

Handelshøjskolen, Aarhus Universitet

Det bekræftes herved, at

GRZEGORZ NOWAK

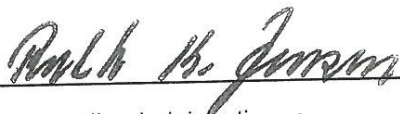
Cpr.nr.

231082-[REDACTED]

den 06-12-2007 bestod

**DEN ERHVERVSØKONOMISKE KANDIDATUDDANNELSE
CAND.MERC.LOGISTIK**

Århus, den 12. december 2007



Studieadministrationen



Studiechef



	Karakter	ECTS-Kar	13-skala	ECTS
Kandidatafhandling	10	B		30
Forudsætningsfag				
Logistik og økonomistyring: Design og planlægning	7	C	9	10
Adfærdsvidenskabelig metode	4	D	7	10
Computerbaseret analyse og modellering	10	B	9	10
Liniefag				
Styring af projekters økonomi	7	C	9	5
OR-teknikker	10	B	10	10
Logistik - begreber, modeller og metoder	7	C	8	15

	Karakter	ECTS-Kar	13-skala	ECTS
Valgfag:				
Entrepreneurship - forretningsidé og -etablering	7	C	9	10
Logistik- og produktionstyringskoncepter i ERP systemer	7	C	9	10
Praktikophold	7	C	9	10
DET SAMLEDE GENNEMSIT UDGØR HEREFTER	8.0			
UDDANNELSENS NORMEREDE BELASTNING				120

Ralph M. Jensen

Studieadministrationen

Århus, den 12. december 2007

Handelshøjskolen, Aarhus Universitet

Karakterskala

7-trins-skalaen

- 12: For den fremragende præstation.
- 10: For den fortrinlige præstation.
- 7: For den gode præstation.
- 4: For den jævne præstation.
- 02: For den tilstrækkelige præstation.
- 00: For den utilstrækkelige præstation.
- 3: For den ringe præstation.

Grading Scale

The 7-point scale

- 12: For an excellent performance.
- 10: For a very good performance.
- 7: For a good performance.
- 4: For a fair performance.
- 02: For a performance meeting only the minimum requirements for acceptance.
- 00: For a performance which does not meet the minimum requirements for acceptance.
- 3: For a performance which is unacceptable in all aspects.

Den karakter, der vises i kolonnen "Karakter" er karakteren i 7-trinsskalaen. Hvis der er angivet en karakter i kolonnen "13-skalakarakter", betyder det, at den studerende oprindeligt har fået en karakter efter 13-skalaen, og at denne er omregnet til 7-trinsskalaen.

The grade listed in the column "Grade" is the grade on the new 7-point scale. If a grade is listed in the column "13-scale Grade", the student has initially received a grade according to the 13-scale. This grade has been converted to the new 7-point scale.

Karakter Grade	ECTS	13-skala 13-scale
12	A	13
10	B	11
7	C	10
4	D	9
02	E	8
00	Fx	7
-3	F	6
		5
		03
		00

Model for sammenligning af karakterskalaer

7-trins-skala → ECTS → 13-skala

Model for comparison of grading scales

7-point scale → ECTS → 13-scale Grade

Handelshøjskolen, Aarhus Universitet

Certificate to testify that

GRZEGORZ NOWAK

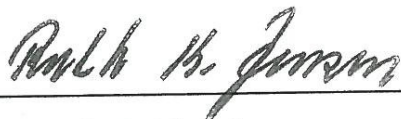
Pers.Code No

231082-██████

on 06-12-2007 has completed

**THE MASTER OF SCIENCE PROGRAMME
IN BUSINESS ADMINISTRATION AND LOGISTICS**

Aarhus, 12 December 2007



Central Registry



Head of Central Registry



	Grade	ECTS-Grade	13-scale	ECTS
Thesis	10	B		30
Prerequisite Courses				
Logistics and Cost Structures: Design and Planning	7	C	9	10
Adfærdsvidenskabelig metode	4	D	7	10
Computerbased Analysis and Modelling	10	B	9	10
Specialization courses				
Project Cost Control	7	C	9	5
OR-technics	10	B	10	10
Logistics	7	C	8	15

