, any degree is admissible under the condition that you followed in your curriculum several ICT courses or have substantial ICT work experience. Having in your curriculum a single course in Pascal or C, is certainly NOT enough to embark on ICT!

In the beginning of the academic year, you **MUST** discuss the choice of your field of study and the choice of your elective courses with faculty members or research associates from CIB:

For Environment, Safety and Energy:

**D. Cattrysse and J. Van Ostaeyen (room 04.44) on October 5 from 9 am to 5 pm.**

For Information and Communication Technology:

**L. Pintelon (room 04.46) on October 5 from 08.30 am to 11.30 am.**

For Product and Logistics Planning:

**C. Tampère and F. Viti (room 04.46) on October 4 from 9 am to 5 pm.**

During this discussion, your interviewers may also examine your capabilities to do thesis research in a specific area; they may once more evaluate your English skills.

Although the interviewers will try to accommodate your wishes for a field of study as much as possible, the faculty of the particular field of study makes the final decision on your admittance.

Please book **BEFOREHAND** at the CIB SECRETARY'S OFFICE your time slot for this brief discussion on your field of study choice and bring a copy of this Handout with you to the discussion.

Notes:

1. Students who obtained their engineering or science degree from K.U.Leuven and who had in their programme the courses H00K1A ("Engineering Economy", L. Pintelon), H01R7A ("Besliskunde voor Bedrijfsbeheer", D. Cattrysse), H01S1A ("Operationeel Management", D. Cattrysse and D. Van Oudheusden), H04V4A ("Operationele Planning en Besliskunde", D. Cattrysse), H01S0A ("Management Accounting", A. Van den Abbeele) or H00K2A ("Management and Information Technology", L. Pintelon) must contact the chairman of the POC committee (J. Dufrou) to discuss some modifications to their MIM required courses programme.
2. Students who can claim to have thoroughly studied, in the recent past, the subjects of a specific MIM required course, may substitute an extra elective course for the required one, after having obtained permission of the POC committee (see Section 9). At the start of the academic year, they should discuss this modification to their programme with the professor of the MIM course concerned and with the chairman of

the POC committee (J. Duflou). No changes can be granted after the first POC meeting (October 19).

### 5.3 Thesis Research

The CIB considers the thesis a very important part of the study programme. That is why a complete section is dedicated to it (see Section 6).

### 5.4 Elective Courses

You are required to take elective courses (NO seminars!) so that your total programme contains at least 60 study points. They may be chosen from the table below or from any field of study outside your own field, on the condition that you meet the prerequisites. Also other relevant management courses taught at the K.U.Leuven or the “Université Catholique de Louvain” (UCL) can be selected. However, such a choice may require the approval of the POC committee (see Section 9). Please note that courses are taught either in the first or in the second semester, and **THEY MAY BE SCHEDULED AT AWKWARD HOURS**. Occasionally, an elective course and a required course may be scheduled at the same time!

(Check carefully; search at <http://www.kuleuven.be/onderwijs/aanbod/opleidingen/E/>) Keep in mind your study load and the commuting implications!

#### Recommended courses:

Code	Course	Professor	# h	Study Points
<b>D0M37B</b>	Advanced Corporate Finance <sup>1</sup>	G. Wuyts	39	6
<b>D0M09A</b>	Economic Aspects of European Integration <sup>1</sup>	F. Abraham	39	6
<b>D0M20B</b>	International Business and Politics <sup>1</sup>	C. Crombez	39	6
<b>D0M36A</b>	Environmental and Transportation Economics <sup>1</sup>	S. Proost	26	3
<b>D0M37B</b>	Advanced Corporate Finance <sup>1</sup>	G. Wuyts	39	6
<b>D0M57B</b>	Managerial Aspects of European Integration <sup>1</sup>	D. Janssens	39	6
<b>H05K0A</b>	Selected Topics in Management Accounting <sup>1</sup>	A. Van den Abbeele	19.5	3
<b>D0M24B</b>	Cultural Issues in International Business <sup>2</sup>	M. Janssens	39	6
<b>D0R46A</b>	Marketing Strategy <sup>2</sup>	P. Vanden Abbeele	39	6
<b>D0T29A</b>	Applied marketing research <sup>2</sup>	S. Dewitte	45.5	6

<b>H00N6A</b>	Total Quality Management <sup>2</sup>	N. Peirs	19.5	3
<b>H04X2A</b>	Project Management <sup>2</sup>	J. Duflou	19.5	3
<b>H05K3A</b>	Freight Transport Management <sup>2</sup>	A. Van Breedam	19.5	3

<sup>1</sup> first semester course      <sup>2</sup> second semester course

You may take elective courses for more than the minimum required study points. But keep in mind that, after selection and approval, you cannot change your mind. You cannot come back to the decisions made and you have to pass all the examinations of all the chosen courses.

You should inform the CIB secretary of your courses and field of study selection by means of your completed ISP form, sent electronically BEFORE OCTOBER 8. If you do not submit your choice before October 8, CIB may select for you the elective courses and assign you to a field of study !

In the course of the first semester, it remains possible, to exchange a second semester elective course for another second semester elective course IF you inform the CIB secretary, by means of the form “Change of Elective Course”, before February 5 and IF your choice is approved by the POC committee. At this stage, do not alter your electronic ISP form yourself !

Please consult the K.U.Leuven website for more information about the contents of the courses.

Remark: Students with obviously weak programming skills are recommended to take one of the following ICTS courses according to their needs (e.g. for thesis research!):

- Latex (four sessions of two hours)
- Matlab Part 1 [Introduction] and  
Matlab Part 2 [Programming] (each part: two sessions of three hours)
- Matlab Part 3 [Graphics – GUI] (two sessions of three hours)
- C programming (four sessions of three hours).

For the most recent information go to <https://icts.kuleuven.be/cursus/>; scroll down to “Cursusrooster” (i.e. course schedule). The above ICTS courses can be found under “Ondersteuning onderzoek” (i.e. research support).

You will find more information regarding ICTS on the K.U.Leuven website.

## **5.5 Part Time Programme**

The programme can be followed part time, e.g. over two years instead of one. If you have the intention to follow the programme part time, you should first make an appointment with the chairman of the POC committee (J. Duflou) or with another CIB faculty member to discuss your intentions and planning.

