

Master of Business Administration

Logistics – International Management & Consulting



Ludwigshafen University
of Business and Society
University of Applied Sciences



zfh

Zentrum für Fernstudien
im Hochschulverbund

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Ludwigshafen University of Business and Society
Cooperative Study programmes in Logistics (KSLog)
Logistics – International Management & Consulting (MBA)

Ernst-Boehe-Straße 4
D - 67059 Ludwigshafen am Rhein
www.mba-limc.de
Fax: +49 621 5203-588-349

Academic Director: Prof. Dr. Sabine Scheckenbach
sabine.scheckenbach@hwg-lu.de
Phone: +49 621 5203-301

Program Coordinator: Annika Karger
annika.karger@hwg-lu.de
Phone: +49 621 5203-251
Mobile: +49 173 3474464



Our purpose – in your best interest

The demand for logistics managers with a deep knowledge of modern logistics and experience on an international scale is constantly increasing. With ongoing global economic challenges many logistics companies, retailers and manufacturers are expanding into emerging markets giving the opportunity to work on an international level.

This continually expanding range of logistics tasks requires logistics experts who understand the complexity of the logistics system and who are able to develop innovative logistics strategies that consider the consequences for other corporate functions and consistently implement the strategies in a manner adequate for the problem and situation.

An appropriate degree that certifies solid professional skills and is recognized across borders may make a difference when it comes to attesting your qualifications.

This is why we have developed a custom-made MBA programme offered online via blended learning. It has specifically been tailored to logistics managers who will have to handle processes at the interface of different disciplines. Relevant fields such as management competence, consulting knowledge and social skills have been added to the traditional areas in teaching logistics.

According to the Logistics Performance Index of the WorldBank of 2016, Germany is again the top performer in effective logistics in a worldwide comparison. In Germany, logistics has become the third-largest contributor to the nation's economy. Many foreign investors see that Germany stands out in infrastructure quality and logistics technology as well as in professional logistics qualification.

Our international course is part of the Cooperative Study Programmes in Logistics (KSLog) at the Ludwigshafen University of Business and Society (founded in 1971). The university has increasingly focused on logistics programmes during the last decades. This concentration of knowledge may be due to the fact that Ludwigshafen is an important logistics and traffic engineering hub. Located in the southwest of Germany, about 100 km south of Frankfurt, Ludwigshafen offers an excellent infrastructure (river, road and rail) and operates the second largest inland port in Europe. Of course, the city is also well-known for the head office of the renowned chemical company BASF.

We hope that you will find all the details you are looking for in this booklet. Don't hesitate to contact us with further queries, so we can help you and improve our services.

Prof. Dr. Sabine Scheckenbach
Academic Director of the Cooperative Study Programmes in Logistics (KSLog)



At one glance

Focus subjects:

Logistics:

- Logistics Law
- Intralogistics: Logistics systems in a Digital Factory, Production Management
- Extralogistics: Supplier Relationship Management, Distribution Management, Transport

Management:

- General Management: Leadership, Research Competence
- Lean Management, Logistics Controlling
- Supply Chain Management

Consulting:

- Logistics Consulting
- Project Management
- Business Process Management
- Knowledge Management

Intercultural competence & Soft skills:

- Change Management
- Business Ethics
- Soft skills: Methods of rhetoric

Forms of study:

Distance learning course integrated into the profession, based on **3 core elements**:

- Flexible independent studies using **online textbooks** and study materials
- Learning together via the **online** platform OpenOLAT and
- **Residential teaching phases** with methods of active and reflection-promoting teaching such as case studies, exercises in a Digital Factory, presentations, group work, etc.

Duration:

- Four semesters total regular study time
- Semester 1–3: Block seminars of 8 - 10 days per semester – mid-February & mid-July (= about 24 residential teaching days).
- Semester 4: reserved for the Master's thesis

Residential teaching site:

- Ludwigshafen University of Business and Society

Start of studies:

Winter semester: 1st October of the year

Summer semester: 1st March of the year

Application periods:

Winter semester: 1st April to 30th June

Summer Semester: 1st October to 15th January

Requirements see page 13

Degree:

Internationally recognised academic degree

Master of Business Administration (MBA) (FIBAA)

What makes the difference:

- Multidisciplinary competences to manage global logistics systems
- Develop consulting skills
- Exchanging experiences with other professionals
- Max. 20 students each group
- Immediately applicable at your workplace
- Flexibility in self-study
- Individual support
- State-run university

For your career in logistics: Objectives & content

The objective of the program is to equip you with the knowledge and skills you need for executive positions in logistics by

- obtaining a greater understanding of the various areas within logistics,
- developing your skills in the fields of management and consulting as well as
- preparing you for leading or senior management positions.

