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A. Week 1 – Hoofdstuk 1 business processes

This chapter contains the summary of chapter 1 from the book used for the subject Business Processes.

Operations and process management is about how organisations create goods and services. All organisations are made up of processes; *the operations function* is the part of the organization that produces products or services. *The process function* also produces products and services, but on a smaller scale. A 'process perspective' means understanding businesses in terms of all their individual processes. The process perspective analyses a business at three levels:

- The lower more *operational level* of individual *processes*;
- The *operations function* of the *business*;
- The higher and more *strategic level* of the *supply network*.

The operations function of the business

The operations part of a business is itself an input-transformation-output system. Most of the businesses produce a mixture of tangible products and intangible services.

The higher and more strategic level of the supply network

The supply network is the collection of all operations of a business. There are operations that make their own products and services where the customer is the end consumer. Other operations make their own products and services where the costumers go on and supply the goods to other consumers. Moreover, operations can have several costumers, several suppliers, and may be in competition with another operation that produces the exact same product or service. It is very complicated, because costumers and suppliers can be the operations itself, and the boundaries aren't easy to find. The supply network level is very important, because you have to know if your business is a contribution to the supply network as a whole.

The lower more operational level of individual processes

Because processes are smaller versions of operations, operations are a network of individual processes that interact with each other. Each process is, at the same time, an internal supplier and an internal costumer for other processes, which is called the '**internal customer concept**'. This concept provides an internal analysis of an operation when the operation as a whole is not working properly because of one small process. There is another important implication; diverse parts of a business are connected by the relationships between their various processes, despite the organisational boundaries. This is why separate businesses can be seen as a network of processes, or even whole supply networks. These two different boundaries, process boundaries and organisational boundaries, show us that we can define a business any way we want.

We have to see an organisation as a collection of processes, interconnecting and all contributing to fulfilling its strategic aims.

Cost, Revenue, Investment, Capabilities

Operations and process management can make or break a business. It can have a positive impact on: cost, revenue, investment and capabilities.

- **Costs:** Good management of operations and processes can reduce de costs by being efficient. The more productive the transformation from inputs to outputs is, the lower the costs will be;
- **Revenue:** It can increase revenue by increasing customer satisfaction through quality, service and innovation. When your products and services are error-free and appropriately designed, and the operation is fast and responsive in meeting the needs of the customers, you will keep your existing customers and even

attract new ones. And this has a direct and major impact on the revenue of an organisation;

- **Effective investment and risk:** Good management can reduce the risk of operational failure, because well-designed operations are less likely to fail. And even if there is a failure, you can trace it back to some small failure in a small process. Moreover, when the rest of the operation is working properly, you will recover much faster from the failure. Efficiency can reduce costs and increase revenues; you need less resources per unit of output;
- **Capabilities:** Capabilities will form the basis for future innovation. Every time an operation produces a product or a service, it has the opportunity to accumulate knowledge about how that product or service is best produced. This accumulation of knowledge should be used as a basis for learning and improvement. If the long-term capabilities can be built, then the operations can respond to future market challenges. But, if an operations function is simply seen as the mechanical and routine fulfilment of customer requests, then it is difficult to build the knowledge base that will allow future innovation.

Inputs and outputs

A **process** is an arrangement of resources that transforms inputs into outputs.

Processes take in a set of input resources, of which some *will be transformed* into outputs, and some *will do the transforming*.

Inputs are usually materials, information or customers. Outputs are transformed inputs (resources) that are changed in some way within the process.

There are two types of transforming resources that form the building blocks of all processes; facilities (buildings, equipment, plant and process technology of the operation) and people (who operate, maintain, plan and manage the operation).

The difference between products and services are of course tangibility, but sometimes it's harder; software on a disc is a product, while the same software on the Internet is a service.

Not-for-profit organisations

Operation and process management is also relevant to organisations that do not necessarily need to earn profits. Management is exactly the same in commercial organisations. However, the strategic objectives are more complex and involve a mixture of political, economic, social or environmental objectives, which is why there is a greater chance that decisions have to be made under conflicting objectives.

The four V's

All businesses have operations, because all businesses produce products, services or a mixture of both. But they are not similar; there are often bigger differences within economic sectors than between them.