## 6. Thesis Research

### 6.1 Introduction

The thesis research is a very important component of the Industrial Management programme. Ideally, it is a genuine research project, focusing on important, relevant problems. The thesis research should fit in the general Industrial Management curriculum. Normally, two students work together AS A TEAM on a single thesis project. Often, one of these students will be a Flemish or Belgian student, the other student will be non-Belgian. Thus, good multicultural teamwork is required in order to be successful. The CIB staff will do their utmost to select for every student an appropriate real-life research project situated in a company. However, due to practical obstacles, such an arrangement may not always be possible. Sometimes students will have to do more theoretical, non-factory oriented research. Obviously, this type of research too should have significant scientific and practical value.

There are no first class and second class theses in MIM. Factory and non-factory theses are of the same academic level.

Students carrying out their research in a company, should be prepared to visit their company frequently (if required: very frequently) and travel long distances. Furthermore, these students should have excellent oral communication skills (English), right from the beginning of the academic year. Students with an insufficient knowledge of the English language (although we are not expecting them in the MIM programme) will certainly not be given a thesis subject in industry.

Students also have the possibility to propose a thesis subject themselves. The CIB staff members will analyse this proposal and decide on its feasibility.

A thesis typically has the following phases:

1. Problem delineation: preliminary analysis, OBJECTIVE(S) (also called “thesis mission”), scope, limitations, deliverables
2. Literature survey
3. Problem analysis
4. Problem solving alternatives
5. Selected approach in detail
6. Implementation and results
7. Conclusions and recommendations.

In the course of the year students will present their thesis research in two intermediate thesis presentations at the CIB (one in December just before the Christmas holidays and one in March-April). The final thesis results will be presented in June or September at CIB or, if it is a factory thesis, at the company itself.

The thesis has to meet the following requirements:

1. It has to be a useful learning experience for the students.
2. The thesis should be a genuine research project focusing on important, relevant problems.
3. The students should learn to work independently, to use their creativity and to follow the scientific research methodology.
4. The thesis should be a real team effort.
5. A thesis is more than a standard application of theory:
  - Look for new application areas for proven techniques;
  - Look for new techniques for known problem types.
6. The thesis should have the two main qualities of scientific research: objectivity and reproducibility. Assumptions must be formulated, all claims must be documented, literature references must be clearly stated, conclusions must be the outcome of research, etc.
7. Students should prove thorough insight in techniques used.
8. The thesis text should be written in English (motivation required if otherwise).

This handout provides some information, but the CIB considers the book "Enjoy writing your science thesis or dissertation!" by Daniel Holtom and Elizabeth Fisher (1999; Imperial College Press, London) as being THE standard work on how to write a thesis. All MIM students should consult this book before writing the thesis (and before writing assignments too!).

**If you do not follow the main guidelines of the book, YOU WILL NOT BE ALLOWED TO SUBMIT YOUR THESIS.**

Another useful source for thesis writing is <http://owl.english.purdue.edu/handouts/>

## 6.2 Coaching and Supervision

Every thesis team has one or two advisors, a thesis coach at CIB and, in the case of a factory thesis, a thesis mentor at the company. The advisor(s), thesis coach and mentor will supervise and coach the thesis research.

- The advisor  
is usually an MIM (associated) faculty member;  
the thesis coach informs the advisor(s) about the thesis progress;  
the students should only contact the advisor in case of serious problems, otherwise they should contact the thesis coach.
- The thesis coach  
is a research associate (occasionally a faculty member);  
coordinates the thesis work;  
can help to collect interesting literature, gives theoretical and practical guidance;  
reads the preliminary thesis text and makes suggestions for corrections.
- The thesis mentor at the company  
coordinates the thesis work in the company.
- The thesis examination committee  
is composed of the advisor(s), the coach and one or two assessors. The committee is appointed in November, when thesis topics are allocated.

## 6.3 The Start of Your Thesis

In the master's programme, thesis research starts with the selection of a suitable thesis topic. At the beginning of October, lists of possible thesis topics are announced to the students. Each topic is clarified by a short description of the research problem(s), the appropriate field of study, the company concerned and a set of restrictions and additional requirements (if any). Each student will select from the lists five topics that suit him and forward this information to the CIB faculty members before October 21. On the basis of the student's preferences, he will be assigned a specific thesis topic by the end of October. A student cannot expect to receive his most preferred thesis topic. Usually, many students want the same topics and several restrictions should be taken into account.

Early November, a student will know who are his advisor (= faculty member), his thesis coach (= research associate) and his thesis partner(s). A student should immediately contact his coach and, in the case of a factory thesis, prepare with him and his thesis partner the first meeting at the thesis company. (Due to insurance issues students cannot start their thesis before they have officially registered as students of the K.U.Leuven.)

It is very important that students consult with their thesis coach very regularly (at least once every two weeks).

More detailed information about starting up the thesis research, writing intermediate thesis reports, giving intermediate thesis presentations, etc., will be given at the beginning of November.

## **6.4 Guidelines for the Survey of the Literature on the Subject**

The literature survey is a very important part of your thesis and has a double aim. The first one is to introduce you to a brand-new domain and to provide a deeper insight in this domain. The second one is to prevent you from re-inventing the wheel.

A good survey of the literature on the subject starts with several basic works e.g. books, journals, articles, working papers, computer searches, internet, ...which have to be complemented with very recent articles.

References can be found in the bibliographies of basic works, textbooks, theses from past years, and also in the databanks of the library; see <http://bib.kuleuven.be/english/index.php>. On [www.sciencedirect.com](http://www.sciencedirect.com) you have access to all journals for which the K.U.Leuven has an e-subscription. Your thesis coach will help you with your survey, but most efforts will be expected from your side.

A good survey is more than a summary of the things you have read. You have to analyse what you have read critically: compare the advantages and the disadvantages of different methods; why can you use certain methods for your thesis and not the other ones.

In your literature study (and in the remaining part of your thesis) you refer to the list of references, which should be clear and complete so that the reader can easily find all the references. Only journals, books,... that are referred to in the text are included in the reference list! The ways to cite references and to create a reference list are explained in the book of Holtom and Fisher.

Plagiarism is something that the CIB takes very seriously. If you just copy information from a book or the internet without mentioning its source or even suggest that it is your own work, you are taking a very big risk. A thesis (or assignments!) with obvious signs of plagiarism will be refused.