Thus, this course of studies not only comprises the classic three-dimensional alignment of logistics teaching (business management – IT – technology) but includes logistics-relevant contents, such as management, consulting and social competence.

International orientation

It also contains international subjects for instance intercultural competence and international logistics management, which is decisive particularly for logisticians in „interface areas“ – working across borders, departments and nations. The extra-occupational concept of the studies permits a high practice relationship in the studies and direct application of the method knowledge on the job.

Logistics

The focus **“Logistics”** forms the basis for the development of insights, skills and qualifications in the area of logistics. Today, logistics is mostly considered as an operational cross-sectional function across the areas of procurement, operational performance generation (production in the loosest sense) and sales. More specifically, logistics thus is defined as integrated planning (logistics planning), organisation, control, processing and control of the entire material and goods flow – including the connected flows of information.

Management

Responsible positions in the logistics environment require the ability to develop targets and strategies, to put them into practice and to review them in the scope of controlling, develop them further or change them where required. This also applies to competences in personnel management. The mediation of **“Management”** knowledge in the course of studies is based on this. It covers all modules and maps all facets of the relevant knowledge. This means that in addition to the business management focus in this area, IT and technology-relevant management knowledge is taught, with a focus on application-orientation.

Consulting

The area of **“Consulting”** teaches method knowledge from the consulting area to specifically reinforce the man-to-man interface. The mediation of social competences such as negotiation techniques, intercultural competences and project-management know-how are central parts of the study contents. The graduates of the Master's course of studies are able to independently plan and process logistics projects based on good methods on a higher management level.



The concept

Academic context

The Ludwigshafen University of Business and Society (University of Applied Sciences) offers this extra-occupational MBA-blended learning course Logistics in cooperation with the zfh – Zentrum für Fernstudien im Hochschulverbund. The internationally aligned distance learning is embedded into the self-understanding of this University as a site of practice-oriented education, international exchange and diversity.

Distance learning or rather blended learning

The studies are designed as a time- and mostly location-independent distance learning concept with a mixture of e-learning and residential teaching named blended learning. This course is suitable for employees from around the world who would like to deepen their logistics knowledge without interrupting their career.

The teaching contents are on the one hand provided electronically in the form of textbooks and additional material. The latest insights can thus be integrated at all times. The pace is controlled by a current semester overview and the curriculum listing all topics and deadlines to support you in your time-management and self-discipline.

Residential teaching

On the other hand residential teaching phases serve the consolidation of knowledge and its transfer on case studies. They take place at the The Ludwigshafen University of Business and Society in the first three semesters. There is an 8- to 10-day block seminar per semester, so that the travel and accommodation costs are reduced. The dates are determined at least six months in advance and the students are informed accordingly early on. Participation in the lectures is strongly recommended, whereas the participation in the exams during these seminars is mandatory.

The concept is that the students study the online content during the semester to prepare the on-site lectures. At the end of the semester the students apply and deepen this knowledge in the module lectures. After each module they take part in a written or/and oral exam, presentation of a student paper or similar in the English language. Thus, a comprehensive final exam at the end of the studies is not necessary.



Excursion with the MBA-programme to the Contargo Rhein-Neckar GmbH in the harbour of Ludwigshafen with Prof. Dr. Sabine Scheckenbach (3rd from right) and Andreas Roer, CEO of Contargo Rhein Neckar (4th from right).

Master's examination

To get the Master's examination all module exams and the Master's thesis with oral exam have to be completed and passed. The **Master's Thesis** is usually written in the 4th semester. Though, it can be registered earlier. It must be written in the English language. The students are able to suggest the subject using e. g. synergy with their tasks or issues in their company. The student has up to five (theoretical research) or six (practical research) months of support time for the Master's thesis.

Research competence

The students are informed about the processes and details of application, scheduling and writing of the final thesis in the scope of their residential teaching phases. The content introduction to the Master's thesis is provided in the competence seminar, in which the subjects are discussed. At the end of the studies, there will be a colloquium in which the students will orally defend their thesis. This can be done online on request.