	Grade	ECTS-Grade	13-scale	ECTS
Electives:				
Entrepreneurship - business idea and -foundation	7	C	9	10
Logistics- and Manufacturing Concepts in ERP-Systems	7	C	9	10
Internship	7	C	9	10
OVERALL AVERAGE	8.0			
THE PRESCRIBED WORKLOAD OF THE PROGRAMME				120

Ralph B. Jensen

Aarhus, 12 December 2007

Central Registry



Handelshøjskolen, Aarhus Universitet

Karakterskala

7-trins-skalaen

- 12: For den fremragende præstation.
- 10: For den fortrinlige præstation.
- 7: For den gode præstation.
- 4: For den jævne præstation.
- 02: For den tilstrækkelige præstation.
- 00: For den utilstrækkelige præstation.
- 3: For den ringe præstation.

Grading Scale

The 7-point scale

- 12: For an excellent performance.
- 10: For a very good performance.
- 7: For a good performance.
- 4: For a fair performance.
- 02: For a performance meeting only the minimum requirements for acceptance.
- 00: For a performance which does not meet the minimum requirements for acceptance.
- 3: For a performance which is unacceptable in all aspects.

Den karakter, der vises i kolonnen "Karakter" er karakteren i 7-trinsskalaen. Hvis der er angivet en karakter i kolonnen "13-skalakarakter", betyder det, at den studerende oprindeligt har fået en karakter efter 13-skalaen, og at denne er omregnet til 7-trinsskalaen.

The grade listed in the column "Grade" is the grade on the new 7-point scale. If a grade is listed in the column "13-scale Grade", the student has initially received a grade according to the 13-scale. This grade has been converted to the new 7-point scale.

Karakter Grade	ECTS	13-skala 13-scale
12	A	13
10	B	11
7	C	10
4	D	9
02	E	8
00	Fx	7
-3	F	6
		5
		03
		00

Model for sammenligning af karakterskalaer

7-trins-skala → ECTS → 13-skala

Model for comparison of grading scales

7-point scale → ECTS → 13-scale Grade

This Diploma Supplement follows the model developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

1. Holder of the Qualification

- 1.1. Family name(s):** Nowak
1.2. Given name(s): Grzegorz
1.3. Date of birth: 231082
1.4. Civil registration number: 231082-████

2. The Qualification

2.1. Name of the qualification and title conferred (in Danish):

Den erhvervsøkonomiske kandidatuddannelse cand.merc. Logistik

Name of the qualification and title conferred (in English):

The Master of Science Programme (MSc) in Business Administration and Logistics

2.2. Main fields of study:

Business Administration and Logistics

2.3. Name and status of awarding institution:

Handelshøjskolen, Aarhus Universitet (Aarhus School of Business, University of Aarhus). Handelshøjskolen, Aarhus Universitet is business school at the University of Aarhus, which is regulated according to the Ministry of Science, Technology and Innovation University Act of 6 May 2004.

2.4. Name and status of institution administering the studies:

Not applicable

2.5. Language(s) of instruction/examination:

Primarily Danish

3. Level of the Qualification

3.1. Level of qualification:

A second-cycle research-based qualification - predicted duration two years of full-time higher education studies.

3.2. Official length of programme:

Two years = 120 ECTS credit points

3.3. Access requirement:

Admittance to the Master of Science programmes requires a Bachelor of Science degree in Business Administration or economics or their equivalent.

4. Contents and Results Gained

4.1. Mode of study

Full-time study programme comprising a bachelor of science programme in Business Administration weighing 180 ECTS credit points and a specialised, theoretical master of science programme weighing 120 ECTS credit points. In total the master of science degree comprises 300 ECTS credit points.

4.2. Programme requirements

The MSc programme consists of a compulsory, specialised block of courses weighing 90 ECTS which include prerequisite courses, specialised courses and a Master thesis. The rest of the programme (30 ECTS) is made up of elective courses, hereunder courses approved from other national or international universities. Academic profile: Logistics and Management Accounting

4.3. Programme details and individual grades/marks/credits obtained

Please refer to the enclosed grade transcript.