See also <http://www.kuleuven.be/plagiarism/>

## 6.5 Formats for Citations and References

See Holtom, D. and Fisher, E. (1999) Enjoy writing your science thesis or dissertation (Imperial College Press, London), pp. 26-34.

Important: whenever you use information from web sites, you need to reference these sites by giving their full URL (<http://www...>) AND the date you made use of them.

## 6.6 Reporting During the Year

Time is an invaluable resource. When time is not utilised effectively, you will not be successful in your thesis work.

### 6.6.1 Discussions with the thesis coach

To draw out a maximum advantage of this supervision, it is necessary to contact your coach very regularly. Only this way a sufficient and accurate accompaniment of the thesis work is possible. Always make an appointment before you come to see your coach or visit him at a fixed hour every week.

### 6.6.2 Written reports

Besides oral follow-up, you are expected to make written reports regularly. The aim of it is certainly not to burden you with extra work, but to give you the opportunity to arrange your thoughts nicely on paper. We know from experience that without these it is much more difficult to write a well-structured thesis. Make sure you and your thesis partner(s) contribute to each and every written report, right from the beginning of the academic year. If you cannot write reports together, you will not be in a position to write a thesis together!

The following paragraph tells you which reports you should make during your thesis work.

### - Intermediate reports

After each phase (six times) you have to submit an elaborate intermediate report. These reports should be of good quality, in layout as well as in content. With some rearrangements and extensions they may serve as a chapter of the final thesis. They are also provided to the company you are working with.

These reports are the “milestones” of the thesis: they represent the progress of the thesis. They can be used during meetings at the company to discuss results, to handle possible difficulties, to schedule a further plan, etc.

The report at the end of the first phase (problem definition) has to contain a further planning for the thesis, with clear mention of the deadlines for submitting the following reports.

A possible planning could be:

1. Problem delineation	mid-November
2. “80 %” of survey of existing literature	mid-December
3. Problem analysis	end of February
4. Problem solving alternatives	mid-March
5. Selected approach in detail	mid-April
6. Implementation, results, recommendations	mid-May.

The report has the following parts:

- title page: title & company thesis, names of students, date, thesis phase;
- activity report: the activities done since the previous report are summarised in this part;
- phase report: this is the part that may be used in the final thesis text;
- problems to be discussed during the following meeting(s);
- detailed work schedule for the following thesis phase;
- actualised planning of the thesis.

**- Report of a thesis meeting**

Every important thesis meeting (with coach, mentor at the company...) will result in a short report (max. 2 pages) in which further actions (with deadlines and responsibilities) should be emphasised. A copy of this report will be given to each person attending.

**- Outline of the thesis**

Before beginning to write the final text of the thesis, a detailed outline should be made and submitted to the coach.

**6.6.3 Thesis work presentations during the year**

During the year you will have to give a few formal thesis work presentations. Twice at the Centre (December and March-April) and, in the case of a factory thesis, once or twice at the company.

**- Thesis work presentation at the Centre**

In December, you will have to give a thesis work presentation for your thesis examination committee; in March-April, you will have to give a thesis work presentation for your thesis examination committee and a small group of your colleague students who are interested in your thesis topic.

Every thesis team has a limited time to present its work. Stick to the time limit and focus on what is really important. For example: in the December presentation you should convince the audience of the fact that you have a clear idea of the thesis problem and a general idea on how to tackle this problem. It might be useful to give the audience handouts of your presentation. After this presentation, the audience has five to ten minutes to ask questions.

**- Thesis work presentation at the company (for factory theses only)**

During the year every team should give at least one thesis work presentation at the company. The purpose of this presentation is to inform the employees of the company about the thesis and to give them the opportunity to make suggestions and to give advice.

## 6.7 The Final Thesis Text

The last phase is writing the thesis text. This is a very important part of your thesis work since a bad thesis text will make a very bad impression on the thesis assessors.

Please note: students have to pay all thesis reproduction costs themselves.

The thesis title, as mentioned on your diploma, should be finalised (after discussion with the coach, mentor and the advisor(s)!) before February 25. Please submit the correct title to the CIB secretary by e-mail.

### 6.7.1 Further guidelines

Once more, consult the book "Enjoy writing your science thesis or dissertation"! If you have questions about the thesis layout or other matters, you can find the answers in this book. Some copies of the book are available at the Campus Library (see Paragraph 8.4).

Guidelines for the cover can be found on the webpage:

<http://eng.kuleuven.be/english/education/Masterpaper/index.html>

When binding the thesis, do not use metal or plastic rings and do not use a plastic cover.

The final thesis text contains:

- a standard title page and a standard summary page (further information will be given at the due time)
- a table of contents
- a list of references
- perhaps some appendices
- a list of the symbols used in the text.

### 6.7.2 Confidentiality

An electronic version of your thesis will end up in the Campus Library and is accessible to everybody. Obviously this copy should not contain confidential company information. That is why you should discuss confidentiality with the company and your coach. Sometimes you will have to make a confidential and a non-confidential version. In the non-confidential version you are not allowed to mention the name of the company or give any information that reveals the company's name. Because it is the non-confidential

version that will end up in the library, this version too should be self-contained and count at least 50 pages.

### 6.7.3 Submitting the thesis

Submitting your thesis means: YOU GIVE EVERY MEMBER OF YOUR THESIS EXAMINATION COMMITTEE A COPY OF YOUR THESIS. There should be a time span of at least five working days between submitting your thesis and your final thesis presentation.

- “Due date thesis” (i.e. the last day you can submit your thesis) is June 6 or August 29 for the exam period of August-September.
- You are not allowed to submit your thesis before the thesis coach has read and approved the PRELIMINARY thesis version. This preliminary version should not be a rough electronic draft but a complete paper version with pictures, references, etc. You should give your coach at least one week to read the preliminary thesis version.
- The company thesis mentor should also read and approve the preliminary thesis version before you submit your thesis. He decides whether a confidential thesis version must be made or not; he also decides on its contents.
- IF THERE IS NO CONFIDENTIAL THESIS: you give EVERY member of your thesis examination committee a copy of your thesis.
- IF THERE IS A CONFIDENTIAL THESIS: you give a confidential AND a non-confidential copy to the advisor(s) and thesis coach, and a confidential copy to any other committee member. It is important to have a well-structured and appropriate non-confidential version. If the non-confidential version is substandard the thesis grade will be affected. **The CIB secretary receives - after the final thesis presentations and after the OK of the thesis coach – ONE CONFIDENTIAL COPY.**
- Give the CIB secretary one separate summary page of your thesis (using the standard paper format, available on Toledo).
- You should make an agreement with your thesis company about the number of copies you deliver to the company.
- The thesis has to be filed electronically in the University Library. Information regarding this procedure is available on <http://eng.kuleuven.be/english/education/Masterpaper/index.html>
- A word of warning: your graduation can be postponed if you do not submit the right number of thesis copies and forms!