MBA degree certificate

The certificate contains the grades and credits of the module examinations, the subject and the grade of the Master's thesis, as well as the total grade of the exam. The university also issues a Diploma Supplement. The supplementary Master's degree certificate certifies the awarding of the Master's degree. Both certificates will be provided in German and in an English translation.

Networking

Once a year, we organise the logistics network meeting in the scope of which our academic graduation celebration takes place. In graduation speeches the representatives of the intakes give their special view of their study experience. Afterwards the students are honoured. Here they can meet current and former students of the cooperative study programmes of logistics and all cooperation partners and industry contacts. Everyone can use this event for some personal networking.



Benefits for students and companies

Benefits for your career development:

- **You will have the competences to decide, negotiate and act on a leading level in global logistics.** You will intensively deal with international subjects such as Intercultural Competence or International Logistics Consulting. The lecturers will treat all subjects under the aspect of challenges of global logistics. They are experienced practitioners and teachers from inside and outside the country.
- **You will have a broad methodological basis, since you will be prepared for a leading position as a project or logistics manager as well as for work as a logistic consultant in industry and trade.** We teach logistics in an integrated and interdisciplinary manner at our university and understand global logistics as long-term, sustainable logistics. Therefore, subjects such as soft skills, change management and business ethics have been integrated into the curriculum.
- **You will be able to make innovative and efficient decisions in a management position.** We do not teach by lecturing, but by active learning based on case studies, group work, etc. This is experience you can make use of. We encourage you to reflect, discuss and exchange your experiences. This way, you will self-confidently learn to take new paths in logistics.
- **You will develop your technical network.** The other students are professionals from different countries, branches of the industry and areas of the profession. You will interact and learn how other companies act in the area of logistics.
- **You will have up-to-date and well-founded knowledge. Because our curriculum is alive.** The things practice needs are integrated into the studies. An exchange takes place, e.g., by project-related final theses with current examples from companies.