4.4. Grading scheme and if applicable grade distribution information

Please refer to the explanation of the grading scale on the final page.

4.5. Overall classification of the qualification

Not applicable for Danish qualifications.

5. The Function of the Qualification

5.1. Access to further study

A completed MSc degree gives general access to Ph.D. studies. However, specific admission is subject to approval by the individual institution.

5.2. Professional status

The MSc in Business Administration qualifies the candidate to undertake management positions as well as consultancy functions in private and public companies and organizations.

6. Additional Information

The Master of Science degrees in Business Administration comply with the Executive Order on Bachelor and Master Degrees issued by the Danish Ministry of Science, Technology and Innovation no. 338 of 6 May 2004.

6.1. Additional information

The Aarhus School of Business is a business school located in Aarhus, the second largest city in Denmark, with approx. 275,000 inhabitants. The school merged with the University of Aarhus 1 January 2007. Its activities are financed by the Danish state. The Aarhus School of Business offers courses within the fields of business and communication and confer degrees at Bachelor, Master and PhD level. Given the school's university status all programmes are based on research. Moreover close ties to the business community ensure that the programmes are continuously updated to meet the needs of the business community. Today, The Aarhus School of Business with its more than 7000 students - 5500 day students and 1500 evening students - is the second largest business school in Denmark. The mission and vision of Aarhus School of Business is to contribute added value to society through research, education and dialogue on the creation and development of companies and organisations. The Aarhus School of Business is committed to creating and maintaining a high-profile position and to gaining international recognition through outstanding research, internationally recognised graduates, and fruitful cooperation with the Danish business community. In spring 2001 our ongoing efforts to ensure the highest standard in education and research were rewarded with the conferral of the EQUIS Accreditation by the international network EFMD - European Foundation for Management Development.

6.2. Further information sources

Information in English on the Aarhus School of Business (departments, study programmes, course descriptions etc.) may be obtained from the following homepage: www.asb.dk, or from ASB, Registrar's Office, Fuglesangs Allé 4, DK -8210 Århus V, Denmark, Phone +45 89 48 66 88, Fax +45 86 15 01 88. General information on higher education in Denmark can be obtained from the following homepages: Danish Ministry of Science, Technology and Innovation www.vtu.dk or CIRIUS www.ciriusonline.dk

7. Certification of the Supplement

Aarhus, 12 December 2007

Registrar's Office



Examinations and diplomas

All examinations at Danish higher education institutions are administered not only by the teacher, but also by an examiner who often is external. The examiners are responsible for assuring the same standard for all examinations and thus their quality. After completion of a full programme, the student is awarded a diploma and a transcript.