## 6.8 The Final Thesis Presentation

After the completion of the final thesis text and its approval by the thesis coach, the students should give a final thesis presentation (in May/June or August/September) which lasts 45 minutes at which some extra time should be added for questions. In the case of a factory thesis this presentation is usually held at the company (of course the thesis coach and the advisor(s) will also attend). Prepare this presentation carefully and make it a worthwhile event.

## 6.9 Evaluation

The respective scores are defined as follows:

- $\leq 7$  Absolutely unsatisfactory ; thesis work is not as required (volume and/or contents) despite suggestions of coach/advisor
- 8 or 9 Weak in volume and/or contents – sometimes this score is also given to a single thesis team member that obviously contributed very poorly
- 10 or 11 Rather poor thesis
- 12 Thesis is OK, “cum fructu”
- 13 Good thesis
- 14 Good thesis, “cum laude”
- 15 Better-than-average thesis, a well-deserved “cum laude”
- 16 or 17 Very good thesis (creative, hard working,...), worth the label “magna cum laude”
- $\geq 18$  An excellent thesis, which can serve as an example for years to come.

The score of a thesis team depends on the following criteria:

- Originality
- Problem solving creativity
- Thoroughness (are all problems tackled?)
- Effort (also: is it a real team effort ?)
- Independent work
- Punctuality
- Final text quality (English must be OK!)
- Reporting and team work THROUGHOUT THE YEAR (good work at the very end of the academic year is not enough!)
- QUALITY OF THE THESIS PRESENTATION(S), especially: quality of the final thesis presentation.

Generally, students working together, as a team, on the same thesis subject, will receive the same thesis grade. If, however, the thesis examination committee judges that the amount of work of the contributors is **SUBSTANTIALLY** different, different thesis grades may be given. Normally, students will be given a word of warning first when it is believed that their respective contributions are not of equal value.

Important remark: If your thesis score is lower than 10, you are not allowed to graduate!

## **6.10 Practical Details**

### **6.10.1 Travel expenses**

In the case of a factory thesis, travel expenses for the thesis work are reimbursed by the company where the research project is carried out. Every company has its own policy for reimbursing travel expenses. The students should discuss this at the beginning of their thesis work together with their thesis coach.

You should always keep your train and bus tickets when you use public transportation to go to the company!

In the case of an in-house thesis, necessary travel expenses may be reimbursed by CIB.

### **6.10.2 Insurance**

All K.U.Leuven students are insured for accidents during their thesis work at a company. That is why the CIB doesn't allow students to start their thesis work before they are registered as K.U.Leuven students.

## 7. Examinations

The Master of Industrial Management programme uses a two-semester system, as is the case for other K.U.Leuven programmes. This implies that at the end of both semesters an exam period is organised for all courses taught during the respective semester. For the first semester this exam period is organised in January. Examinations for the second semester are held in June. One month before the beginning of every exam period the exam schedule will be announced on “Toledo” (see Paragraph 10.2). A general timetable and an MIM calendar are given in Appendix A and B.

Students enrolled at the university are automatically enrolled for the examinations in January and June. Students wanting to postpone their examinations to the August-September exam period, should contact the CIB ombudsperson (see next page).

Students failing to successfully pass their examinations at the end of a semester have a chance for re-examination during an extra exam period organised for all courses in August-September. It should be emphasised that, once the semester examinations have been concluded, there is no opportunity to take examinations again for the same course before the August-September exam period.

All students who are going to participate in the August-September exam period **MUST INFORM** the MIM ombudsperson before July 14. Students not informing the ombudsperson will not be scheduled for the examinations!

All official regulations to pass the examinations or to transfer credits between exam periods (or between academic years) can be consulted on the following webpage:

*<http://www.kuleuven.be/onderwijs/aanbod/info/algemeen/e/060403.htm>*

It is possible to successfully pass the examinations for all courses in June without having submitted the final thesis report. Students doing so can use the summer break to complete their thesis text before the August-September exam period.

Mr R. Frederix is appointed MIM ombudsperson<sup>1</sup>. He can be contacted by e-mail: Ombuds.MIM@cib.kuleuven.be. In December he will discuss with all students the K.U.Leuven examination system. He can always provide extra information or advice; he can also mediate in cases of conflict.

A last remark: most examinations at the CIB are “open book”, oral examinations. What you tell the examiner during your oral is important, NOT what you have written down. Make sure to be well prepared for this particular type of examination.

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<sup>1</sup> The concept and word “ombudsman” originated in Sweden. In Swedish an ombudsman is “an agent of justice”, making certain that interactions between government and citizens are fitting and fair.  
In K.U.Leuven an ombudsperson assures that all examinations are fair for everybody. He assists in solving problems between professors and students.

## 8. Facilities

### 8.1 Classrooms

Most classes of the Master of Industrial Management programme take place in room CIB 04.43. Room CIB 04.43 is a large classroom at the fourth floor of the building “Werktuigkunde” or “WERK”, Celestijnenlaan 300 A, 3001 Leuven (Heverlee). The secretary’s office of CIB is on the same floor of this building, as well as the offices of Prof D. Cattrysse, Prof J. Duflou, Prof B. Immers, Prof L. Pintelon and Prof C. Tampère. Most of the research associates who will monitor the seminars and workshops, also have their offices on the fourth floor.

For finding the building Werktuigkunde and other locations, please consult the Arenberg Campus Plan in Appendix E.

### 8.2 Computer Facilities

The students receive a K.U.Leuven ICTS e-mail address, a login I.D. (s number) and an “activation code” (on a scratch card) while registering in the University Hall, in the centre of the city, Naamsestraat 22, 3000 Leuven.

You can find your Internet ID on the backside of your student card (see the field “*Gebruikersnummer*”).