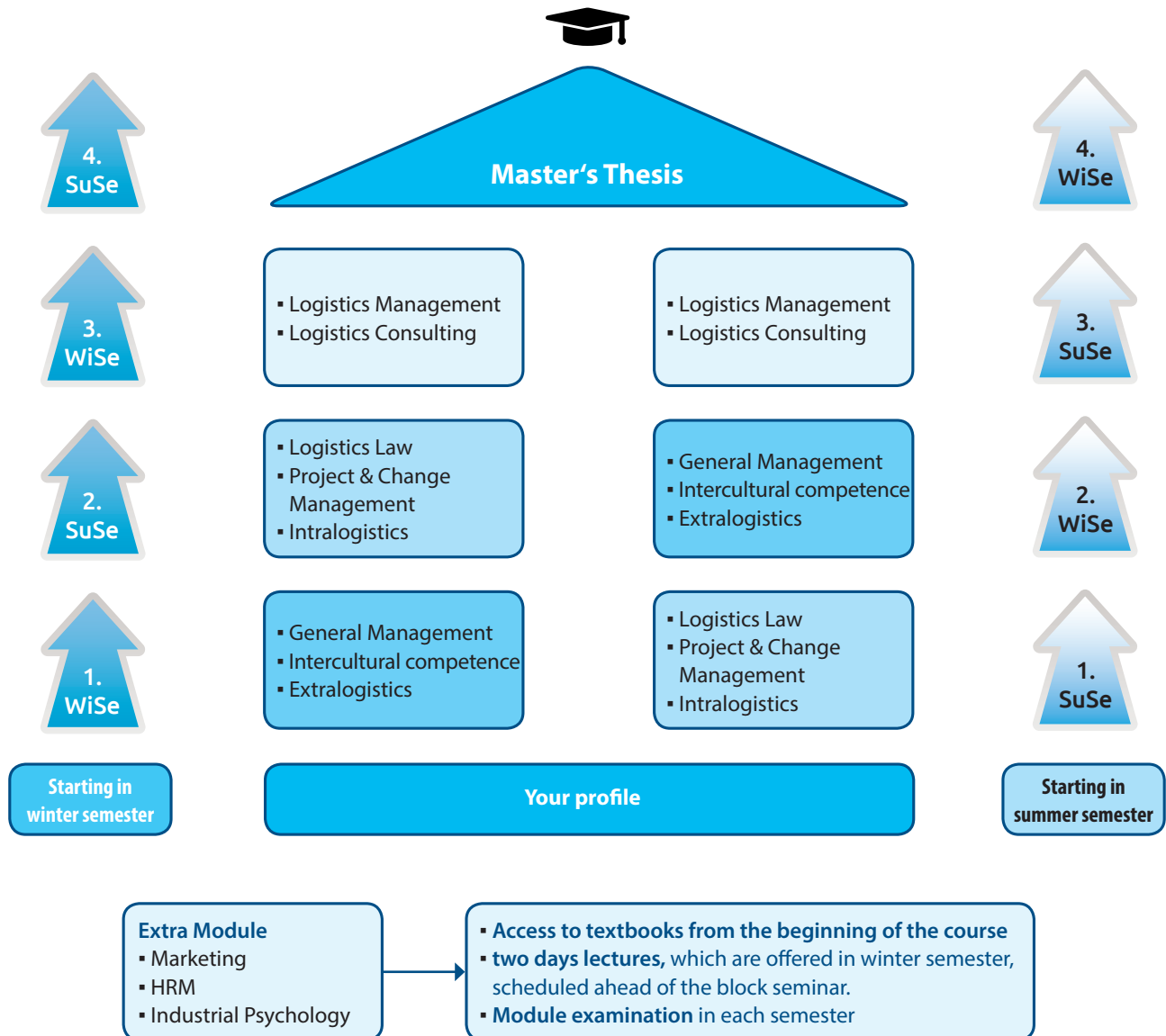
Benefits for companies

- With the practical orientation of the Master's course of studies, the employee can **implement immediately his new knowledge in his daily work** from the beginning of his studies to improve his efficiency.
- The company is able to secure its competitiveness, e.g. through the **increased competence of the employee**. The employee will discuss solutions found by other companies, innovative approaches and current logistics subjects with the lecturers and other students working in the logistics area and will contribute this knowledge to the company.
- Relatively **little working time** of the employee **needs to be invested** for the studies. Only 8 – 10 days (including Sat and Sun) need to be provided for residential teaching in the first three semesters.
- You can extend your **logistics network** via your employee if desired.
- The employee can discuss specific questions and challenges with lecturers and other students in class – of course without presenting sensitive data – and thus **collect competent advice**.
- **Return on investment:** The employee may select a pending project of the company for his/her Master's Thesis and thus create a valuable basis for action in this context.



Curriculum of the course

MBA Logistics – International Management & Consulting



The degree programme can be started in winter or in summer semester. The regular study time is of four semesters. You can interrupt or extend the study time after having consulted the team of the programme.

The extra module, with a value of 30 credits, has to be taken by the students with an academic degree which equals to 180 ECTS respectively a German 3-year Bachelor degree. They have to pass this module prior to registration of the thesis for this course.

Characterisation of the Individual Modules

Module 110: General Management

Core topics: Insight into the various fields of general business administration, such as controlling, finance / investment, production management, marketing / distribution and human resources management.

Goals: Economic thinking as well as the ability to identify economy-related issues based on a profound knowledge in business contexts.

Module 120: Intercultural Competence & Soft skills

Core topics: Intercultural competence, Business ethics and soft skills.

Goals: Intercultural competence: students learn team building abilities (especially in international contexts) as well as conflict solving skills, focusing on the achievement of cultural competence as a strategic factor of success in a global economy.

Business ethics: Strengthening the personality and enabling students to deal responsibly with their knowledge base (e.g. in dialectics), which includes self-improvement and augmenting the students' reasoning abilities. Students learn to take responsibility.

Soft skills: Dialectics / Negotiating should enable to win through a dispute respecting all rules of fairness, in leading discussions, talks, negotiations and disputes consciously, using the so-called fair dialectic according to Lay. Enable to improve manner and - by using strategies - to avoid being put to a competitive disadvantage.

Module 130: Extralogistics

Core topics: Supplier Relationship Management: architecture of SRM strategies and their respective manifestations, conditions for their implementation; Distribution Management, Transport.

Goals: Supplier Relationship Management: Develop overall procurement strategies in complex structures based on the design of strategic and operative procurement processes.

Distribution Management: Understand the complexity of the logistics system in order to independently make decisions in logistics, considering the impacts on other corporate functions, ability to give advice to decisions makers in marketing and sales regarding logistics.

Transport: Introduction to the functions of transport, in air transport in particular, focusing on the production of traffic services in air transport and coordination challenges in air traffic.



Modul 320: Logistics Consulting

Core topics: Logistics Management Consulting, Business Process Management, Knowledge Management.