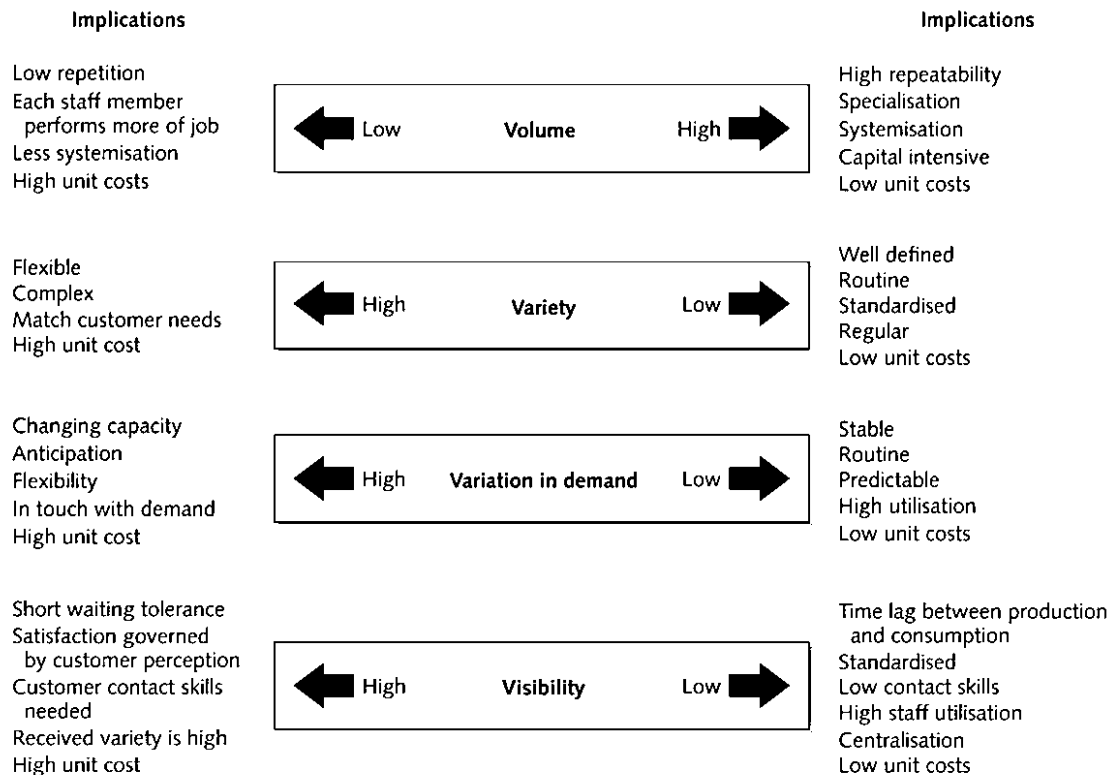
This means that they have to be managed in different ways. Especially the characteristics of demand determine the way in which every business has to be managed. These characteristics are 'the four Vs'.

The four V's are (also review the figure below):

- **Volume:** Processes with a high volume of output will have a high degree of repeatability, therefore it will be good to specialise your staff in the tasks they perform. When one task is repeated, it will be worthwhile to develop specialised technology;
- **Variety:** Processes with a high variety of products and services must engage in a wide range of different activities, changing relatively frequently between each activity. Therefore, staff and machines must contain a wide range of skills. A high

level of variety sometimes means a wide range of inputs. Therefore, high variety processes are more complex and more expensive than low variety operations;

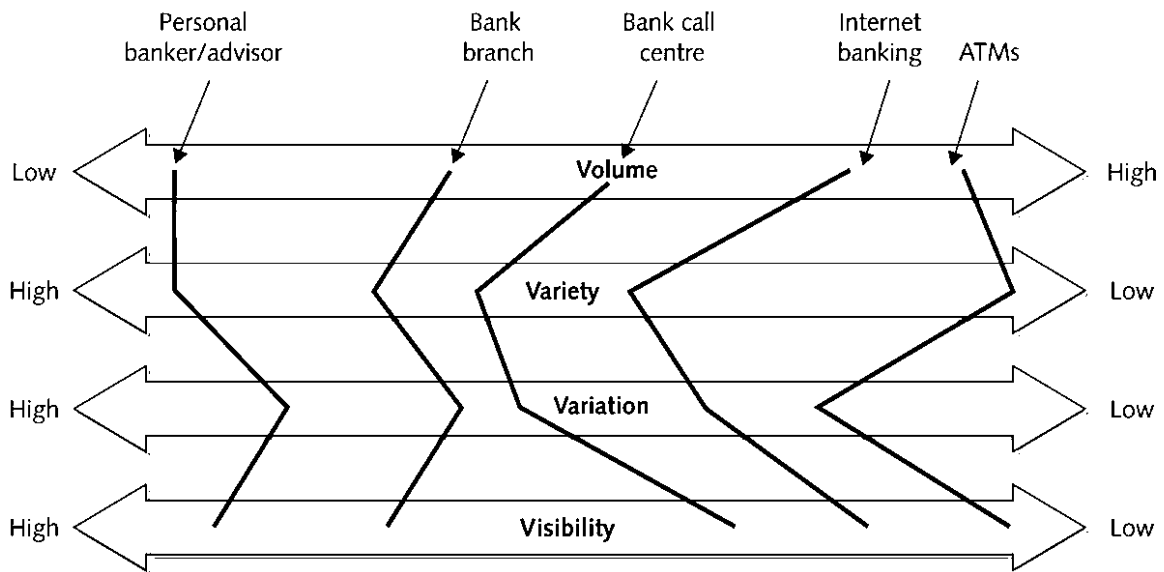
- **Variation on demand:** Processes are generally easier to manage when they only have to cope with predictably constant demand. You will only have to buy exact the resources you need. Processes with a lower fluctuation in demand do not need an extra safety capacity and can be planned in advance. They will generally have lower costs than those with a higher variation;
- **Visibility:** Visibility indicates how much of the process is experienced or exposed to the customers. Processes that act directly to customers, mostly services, will have more visibility. High-visibility brings more costs, because the staff also needs high social skills. Many businesses have a mixture of high- and low visibility.



Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition, United Kingdom: Pearson.

Generally, high volume with low variety, variation and visibility, facilitate low costs. Low volume together with high levels of variety, variation and visibility all increase process costs. Almost every operation can be identified with positions in this four v-system, and each position needs another way of managing.

To a large extent, the position of a process is determined by the demand of the market it is serving. However, most processes have some space to move on the dimensions.



Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition, United Kingdom: Pearson.

Model of operations and process management

Managing operations and processes involves a whole range of separate decisions that will determine their overall purpose, structure and operating practise. These decisions can be grouped together in various ways. Here are some examples:

- **Directing:** a general understanding of operations and processes and their strategic purpose;
- **Designing:** designing the operation's products, services and processes. Design determines the physical form, shape and composition of operations and processes together with the products and services that they produce;
- **Delivery:** after being designed, the delivery of products and services from suppliers and through the total operation to customers must be planned and controlled;
- **Developing:** you cannot simply deliver products and services in the same way that they always have done. You have to develop the capabilities of the process to improve the performance.

B. Week 1 – Hoofdstuk 2 Business processes

This chapter contains the summary of chapter 2 from the book used for the subject Business Processes.

The major objective for operations and processes is to provide a business with some form of strategic advantage. That is why the management of a business' processes and operations and its intended overall strategy must be logically connected. Some firms have found that when you use your operations resources to gain a long-term strategic success, it will set you apart from your competitors. Without a link with the overall strategy, operations and processes will be without a direction and result in internal decisions that do not reflect your strategy or result in conflict.

What is operations strategy?

Operations strategy is the pattern of decisions and actions that shapes the long-term vision, objectives and capabilities of the operation and its contribution to the overall strategy. It is the way in which operational resources are developed over the long term to create a sustainable competitive advantage for the business. A business can only be successful when all the parts of the business follow the same strategy. Operations strategy has two related meanings. The first is concerned with the operations function itself and how it can contribute to strategic success. The second is concerned with how any function can develop its process and resources and establish its strategic role.

Does the operation have a strategy?

Strategies are always difficult to identify because they have no meaning themselves; they are identified by the patterns of decisions that they generate. A strategy should provide a vision for how the operation's resources can contribute to the business as a whole. It should also define both the exact meaning of the operation's performance objectives, and the broad decisions that will help the operation achieve its objectives. Finally, it should reconcile strategic decisions with performance objectives.

All operations have stakeholders. Some are internal, like employees, and some are external, like customers and shareholders. In any kind of organisation, it is the responsibility of the operations function to understand the objectives of its stakeholders and set its objectives accordingly. The different groups of stakeholders have different views. Strongly related to the stakeholders' perspective is that of the **corporate social responsibility** (CSR). CSR is listening and responding to the needs of a company's stakeholders. The issue of how social performance objectives can be included in operations managements' activities is of increasing importance, both from an ethical and a commercial point of view. Converting CSR into operational reality is difficult. An attempt to do so is the triple bottom line. This is an approach to value-creation that attempts to integrate economic, environmental and social impacts.

An operations strategy should articulate a vision for the operations contribution. The vision for an operation is a clear statement of how operations intend to contribute value for the business. It is not about what the operation wants to achieve (those are its objectives), but what it must become. A common approach to summarising operations contribution is the *Hayes and Wheelwright Four-Stage Model*. The model traces the progression of the operations function from what is the largely negative role of stage 1 operations, to it becoming the central element of competitive strategy in excellent stage 4.

Stage 1. Internal neutrality

This is the very poorest level of contribution by the operations function. The function is inward looking, and its goal is to be ignored (at least when it isn't holding the company back in any way). Its vision is to be internally neutral, a position it tries to achieve not by

anything positive but by avoiding the bigger mistakes.

Stage 2. External neutrality

The first step of breaking out of stage 1 is for the operations function to start comparing itself with similar companies or organisation in the outside market, and trying to be appropriate.

Stage 3. Internally supportive

These operations have probably reached the first division in their market. They are not the best, but as good as the competitors. The vision however is to be the best. They try to achieve this by gaining a clear view of the company's competitive or strategic goals and developing appropriate operations resources to excel in the areas in which the company needs to compete effectively.

Stage 4. Externally supportive

This is a stage where the vision for the operations function is to provide the foundation for competitive success, by looking at the long term. Operations forecast likely changes in the markets and supply and, overtime, develops the operations-based capabilities that will be required to compete in future market conditions. These operations are creative and proactive, innovative and capable of adaptation as markets change.