It is important to change this “activation code” as soon as possible into a **less obvious, secret password**, to prevent any misuse of your account. A valid password for your userid is at least eight characters long, containing at least one upper case letter, one lower case letter and one figure. Visit <https://activate.kuleuven.be> to activate your account.

You need this login I.D. and password for :

- the management of your K.U.Leuven e-mail account (e.g. for changing your password)
- the Blackboard “Toledo” system (see Paragraphs 8.3 and 10.2)
- reading your e-mail and to log in to KotNet, the central PC classes (owned by ICTS) and KULoket (ISP application)
- using the PCs in the computer rooms of the building “Werktuigkunde” (groundfloor and third floor)

To this end you have to register at the Department of Mechanical Engineering (in Dutch: Departement Werktuigkunde). You can do this from outside or from inside the building Werktuigkunde.

- From outside the building, you register by means of a web application on the intranet (<https://www.mech.kuleuven.be/accounts>). You can do this one day after your official registration at the university and preferably before October 12.
- From inside the building, you can log in with a limited user I.D.: user I.D.= "register" (without the quotes); password "register" (without the quotes). With the limited user I.D. you can only have access to a web browser, and it allows you to register.

Normally, your account will be activated within two hours.

Regarding print accounting, every registered student gets a credit of 100 pages at the start of the academic year. If you want to print more, you have to pay in advance (25 € per set of 500 pages). This can be done at the secretary's office of the Division PMA on the second floor of the building Werktuigkunde.

**IMPORTANT:** The mailing lists used by the Centre will only contain standard K.U.Leuven e-mail addresses (...@student.kuleuven.be).

Students can rent a PC at very reasonable prices. Please contact the PC Shop, W. de Croylaan 52A, 3001 Leuven (Heverlee); <http://webapps.icts.kuleuven.be/pcshop/verhuur/>  
The website is in Dutch only.

### **8.3 "Toledo"**

Toledo is short for "TOetsen en LEren Doeltreffend Ondersteunen", meaning "efficient support for tests and studying". It offers the students a web-based virtual learning environment. For many MIM courses it is an important didactical tool and a source for different kinds of information.

"Toledo" also encompasses an electronic version of the notice boards which is widely used by the Centre to distribute daily information (see Paragraph 10.2)

If you do not see any notices on the "Toledo" MIM notice board, please mail your login to [Secr@cib.kuleuven.be](mailto:Secr@cib.kuleuven.be), but first make sure you pressed the "view all" tab.

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You can log in at Toledo (<http://toledo.kuleuven.be/english/>) by means of the K.U.Leuven login I.D. and the password you received in the University Hall.

Detailed information regarding Toledo is available at the Toledo website under “info students”, which also offers you a Student Manual.

## **8.4 Library**

The Campus Library (CBA Library) is situated in building number 59 (see Appendix E). Opening hours are Monday to Friday, from 8.30 am to 10 pm, and on Saturday, from 9 am to 1 pm.

The library contains more than 6000 books specifically dealing with subjects in Industrial Management. These books are classified according to the Universal Decimal Code (UDC; see list of codes in Appendix C). There are also several relevant journals and all the master’s theses of the previous years. You can search for books and journals using <http://bib.kuleuven.be/english/index.php/>

The books and master’s theses (but not the journals) can be borrowed for a maximum of 14 days. It is possible to extend this period by informing the librarian or by means of the internet. If you return books late, you have to pay a fine. The library also offers a photocopying service.

In order to make use of the library services, your student card is required. You receive this I.D. card after your official registration for the master’s programme at the University Hall, Naamsestraat 22, 3000 Leuven. The card gives access to all libraries of the K.U.Leuven.

## **9. Students' Representatives in the POC and Students' Union**

### **9.1 Students' Representatives in the POC**

The POC (*Permanente OnderwijsCommissie*) is a standing committee of the CIB that deals with all educational and programme related issues of the Master of Industrial Management programme. The committee suggests to the APOC, the POC of the entire faculty of engineering, possible improvements and changes to the existing programme.

Any faculty member teaching in the Master of Industrial Management programme is entitled to attend the POC meetings. Furthermore, in any meeting there will be research associates' representatives and students' representatives. Voting rights are restricted to eight faculty members, two research associates' representatives and five students' representatives.

Thus, those five students' representatives have considerable voting power. They can really have an impact on decisions made in the Centre. So please select very carefully, five representatives for the entire MIM student body at the beginning of the year. Try to have amongst these representatives: foreign students and Flemish students, engineers, agricultural engineers and scientists, and students from different options. Obviously, the students' representatives should be go-betweens and act on behalf of all master's students. They should clearly voice the opinions of the students.

Normally, there are three POC meetings a year.

### **9.2 Students' Union**

The students also have their union, M-I-M. The mission of M-I-M is twofold: stimulating the team spirit amongst the MIM students and promoting the programme.

Being a student in the MIM programme should not only mean studying and acquiring knowledge. The student should enjoy and take advantage of being part of the group. Functioning in a group and showing creativity are capabilities that may be expected from future managers. That is why M-I-M aims at strengthening the ties between students through cooperation and common activities. The Master of Industrial Management programme should also become better known in industry and in universities and colleges

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where potential students are to be found. There, M-I-M will try to promote the programme and will help the MIM graduates in finding a job in the industry.

The students' union M-I-M will make highly educated people work together voluntarily. This is the core competence of M-I-M. M-I-M committee members are elected at the beginning of the academic year. They are not paid for their work; they find the motivation for their efforts in the mission statement of M-I-M. They are ordinary students of the programme themselves and thus are well placed to organise activities for their fellow students.<sup>2</sup>

The M-I-M union has its own website (<http://www.M-I-M.be>), where all the M-I-M activities are announced. In the past academic years, they organised job fairs, several day trips, football games against the professors and research associates of the CIB, a visit to the Flemish Parliament, a movie night, a barbecue, food festivals etc. For more information please consult the M-I-M website.

At the beginning of the academic year, a small meeting to introduce M-I-M to all students will be organised by the M-I-M representatives of the previous (2009-2010) academic year.

**Since September 2003 there is also an alumni organisation... More about it after graduation!**

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<sup>2</sup> Text taken from the M-I-M website: <http://www.M-I-M.be>; September 2005.