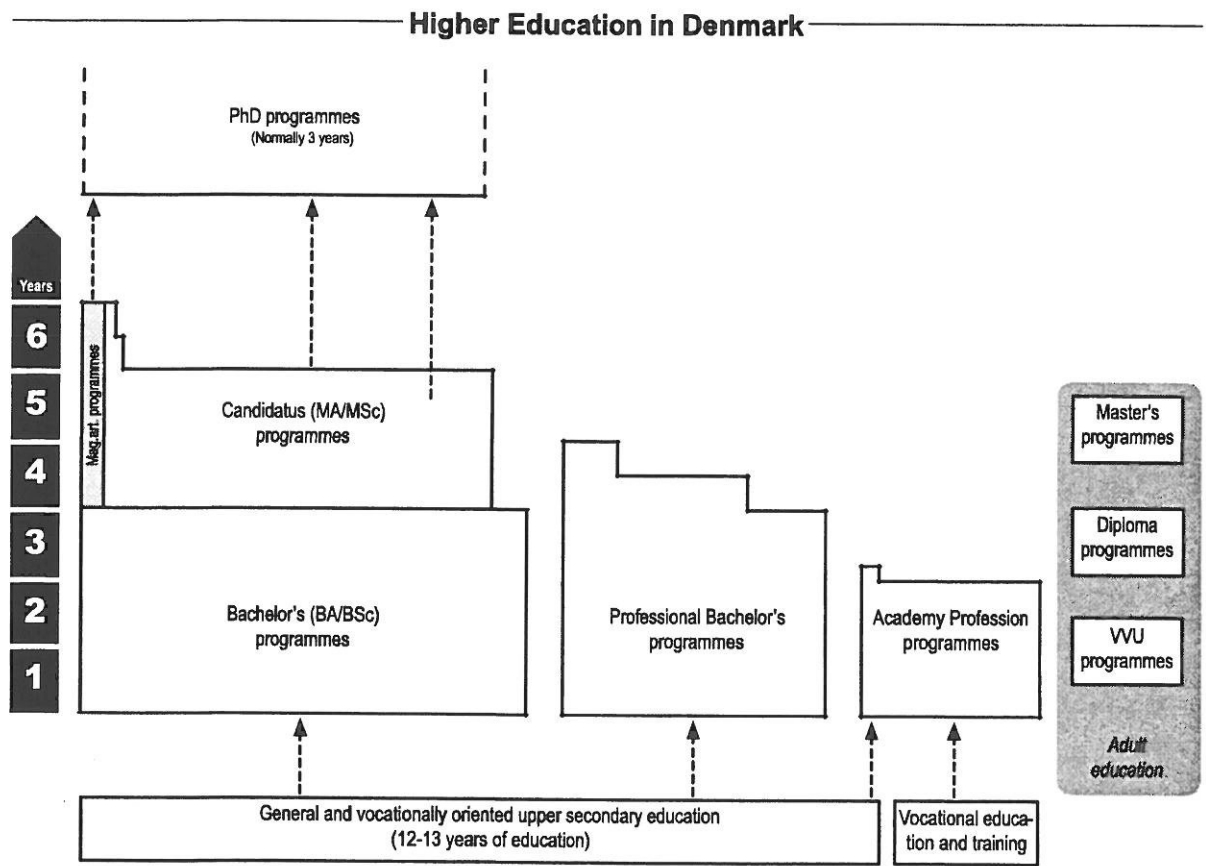
The 7-point grading scale

The grading system used in all state-regulated education as from August/September 2007 is the 7-point grading scale. The grading scale is compatible with the ECTS grading scale.

The 7-point grading scale		The ECTS grading scale
12	For an excellent performance displaying a high level of command of all aspects of the relevant material, with no or only a few minor weaknesses	A
10	For a very good performance displaying a high level of command of most aspects of the relevant material, with only minor weaknesses.	B
7	For a good performance displaying good command of the relevant material but also some weaknesses.	C
4	For a fair performance displaying some command of the relevant material but also some major weaknesses.	D
02	For a performance meeting only the minimum requirements for acceptance	E
00	For a performance which does not meet the minimum requirements for acceptance	Fx
-3	For a performance which is unacceptable in all respects	F

Apart from the 7-point grading scale, pass/fail assessment may also be used. 02 is the minimum grade for passing an exam.

The performance of the student must be assessed according to the academic targets set for the specific subject or course (absolute grading method). The relative grading method must not be used.



This description has been approved by the Danish Ministry of Education, the Ministry of Science, Technology and Innovation and the Ministry of Culture.

Admission to higher education

General access to higher education in Denmark requires 12 years of education, including one of the following secondary school leaving examinations or comparable qualifications:

- *studentereksamen* (Upper Secondary School Leaving Examination);
- *højere forberedelseseksamen (hf)* (Higher Preparatory Examination);
- *højere handelseksamen (hhx)* (Higher Commercial Examination);
- *højere teknisk eksamen (htx)* (Higher Technical Examination).

Admission to many degree programmes depends also on the fulfilment of specific requirements such as subject combinations, the level of subjects taken, the grades obtained, work experience, etc. A few programmes have limited enrolment.

Admission to certain programmes requires an entrance examination or submission of a portfolio of artistic work.

Higher education institutions

Institutions can be grouped into four different types:

- Research universities (*Universitet*) offering undergraduate and postgraduate degree programmes in all academic disciplines.
- University-level institutions offering undergraduate and postgraduate degree programmes in subject fields such as architecture, design, music and fine and performing arts.
- University colleges (*CVU/Professionshøjskole*) and a few specialized colleges offering 3-4-year professionally oriented undergraduate degree programmes.
- Academies of Professional Higher Education (*Erhvervsakademi*) offering 2-year professionally oriented undergraduate degree programmes.