An operations strategy should define operations performance objectives. When operations satisfy the requirements of its customers, they will be capable to add value for them and contribute to competitiveness. There are five aspects of operations performance that will affect customer satisfaction:

- **Quality:** doing things right, like providing error-free goods and services;
- **Speed:** doing things fast by minimising the time between a customer asking for goods and services and the customer receiving them in full;
- **Dependability:** doing things on time, keeping your promises;
- **Flexibility:** changing what or how you do things when customers ask for it or at unexpected circumstances;
- **Cost:** doing things cheaply, so your price will be appropriate for the market and will still give you revenue.

But the exact meaning of performance objectives is different between operations. This means there is no universal definition. It is important that companies have their own thoughts on how performance objectives should be defined. The priority of the performance objectives can also differ. There should be a clear logical connection between the competitive stance of a business and its operations objectives. For example, if a business competes on prices and value for money, it should prioritise on costs, productivity and efficiency. If a business competes on a high degree of customisation of its services or product, it should be placing an emphasis on flexibility. A good company understands the importance of making this connection.

An operations strategy should indicate broadly how the operation might best achieve its performance objectives. A strategy can be restrictive or open, in the way that it gives little guidance. But they are both valid if they capture key decisions. If a business thinks it has an operations strategy, it should be able to define and reconcile the intended links between each performance objective and each decision area.

A business model and operating model

A business model is the plan that is implemented by a company to generate revenue and make profit. It is what a company does and how they make money from doing it; a description of the value a company offers to one or several segments of customers. A business model is a bit like a strategy, but rather covers 'how' than 'what'. An operating model should provide a clear, broad description of what the organisation does, across

both business and technological domain. An operating model does not respect conventional, functional boundaries. An operating model is like an operations strategy, but applied across all functions and domains of the organisation. There are overlaps between the business model and the operating model. The main difference is that an operating model focuses more on how an overall business strategy is to be achieved.

Does operations strategy make sense from the top and the bottom of the business?

An operations strategy, as a top-bottom process, reflects corporate and business strategy through a functional level. As a bottom-top process, it allows the experience and learning at an operational level to contribute to strategic thinking. When this is not happening, operations strategy will only be partially effective.

Does operations strategy align market requirements with operations resources?

The most important short-term objective of operations strategy is to ensure that operations resources can satisfy market requirements (*market requirement perspective*). The long-term objective is to build the capabilities within its resources that will allow the business to provide something to the market that its competitors find difficult to imitate or match (*operations resource capability perspective*). The last one is very much influenced by the resource-based view (RBV) of the firm.

Does operations strategy set an improvement path?

The purpose of operations strategy is to improve the business performance relative to its competitors in the long term. The strategy indicates how.

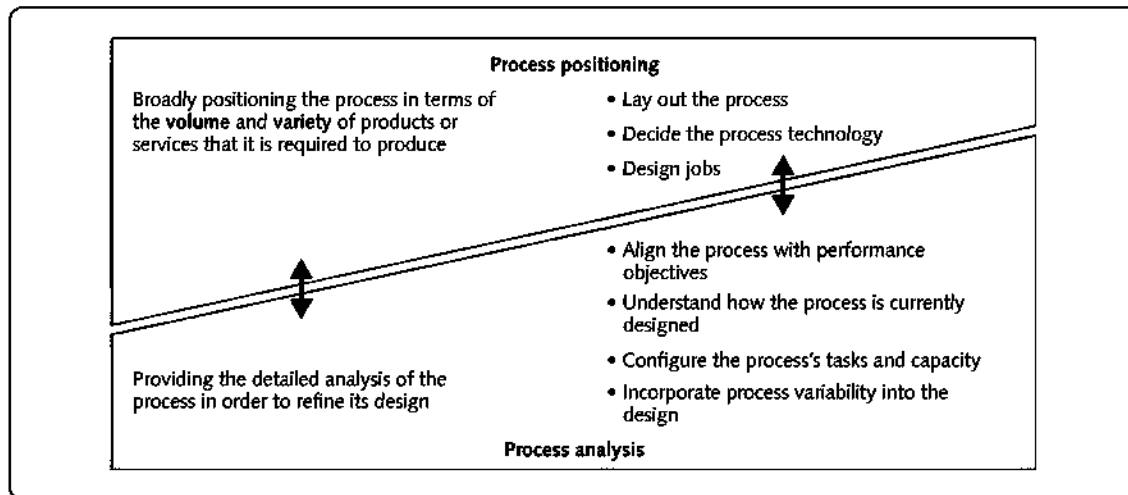
C. Week 1 – Hoofdstuk 3 business processes

This chapter contains the summary of chapter 3 from the book used for the subject Business processes.

Processes are the building blocks of all operations, and their design will affect the performance of the whole operation and the contribution it makes to its supply network.