## 10. Daily Arrangements

### 10.1 Whom Should you Contact?

Information about	Contact Person	E-mail
Handouts	Secretaries	Secr@cib.kuleuven.be
Field of study 1. ESE 2. ICT 3. PLP	Prof J. Duflou Prof L. Pintelon Prof C. Tampère	Joost.Duflou@mech.kuleuven.be Liliane.Pintelon@cib.kuleuven.be Chris.Tampère@cib.kuleuven.be
Study problems, scheduling and examination issues,...	R. Frederix (ombudsperson)	Ombuds.MIM@cib.kuleuven.be
POC	Prof J. Dufou	Joost.Duflou@mech.kuleuven.be
PR activities of the CIB	R. Dewil	Reginald.Dewil@cib.kuleuven.be

The secretary's office	
Secretaries:	Mrs E. Neyens Mrs A. Vansteenwegen
Office hours:	9 am to noon 1 pm to 4 pm
They can be reached at: - tel.number: - telefax number: - e-mail address:	Mrs E. Neyens: 016/32.24.98 Mrs A. Vansteenwegen: 016/32.25.67 016/32.29.86 Secr@cib.kuleuven.be

The research associates and faculty members can be contacted, preferably in the afternoon; an appointment by e-mail is appreciated.

## 10.2 Notice Boards

The notice boards are located in the *students' meeting room*, adjacent to room CIB 04.43 in the building “Werktuigkunde”. The students' meeting room can be used for all kind of purposes. Please keep it clean! Students can make use of one of the notice boards (the one without glass covering) to put up their own notices.

But not many messages will be fixed there! The Blackboard “Toledo” system: <http://toledo.kuleuven.be>, is more important for daily information.

You can login at “Toledo” by means of the K.U.Leuven login I.D. and the password you received in the University Hall. Please read the messages on “Toledo” very regularly! If you do not see any notices on “Toledo”, press the “view all” tab. If the problem persists, please mail (Secr@cib.kuleuven.be) and explain your problem. Also mention your login I.D. (s number) in the e-mail.

## 10.3 Additional Costs and Reimbursements

You should finance yourself teaching materials (to order from the CIB secretary's office) and required textbooks (to buy from a book store). Sometimes, prices of books vary greatly between book stores!

CIB will organise and carry the cost of all field trips; if you are going on your own (by car e.g.), you may be reimbursed, but only if you obtained an OK of the CIB chairperson (D. Cattrysse) BEFORE the event.

In the case of factory research, your thesis research firm will pay for all your thesis research travel expenses (see Paragraph 6.10.1).

## **11. Additional Information**

### **Administration issues for foreign students**

International Office

Head of Admissions, Exchanges and Scholarships : Marie-Thérèse Deloddere

Atrecht College, Naamsestraat 63, bus 5410, 3000 Leuven

Tel : : +32 16/32.40.20, fax: +32 16/32.37.73

E-mail: Admissions@kuleuven.be

**<http://www.kuleuven.be/english/about/oiss.htm>**

### **CIB homepage**

**<http://cib.kuleuven.be>**

### **General information for foreign students**

**<http://www.kuleuven.be/english>**

### **K.U.Leuven homepage**

**<http://www.kuleuven.be/kuleuven> (Dutch)**

**<http://www.kuleuven.be/english> (English)**

### **M-I-M (students' union) homepage**

**<http://www.M-I-M.be>**

**Finding lodging in Leuven**

The Housing Service, located in the Van Dalecollege, Naamsestraat 80, 3000 Leuven (tel. 016/32.44.00, fax 016/32.88.20) collects all information about available single rooms, studios, flats and apartments and stores this in the computer. Students can select the type of housing they want, taking into account considerations such as location, number of students in the house, size, comfort, monthly rent, etc.

<http://www.kuleuven.be/english/living.html/>

**Finding a job in Leuven**

Foreign students often have to live on a slender allowance. Sometimes a student job can help them out financially. However, finding a job can be rather difficult because of several reasons.

There is the language problem: a great many job opportunities require the knowledge of Dutch. Belgian law requires certain additional formalities for the employment of foreign students. Not all employers are eager to fill out the documents necessary for a foreign student to obtain a job in a legal way.

But do not get too worried, there is the Job Service to help you out... Van Dale College, Naamsestraat 80, Leuven.

<http://www.kuleuven.be/studentemployment/>

**Study advice**

Naamsestraat 80, 3000 Leuven.

Tel.: 016/32.43.11, fax: 016/32.43.30

**General questions about life in Leuven**

Everything you want to know about life in Leuven and at the university!

<http://www.kuleuven.be/orientationdays>

**THE CIB STAFF WISHES YOU A FRUITFUL, ENJOYABLE AND SATISFYING STAY AT THE CENTRE!**

**Generic Timetable: first semester 2010 – 2011**

<b>Wednesday</b>				
10.35 am - 12.35 pm	Deterministic Decision Models	H04V5a	D. Cattrysse	CIB 04.43
2.25 pm - 4.25 pm	Introduction to safety engineering	H08N0A (ESE)	F. Verplaetsen	WERK C300 00.81
	Communication Systems Management	H00L4A (ICT)	D. Schreurs	ELEC 00.00.24
	Intelligent Transportation Systems	H00M8A (PLP)	P. Sas	CIB 04.43
<b>Thursday</b>				
8.25 am - 10.25 am	Engineering Economy	H00K1a	L. Pintelon	CIB 04.43
10.35 am - 12.35 pm	Introduction to Management Accounting: 5 lectures <sup>1</sup>	H00K0A	A. Van den Abbeelee	CIB 04.43
2 pm - 5 pm	Selected Topics in Management Accounting: 6 lectures <sup>2</sup> (elective course)	H05K0A	A. Van den Abbeelee	CIB 04.43
<b>Friday</b>				
8.25 am - 10.25 am	Introduction to Operational Management and Logistics	H04V6a	D. Cattrysse	CIB 04.43
10.35 am - 12.35 am	Management and Information Technology	H00K2a	L. Pintelon	CIB 04.43

