

### Smart Services (Master Operations Management and Logistics)

#### Year 1

Q1	Q2	Q3	Q4
Research Methods (1JM110)	Business Analysis for IT Systems (1BM20)	Data analytics for business intelligence (1BM110)	Design of Service Operations (1BM100)
Track course/ Elective	Track course/ Elective	Track course/ Elective	Elective
Elective	Track course/ Elective	Track course/ Elective	Elective

AND	1 out of 2	Engineering Knowledge-Intensive Business Processes (1BM140)	Business process management (1BM05)
	1 out of 2		Implementing and Adapting to AI in Organizations (1JM50)
AND	1 out of 3		Performance enhancement (1JM11)
		Circular Service Supply Chains (1CM280)	Multi-Echelon Inventory Management (1CM100)
		Modeling and Analysis of Manufacturing Systems (1CM10)	

#### Electives (minimum of 10 ECTS):

Q1	Q2	Q3	Q4
Retail operations (1CM40)	Warehouse Operations Management (1CM300)	Behavioral Operations Management (1JM40)	E-business (1BM10)
Integrated Financial and Operations Management (1CM270)	Robust Policies for Operations Management Problems (1CM320)	Advanced simulation (2DI66)	Decision making with artificial and computational intelligence (1BM120)
	Service innovation management (1ZM55)		Design of AI-Driven Business Operations (1BM130)
	Multivariate statistics (1ZM31)		Designing effective performance management systems (1JM21)
			System Dynamics (1ZM65)
			Managing Team Dynamics & Team Performance (1JM30)

#### Year 2

Q1	Q2	Q3	Q4
Preparation master thesis (1ML05)			
International Semester AND/ OR Electives		Graduation Project	