What is process design positioning?

Because designing is to conceive looks, arrangements, and working on something before it is constructed, it is a conceptual exercise that must deliver a solution in practice. To design, you have to consider the overall shape and nature of the process. The most common way is positioning it according their volume and variety. After that, you must analyse the details of the process in order to ensure that it fulfils its objectives effectively.



Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition, United Kingdom: Pearson.

Process design in supermarkets

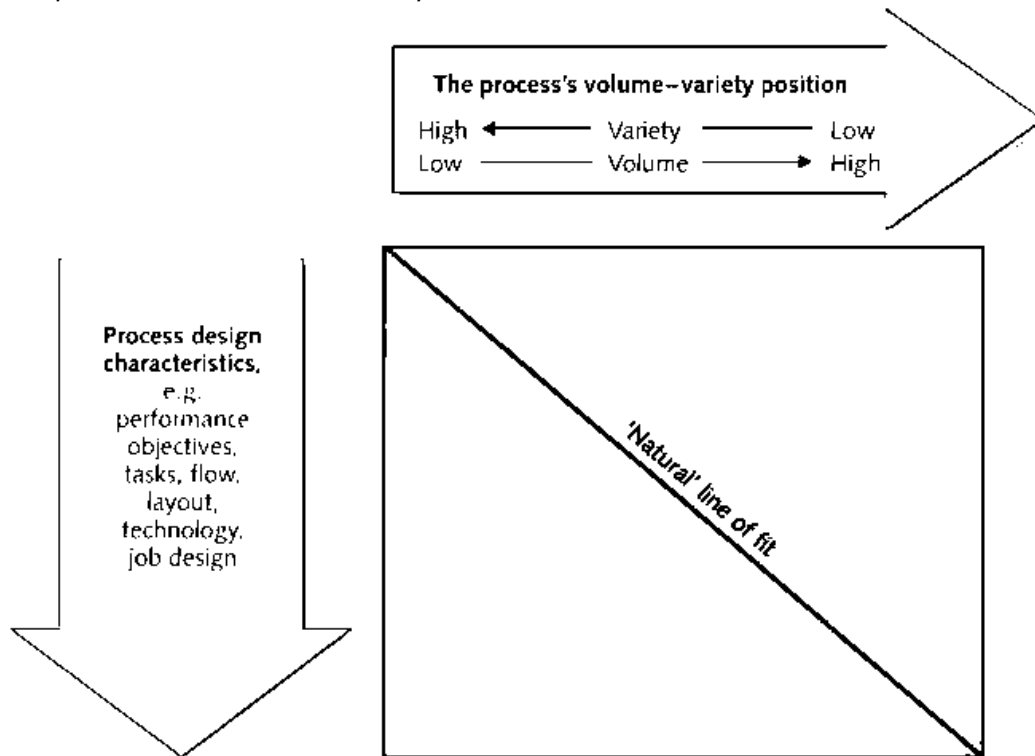
A supermarket must maximise their revenue per square metre and minimise the costs of operating the store, while keeping customers happy. At a basic level, supermarkets have to get the amount of space allocated to the different areas right. The circulation through the store must be right and the right layout can make customers buy more. Aisles are made wide to ensure a relatively slow flow of trolleys so that customers pay more attention to the products. However, wide aisles can come to the expense of reduced shelf space that reduces the space for products.

The actual location of products is a critical decision that directly affects the convenience to customers, their level of spontaneous purchase and the cost of filling the shelves. Fruit and vegetables are located adjacent to the main entrance, while basic products are located at the back of the store and apart from each other. High-margin items are put on eye-level. The first metre of an aisle is called 'dead space', which is no suitable place to store impulsive-bought goods. The prime side in a supermarket is the 'gondola-end', located at the end of a shelf, where sales can increase 200 or 300 per cent. Supermarkets have a high volume, but the variety is difficult to determine. When you look at the customers, every customer is different and therefore there is a high variety. But because the design tries to encourage similarity of flow and let the customers customise their own service, the variety is low.

Do processes match volume-variety requirements?

The two most important factors are volume and variety. These two factors are related as follows: low volume = high variety and high volume = low variety. Therefore, we can position processes on a line according to these two factors.

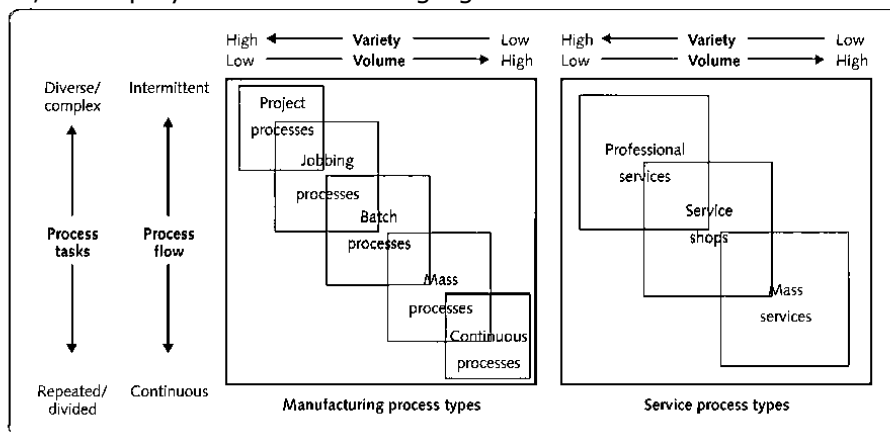
We call this the product-process matrix, see the figure below. The higher the volume, the lower the process design characteristics. The process design characteristics should match the point on the volume-variety line.



Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition, United Kingdom: Pearson.

Process types

Processes on different points on the line, are different process types. Each process type implies differences in the set of tasks performed by the process and the way in which inputs flow through the process. Keep in mind that there are some overlaps between types, as displayed in the following figure:



Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), *Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition*, United Kingdom: Pearson.

Process types

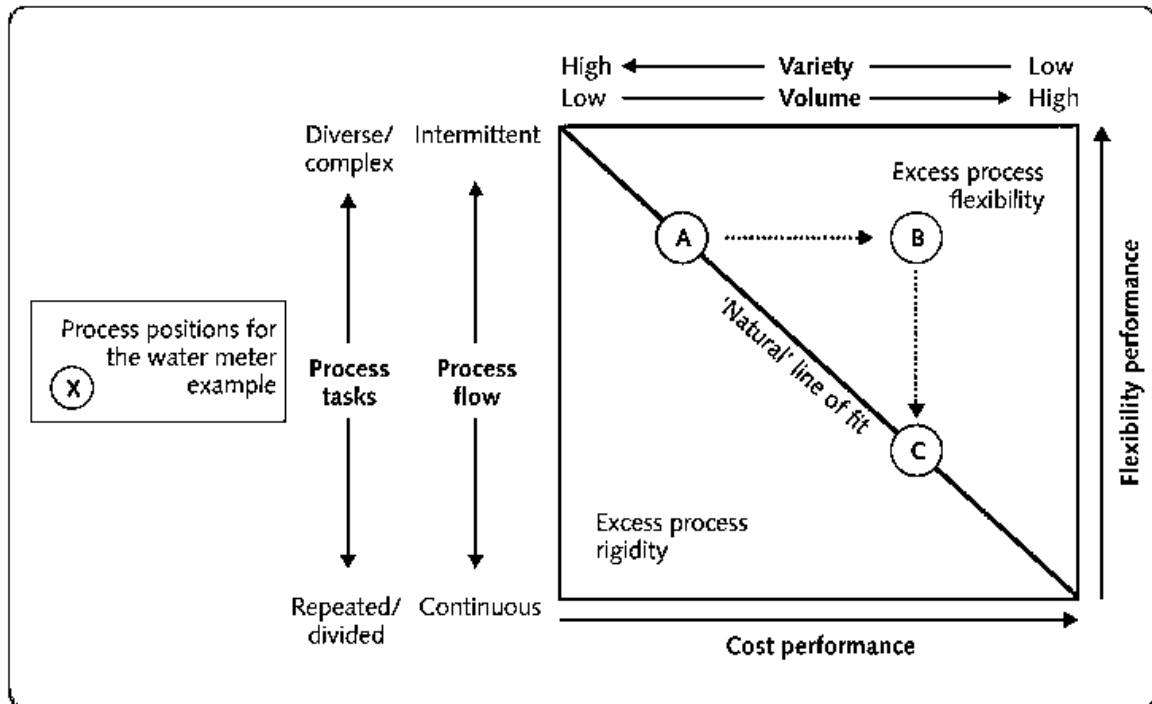
- **Project processes:** Project processes are those that deal with discrete, usually highly customised products. Often the timescale is long and the process is very complicated. The process is mostly uncertain and sometimes it can change during the process;
- **Jobbing processes:** Jobbing processes also deal with a high variety and a low volume, but different to project processes, each product has to share its resources with many others. The process will work on a series of products, but each product will require the same kind of attention, of which each will differ in its exact needs; Jobbing processes will usually produce smaller items than project processes, but the degree of repetition is low;
- **Batch processes:** Batch processes can look like jobbing processes but without the degree of variety. Batch processes produce usually more products at one time. If a batch is small, batch processes differ little from jobbing processes, especially when each batch is a totally novel product. If the batches are large, processes can be very repetitive. Because of this, batch processes can be found at a wide range of volume and variety;
- **Mass processes:** Mass processes produce in high volume, usually with narrow effective variety. The variety is low so that it does not affect the basic production. The production is essentially repetitive and largely predictive;
- **Continuous processes:** Continuous processes operate at even a higher level of volume and have a lower level of variety. Sometimes production is even an endless flow.