1: first half of semester

2: second half of semester

**Generic Timetable: second semester 2010 - 2011**

<b>Monday</b>		<b>ESE</b>		
08.25 am - 10.25 am	Energy Management <sup>2</sup>	H9X53A	W. D'haeseleer	WERK C300 00.81
10.35 am - 12.35 am	Ecodesign and Life Cycle Engineering	H00O3A	J. Duflou	WERK C300 03.42
2 pm - 4 pm	Sustainable Industrial Processes	H00LOA	T. Van Gerven	CIB 04.43
<b>Tuesday</b>		<b>One Required Course</b>		
9 am - 1 pm	Introduction to Management and Strategy	D0R78A	P. Verdin	(DV1.01.0056) College De Valk
<b>Tuesday</b>		<b>ESE</b>		
10.35 am - 12.35 am	Energy Management <sup>2</sup>	H9X53A	W. D'haeseleer	WERK C300 00.81
<b>Tuesday</b>		<b>Elective Course</b>		
2.30 pm - 6 pm	Total Quality Management <sup>1</sup>	H00N6a	N. Peirs	CIB 04.43
<b>Wednesday</b>		<b>PLP</b>		
8.25 am - 10.25 am	Production and Logistics Planning	H00M2A	N.	CIB 04.43
10.35 am - 12.35 am	Maintenance Management	H00M4A	L. Pintelon	CIB 04.43
2.25 pm - 4.25 pm	Product Development and Innovation	H00M5A	J. Duflou	CIB 04.43
4.35 pm - 6.35 pm	Facilities Planning	H00N2A	L. Pintelon	CIB 04.43

1: first half of semester

2: second half of semester

<b>Thursday</b>		<b>Elective course</b>		
2 pm - 5 pm	Freight Transportation Management <sup>1</sup>	H05K3A	A. Van Breedam	CIB 04.43

<b>Friday</b>		<b>ICT</b>		
08.25 am - 10.25 am	Software Project Management	H00L6A	G. Poels	CIB 04.43
10.35 am - 12.35 am	Development of Software Products	H00L8A	W. Joosen	CIB 04.43
2 pm - 4 pm	Computer Infrastructure Management	H00L9A	I. Van Horebeek	CIB 04.43

- 1: first half of semester  
2: second half of semester

## Calendar Academic Year 2010-2011

	<b>Week</b> (acad.year)	<b>Date</b>	<b>Week</b> (civil year)	<b>MIM Calendar</b>
<b>Semester 1 Part 1</b>	1	27/09-01/10	39	<i>Start of academic year, start of 1<sup>st</sup> semester</i> September 28 (2 p.m. – 3 p.m.): General MIM info session September 29 (10 a.m. – 12 a.m.): Short presentation of the four fields of study September 29 (4.30 p.m. – 5 p.m.) MIM student union info session
	2	04/10-08/10	40	October 8: - Due date field of study and elective course selection - POC students' representation selection
	3	11/10-15/10	41	October 11: Start of thesis selection process
	4	18/10-22/10	42	October 19 (2.30 p.m.): POC 1 October 21: Due date thesis selection
	5	25/10-29/10	43	October 29: Thesis subject assignment
	6	01/11-05/11	44	November 1 and 2: Holidays
	7	08/11-12/11	45	November 11: Holiday
<b>Semester 1 Part 2</b>	8	15/11-19/11	46	
	9	22/11-26/11	47	
	10	29/11-03/12	48	
	11	06/12-10/12	49	
	12	13/12-17/12	50	December 13: Intermediate thesis presentations 1 (first week)
	13	20/12-24/12	51	December 21: Intermediate thesis presentations 1 (second week)

		27/12-07/01	52+1	Christmas Holidays
		10/01-14/01	2	Study leave
		17/01-04/02	3 - 4 - 5	Exam week 1, week 2 and week 3 February 2: Holiday
		07/02-11/02	6	No lectures or seminars February 11: Last day for change of elective courses
<b>Semester 2 Part 1</b>	14	14/02-18/02	7	<i>Start of 2<sup>nd</sup> semester</i> February 15 (2.30 p.m.): POC 2
	15	21/02-25/02	8	February 25: Due date final thesis title
	16	28/02-04/03	9	
	17	07/03-11/03	10	
	18	14/03-18/03	11	
	19	21/03-25/03	12	
	20	28/03-01/04	13	March 28: Intermediate thesis presentations 2 (first week)
	21	04/04-08/04	14	April 5: Intermediate thesis presentations 2 (second week)
		11/04-15/04	15	Easter Holidays
		18/04-22/04	16	Easter Holidays
<b>Semester 2 Part 2</b>	22	25/04-29/04	17	April 25: Holiday
	23	02/05-06/05	18	
	24	09/05-13/05	19	
	25	16/05-20/05	20	
	26	23/05-27/05	21	May 24 (2.30 p.m.): POC 3

		30/05-03/06	22	Study leave June 2 and 3: Holidays
		06/06-10/06	23	Study leave June 6: Due date thesis June 10: Start exams Final thesis presentations (preferably in this period)
		13/06-01/07	24 - 25 - 26	June 13: Holiday Exam week 4, week 5 and week 6 July 1 (2 p.m.): Council of thesis examiners
		04/07-08/07	27	July 7: Council of faculty examiners – ( 4.30 p.m.) MIM graduation
		11/07-19/08	28-33	Summer Holidays July 11: Holiday July 14: Last day for informing ombudsperson about August-September exams August 11: Submit preliminary thesis version to coach (also preliminary non-confidential copy if there is one)
		22/08-09/09	34-35- 36	Exam weeks August 29: Due date thesis September 5: Holdiay September 9 (2 p.m.): Council of thesis examiners
		12/09-16/09	37	September 15: Council of faculty examiners - (4.30 p.m.) MIM graduation

