



Master Project

2026-2027

Credits: 15

Code: 62002A-00015

Language of Instruction: English

Faculty

Name: Alex Van Breedam

Email: alex.vanbreedam@ams.ac.be

Name: Anneleen Van Campenhout

Email: anneleen@annlee.co

Name: Roel Gevaers

Email: roel.gevaers@uantwerpen.be

Name: Piet Hein Roelofsen

Email: piethein.roelofsen@solvint.com

Learning Outcomes

LO1	<i>program specific</i>	The Master in GSCM develops and critically evaluates end-to-end supply chain strategies that align with organizational goals and respond to dynamic market conditions.
	<i>course specific</i>	You diagnose a real organizational supply chain challenge and develop a theoretically grounded recommendation aligned with the client's objectives and changing business context.
LO2	<i>program specific</i>	The Master in GSCM uses quantitative methods, simulation tools, and optimization models to solve complex supply chain problems and support data-driven decision-making.
	<i>course specific</i>	You select and justify analytical methods appropriate to a company supply chain problem, analyze collected data and use the results to support a defensible recommendation.

LO3	<i>program specific</i>	The Master in GSCM analyzes, designs, and manages international logistics flows, distribution systems, and production networks with attention to efficiency, resilience, and sustainability.
	<i>course specific</i>	You analyze the client's relevant sourcing, production, logistics or distribution system and recommend feasible improvements using evidence, program frameworks and operational constraints.
LO4	<i>program specific</i>	The Master in GSCM assesses the impact of emerging technologies, data analytics, automation and AI-enabled tools on supply chain performance and leads digital transformation initiatives.
	<i>course specific</i>	You assess how data and relevant technologies affect the client's supply chain problem and justify whether a digital intervention should form part of the recommendation.
LO5	<i>program specific</i>	The Master in GSCM develops supply chain solutions that incorporate environmental, social, and ethical considerations, contributing to sustainable and circular business models.
	<i>course specific</i>	You assess environmental, social and ethical implications of your proposed supply chain solution and explain how the recommendations support responsible value creation.
LO6	<i>program specific</i>	The Master in GSCM initiates and guides organizational change, innovation, and continuous improvement within supply chain functions and cross-functional teams.
	<i>course specific</i>	You translate research findings into implementable recommendations and an improvement approach that addresses organizational constraints, stakeholder adoption and opportunities for innovation.
LO7	<i>program specific</i>	The Master in GSCM works effectively in multidisciplinary and multicultural environments, manages stakeholder relationships and navigates complex global supply chain ecosystems.
	<i>course specific</i>	You collaborate in a multicultural project team and manage communication, feedback and expectations across peers, coaches, company stakeholders and the final jury.
LO8	<i>program specific</i>	The Master in GSCM assesses regulatory frameworks, risk management practices, geopolitical challenges and governance structures, and formulates responsible and compliant supply chain policies.
	<i>course specific</i>	You identify confidentiality, governance and implementation risks in the client project and build appropriate safeguards into the research process and recommendations.

Course Content

The master project is the final and most important assignment of an academic master. Through the Master Project students show that they possess all the required knowledge and competencies that are required to graduate from the Master of Global Supply Chain Management at Antwerp Management School (AMS).

In the master project, students are expected to integrate the knowledge, techniques, insights and methodologies discussed during the program classes. They have to demonstrate their ability to master the topics discussed in class, be able to critically reflect upon them, and be able to apply them to a real-life business situation.

Throughout the report it is crucial that students balance a proper amount of theory and practice. Practical recommendations should be grounded in theory and should be demonstrated through frameworks and research.

The Master Projects at AMS are team assignments. If the team wishes to divide the work among the different members, the output is to be presented as one coherent research project report. In the case of a division of work, the different team members' contributions must be of equal weight, and the specific division must be included in the report's introductory section.

Prerequisites

A course on research methodology, and other preparatory documents are available on Brightspace.

Method of Instruction

Project

Assessment Method & Criteria

A detailed grading rubric is available on Brightspace.

The Master Project is evaluated on the following criteria:

- | | |
|--|-----|
| - problem statement, research questions and theory | 15% |
| - methodology and results | 20% |
| - conclusions and recommendations | 20% |
| - project organization | 10% |
| - project report | 10% |

- | | |
|---|-----|
| - oral defense / presentation | 5% |
| - oral defense – additional questions from the jury | 20% |

Study Materials

A Master Project Guide will be posted on Brightspace.