Service processes

- **Professional services:** These services are high-variety and low volume, where customers spend a considerable time in the service process. These processes tend to be people-based instead of equipment-based;
- **Service shops:** Service shops are between the two extremes professional and mass services. This service is a mix of front- and back-office activities;
- **Mass services:** Mass services have many customer transactions and little customisation. Such services are often predominantly equipment-based and product oriented.

Moving off the natural diagonal

The diagonal represents the most appropriate process design for any volume-variety position. This means that when you move off the diagonal, the costs will increase. On the right side of the diagonal there will be lower volume and a higher variety. In this case, the business is more flexible than needed, which results in higher costs. On the left side there will be higher volume and lower variety; processes will be over-standardised. See the figure on the next page.



Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), *Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition*, United Kingdom: Pearson.

Layout, technology and design

If movement down the diagonal changes the nature of a process, then the key elements of its design will also change. At this level, the key elements of the design are the ones that make up processes; technology and people, and the way in which these ingredients are arranged within the process relative to each other (the layout). The objective of a layout is usually to minimise movement, but in information processes for example, distance is irrelevant. The layout should reflect the volume and variety of the process. When there is a *low* volume and *high* variety, flow may not be a big issue. With *high* volume and *low* variety, flow becomes far more important.

When variety is high, a flow-orientated layout will be difficult because of the changes in the flow. If you can divide products or services in categories, but the variety is high, you can arrange requirements into cells. With high volume and small variety, the classic flowline will fulfil.

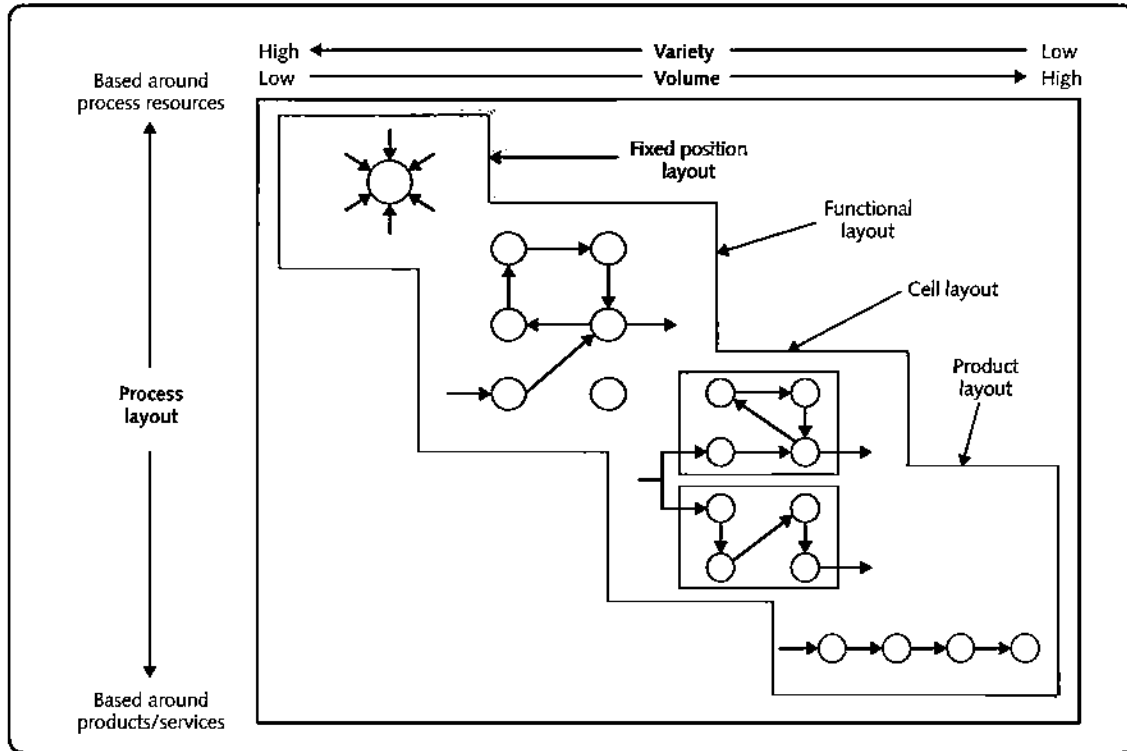
Different types of layouts

- **Fixed-position layout:** In this layout the information or the customer, instead of the materials, moves through an operation. The equipment, machinery, plant and people who do the processing only move when necessary;
- **Functional/process layout:** In functional layout similar activities or resources are located together. This can be convenient or because their utilisation can be improved. Units will flow a route determined by their needs;
- **Cell layout:** In this layout, materials information and customers are preselected when they enter the operation. They move to the cell/operation where they meet their processing needs. The cell itself can be arranged in any appropriate manner. After visiting one cell, the transformed resources may go to another cell. Cell layout tries to bring some order to the complexity of flow that characterises functional layout;

- Product layout:** Product layout involves locating people and equipment entirely for the convenience of the transformed resources. Each unit follows a pre-arranged route. The flow is clear, predictable and therefore relatively easy to control. High volume and standardised requirements allows a product layout.