## List of Universal Decimal Codes (UDC)

### UDC codes for the most relevant topics

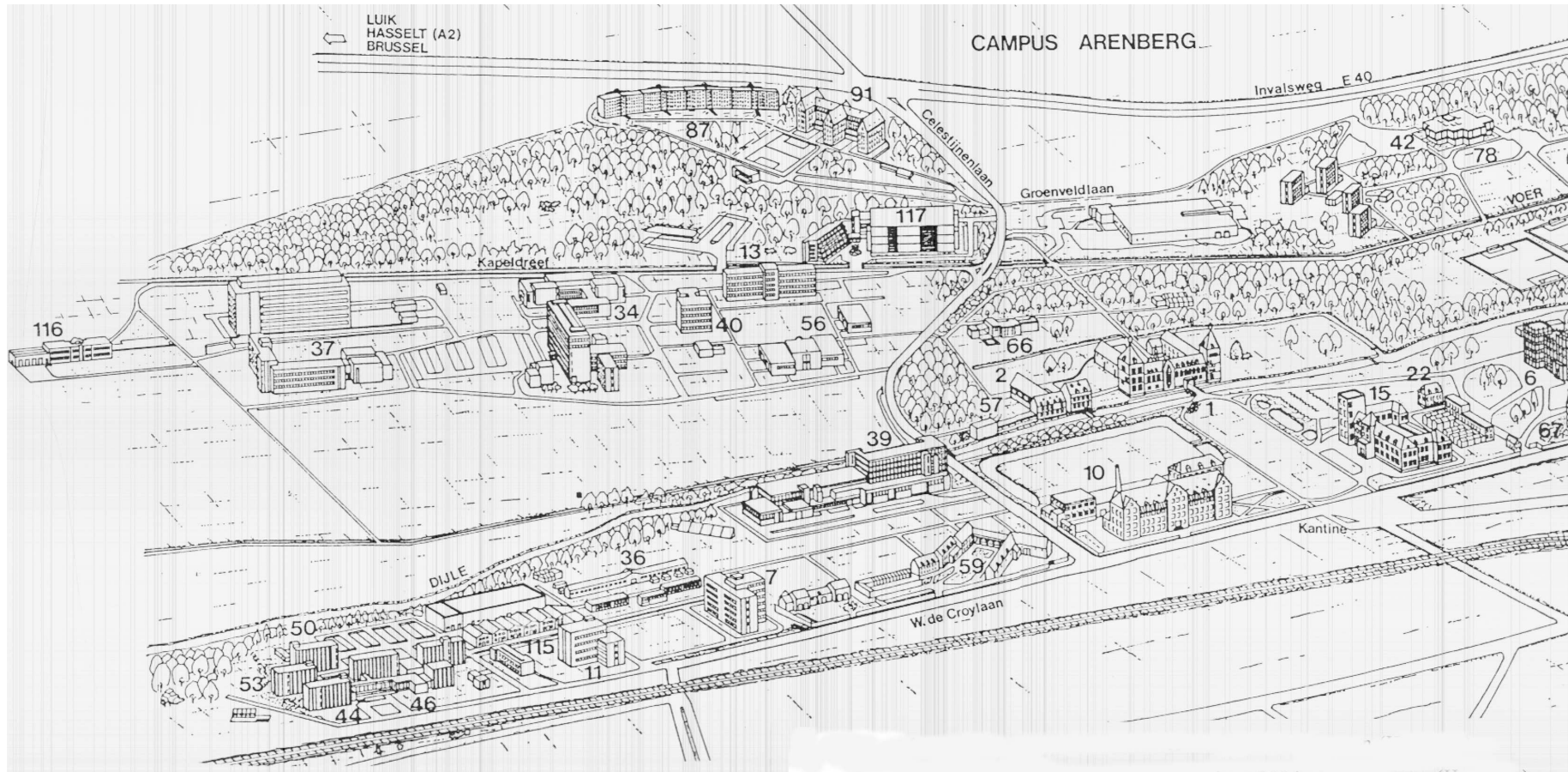
1. Probability. Mathematical Statistics	(519.2)
2. Operational research	(519.8)
- Theory of Games	(519.83)
- Mathematical Programming	(519.85)
- Queuing Theory	(519.87)
- Inventory Theory. Stock Control	(519.87)
- Theory of Reliability and Reservation	(519.87)
- Simulation	(519.87)
- Network Planning	(519.87)
- Quality Control	(519.87)
3. Management and Organisation	(65)
- Methods and Methodology	(65.01)
- Work Study and Analysis	(65.015)
- Material Handling	(658.2)
- Human Relations in the Enterprise. Personnel	(658.3)
- Production Engineering and Planning. Design.	(658.5)
- Production Management and Control	(658.5)
- Servicing and Maintenance Work	(658.58)
- Marketing. Sales. Selling. Distribution	(658.8)
4. Accountancy	(657)
- Profit Planning	(657.)
- Bookkeeping Methods, Systems, Techniques	(657.1)
- Budgets. Estimates. Business Records	(657.3)
- Balances	(657.3)
- Cost Accounting	(657.4)
5. Information and Communication Technology	(681.3*)
- Hardware	(681.3*B)
- Software	(681.3*D)
- Information Systems	(681.3*H)

## Required Textbooks

For required courses:	
1. H04V4A	<p>Nahmias, S. (6<sup>th</sup> edition, 2009) <b>Production and Operations Analysis</b> (Irwin McGraw-Hill, New York)</p> <p>Winston, W.L. (4<sup>th</sup> edition, 2004) <b>Operations Research</b> (Thomson, Australia)</p>
2. H00K0A	<p>Atkinson, Kaplan and Young (4<sup>th</sup> Edition, 2003 or 5<sup>th</sup> Edition, 2007) <b>Management Accounting</b> (Prentice Hall, England)</p>
3. H00K1A	<p>Blank, L. and Tarquin, A. (6<sup>th</sup> edition, 2008) <b>Engineering Economy</b> (Irwin McGraw-Hill, Boston)</p>
4. H00K2A	<p>O'Brien, J.A. and Marakas G. (9<sup>th</sup> edition, 2009) <b>Management and Information</b> (Irwin McGraw-Hill, Boston)</p>

For PLP field of study:	
5. H00M2A	<p>Nahmias, S. (6<sup>th</sup> edition, 2009)s <b>Production and Operations Analysis</b> (Irwin McGraw-Hill, New York). <i>This book is exactly the same as the book for H04V4A (number 1)</i></p>

## Arenberg Campus Plan - Heverlee (Leuven)



<b>1</b>	<b>Arenberg Castle, Kardinaal Mercierlaan 94</b>
<b>10</b>	<b>TI-01.02 Aula van de Tweede Hoofdwet</b>
<b>39</b>	<b>Building "Werktuigkunde", Celestijnenlaan 300A</b>
<b>46</b>	<b>ICTS (Information and Communication), W. de Croylaan 52A</b>

<b>40</b>	<b>Auditorium 200 N004, Celestijnenlaan 200</b>
<b>57</b>	<b>Auditorium De Molen</b>
<b>59</b>	<b>CBA Library, W. de Croylaan 6</b>
<b>116</b>	<b>AVD Studio, Kapeldreef 62</b>