Accreditation

Public higher education institutions are publicly financed, and they must follow the national legislation concerning e.g. degree structures, teacher qualifications and examinations, including a system of external examiners. A nationally established – fully independent – accreditation agency assures the quality and the relevance of higher education programmes.

Private institutions can operate without any approval. However, if students at private institutions are to be eligible for state study grants, the institutions must abide by a recognition procedure.

Undergraduate qualifications (first cycle degrees)

University Bachelor's degrees

The University Bachelor's degree is awarded after completion of a 3-year undergraduate programme (180 ECTS credits), normally concentrated on one or two fields of study. The programmes are research-based and provide students with a broad academic foundation as well as specialised knowledge combined with theoretical, applied and analytical skills. Students are required to submit a final project paper. The programmes qualify students for occupational functions and for postgraduate studies e.g. for the *candidatus* degree. The Danish title is *BA* or *BSc* + field of study.

Professional Bachelor's degree

The Professional Bachelor's degree is awarded after 3 to 4 years of study (180-240 ECTS credits). The programme provides students with knowledge of theory and the application of theory to professional practice. All programmes include periods of practical training and require the submission of a final project paper.

Most programmes give access to further studies in the same field, i.e. a master's programme (adult and continuing education) or, on certain conditions, a specific *candidatus* programme.

The Danish title is *professionsbachelor i ... (+ subject field)*

Bachelor degrees in architecture, design, music and fine and performing arts

The bachelor's degree is awarded after 3 to 4 years of study (180-240 ECTS credits). Most programmes are research-based and/or based on artistic professionalism and provide students with knowledge of theory, application of theory and professional practice.

The programmes qualify students for occupational functions in the arts and for postgraduate studies e.g. for the *candidatus* degree.

Academy Profession degree

The Academy Profession degree (AP degree) is normally awarded after 2 years of study (120 ECTS credits). Admission is possible on the basis of either general upper secondary education or relevant vocational education and training supplemented by adequate general upper secondary courses (e.g. maths, physics, English). The programmes qualify students to perform practical, vocational tasks on an analytical basis. Apart from theoretical subjects, the programmes involve a final project. The Danish title includes the suffix *AK*.

Postgraduate qualifications

Candidatus(a) degree (second cycle degree)

The *candidatus(a)* degree is normally awarded after 2 years of study (120 ECTS credits) following a *BA/BSc* degree. The programme is research-based and provides the student with theoretical knowledge, analytical and scientific (and/or artistic) skills combined with the ability of practical application. The programme requires the preparation of a thesis (30-60 ECTS credits), or – in certain fields – an artistic project. It qualifies students for a professional career and scientific work. The Danish title is usually abbreviated to: *Cand.* + subject field. The English title is usually *MA* or *MSc* + subject field.

The *mag.art. degree* is awarded in the humanities after 3 years of research-oriented studies (180 ECTS credits) following a *BA*.

Doctorate (third cycle degree)

The PhD (*ph.d.*) degree is normally awarded after 3 years of higher education and research (180 ECTS credits) following a *candidatus* degree. The PhD programme includes the preparation and public defence of a thesis.

Music Academies offer a specialist degree of 2 to 4 years following the *candidatus* degree.

Adult and continuing education

Adult education qualifications are available at levels corresponding to those of the ordinary higher education system.

- The *VVU degree (videregående voksenuddannelse)* is awarded after studies at Academy Profession level and gives access to diploma programmes;
- The diploma degree (*diplomuuddannelse*) is awarded after studies at first cycle level and gives access to master's programmes;
- The master's degree (*masteruddannelse*) is awarded after studies at second cycle level.

The programmes normally consist of 2 years of part-time study, equivalent to 1 year of full-time study (60 ECTS credits). Certain master's programmes require 1½ years of full-time study (90 ECTS credits). Admission requirements are a relevant educational qualification and at least 2 years of relevant work experience.