Layout selection

Getting the right layout is important because changing it will increase the costs, difficulty and disruption. An inappropriate layout could result in extra costs every time an item is processed. A good layout will result in costs and transparency. When choosing the right layout, you should review the 'process type'.



Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition, United Kingdom: Pearson.

Manufacturing process type	Potential layout types		Service process type
Project	Fixed-position layout Functional layout	Fixed-position layout Functional layout Cell layout	Professional service
Jobbing	Functional layout Cell layout		
Batch	Functional layout Cell layout	Functional layout Cell layout	Service shop
Mass	Cell layout Product layout		
Continuous	Product layout	Cell layout Product layout	Mass service

Nigel Slack; Alistair Brandon-Jones; Robert Johnston; Alan Betts (2015), Operations and Process Management: Principles and Practice for Strategic Impact, 4th Edition, United Kingdom: Pearson.

Process technologies

Process technologies are the machines, equipment and devices that help processes transform materials, information and customers. It is important to distinguish between process technologies (help to create products and services) and product technologies (the technology from the product or service that creates its specification or functionality). Some of the process technologies are indirect, like computer systems. The different process technologies should reflect the volume-variety position. High variety and low volume require process technology for general purpose. Low variety and high volume can use a technology that is more dedicated to the process. Within this spectrum there are three dimensions:

- **Automation technology degree:** The first is the extent to which the process technology carries out activities or makes decisions itself; the degree of automation. To some extent, all technology needs human intervention. Generally, processes that have high variety and low volume will employ technology with lower degrees of automation;
- **Scale/scalability:** The second is the capacity of the technology to process work; the scale or scalability. The advantage of large-scale technologies is that they can usually process items cheaper than small-scale technologies. However, they usually need high-volume and can only cope with low-variety. Small scale can also reduce the risk. Scalability is the ability to shift to a different level of useful capacity quickly;
- **Coupling/connectivity:** The third is the extent to which it is integrated with other technologies; its degree of coupling or connectivity. Coupling means the linking together of separate activities within a single piece of process technology to form an interconnected processing system. Tight coupling means fast process throughput, a simple and predictable process, but it is also expensive and vulnerable. Coupling is generally more suited with low variety and high volume.

Job design

Job design is about how people carry out their tasks within a process. It defines the way they go about their working lives, it positions the expectations of their requirements, and it influences their perceptions of how they contribute to the organisation.

Job design also defines their activities in relation to their work colleagues and it channels the flow of communication between different parts of the operation. But, of most importance, it helps to develop the culture of the organisation, its shared values, beliefs and assumptions.

Jobs must fit to the nature of the process, which is equally important for layout and process technology. Some aspects are all the same: safety, ethical issues, and work/life balance. Equally to all process aspects, job design should reflect its volume variety position. Three aspects of job design in particular are affected by volume variety characteristics of a process:

How should tasks be allocated – the division of labour

The most obvious aspect of any individual's job is the size; how many of the tasks within any process are allocated to an individual. Separating tasks into smaller parts between individuals is called the **division of labour**. When division is used, you can specialise in the task; you can do it faster (automation), and the non-productive work is reduced. On the other hand, jobs will be monotonous, they can cause physical injury and low flexibility, and they will be vulnerable.

To what degree should jobs be defined?

Jobs in high variety are difficult to define in anything but the most general terms. You call the jobs by what is coming out of the process instead by the activity of transforming. A process with lower variety is likely to be defined more closely, with the exact nature of each activity defined and individual staff trained to follow a job step-by-step.

How should job commitment be encouraged?

Many factors may influence job commitment, like: an individual's job history and expectations, relationships with co-workers, personal circumstances. But the volume and variety is also important. In high variety, job commitment is likely to come from an intrinsic nature of the task itself, because it can bring its own satisfaction. At repetitive work, there is no satisfaction; it must be designed into the job.

Job enlargement might be the first solution. This allocates a larger number of tasks to individuals, usually by combining tasks that are broadly of the same type as those in the original job. This may provide a more complete and therefore slightly more meaningful job. The job is also less repetitively. The second thing you could do is *job enrichment*. This increases the number of tasks in a job, but also allocates tasks that involve more decision-making, or greater autonomy, and therefore greater control over the job. The goal is to reduce repetition and to increase personal development opportunities.

The third option is *job rotation*. This means moving individuals periodically between different sets of tasks to provide some variety in their activities. This can increase skill flexibility and decrease monotonous work. However, it will abrupt the flow of the process and change people's rhythm. The fourth option is *empowerment*. This means that you enhance individual's ability and sometimes authority to change the way they perform their jobs. The last thing people can do is *team working*. This is closely related to empowering. Team-based organisations are where staff, often with overlapping skills, collectively perform a defined task. The team may control task allocation between members, scheduling work, quality measurement and improvement, and sometimes even hiring staff.

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