Goals: Consulting: Efficiently deal with consulting services along the supply chain, learn to sort characteristic prototypes of challenges in logistics into the segments of (a) transport and traffic, (b) procurement and purchase, (c) logistics engineering and (d) supply chain management and be enabled to independently, constructively, methodologically and systematically plan and control them as projects or as parts of them. Recognize and purposefully use modern strategies such as benchmarking or network planning or total-cost-of-ownership.

Business Process Management: Strategies, including the modelling, analysis, optimization and implementation of the structures of processes. Best practice approaches for the creation of core processes in consulting, beginning with the first contact to prospective clients and continuing over the accomplishment up until the client satisfaction survey, all focusing on the introduction and application of standard tools and standard products.

Module 400: Research Competence & Thesis

Core topics: Research methods and academic writing, presenting results, placing the thesis into a scientific and practice-oriented context, discussing crucial results.

Goals: Build awareness for important issues in the theory of science and overview of the latest and most relevant research methods. Ability to deduce consequences for business decisions from findings regarding the theory of science. Work independently on complex specifically practice-oriented issues seen from a scientific perspective. The Master's Thesis is supposed to prove that the graduate is highly apt to both transfer scientific findings to practical issues and to apply them appropriately.

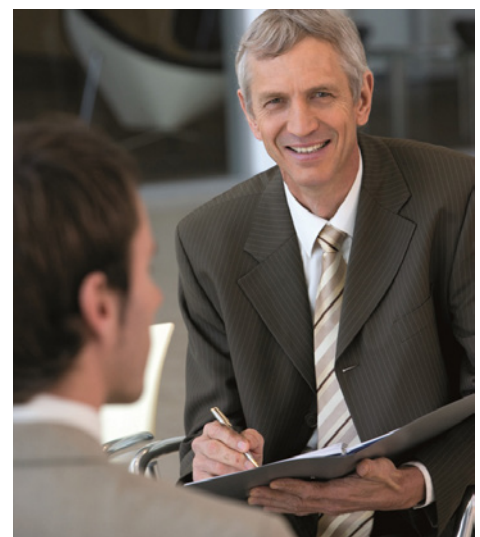
Extra-Module A10: Specific Management Skills

Core topics: Marketing, Human Resource Management, Industrial- & Organizational psychology.

Goals: Understand and operationally implement the concept of **marketing** by mastering the basics of market research and making use of its results as a basis for decisions, at the same time to see the limits of market research and to consider them in decision making. Apply their marketing skills in different market ranges.

Psychology: Understanding the behaviour of others – especially regarding the field of work – to gain a more appropriate behaviour in dealing with other people, which will be relevant and trained during the on-site presence periods. Scientific basics will be conveyed in an application-oriented manner, enabling the students to apply and use these essentials in their behaviour as decision makers, juniors or seniors. They will also learn to use behavioural scientific competence, which plays a vital role in professional decision making.

Human Resource Management: Recognize that it is basically humans that must be scheduled, selected, procured, developed, allocated and recruited, in order to realize the targets of a business based on laws, labor and employment.



Requirements & Application

The application takes place via the online application portal of the zfh: www.zfh.de/application/.

Our advice: Download the **checklist** of all required documents and read the instructions attentively, prepare your documents and complete the forms of the portal. You can save an interim status and complete your application later, too.

Postgraduates (with academic degree stating 210 ECTS credit points)

Requirements

- **academic degree** with a grade of at least 2.5 (German grade equivalent to a 'good' or lower 2nd) ;
- the **work experience (at least 1 year)** after the first academic degree in the fields of business, administration, technology or IT, respectively and at least a further year until completing this MBA degree;
- documentary **proof of English language skills** equating at least with level C1 (CEFR) or equivalent (e. g. IELTS 7.0 and higher, CAE, BEC higher, TOEFL iBT 95 – 120 and other known tests,
- students with a grade lower than 2.5 (German grade equivalent to a 'good' or lower 2nd) need to take an admission test*;
- students whose degree states only 180 ECTS credit points have to take a compulsory extra-module.

Application – when all admission criteria are met

1. Application on the zfh Online Portal, submission of documents
2. Review of your documents, request of any additional documents ⇒ everything OK!
3. Approval of the zfh + invoice for tuition + application for enrolment at the Ludwigshafen University
4. Payment received by zfh + completed enrolment application ⇒ Enrolment
5. Email from the University with the corresponding access data and information.

Students without academic degree

Requirements

- **university entrance qualification** (equivalent to the German Hochschulzugangsberechtigung);
- certificate of employment which proves a significant executive **work experience (at least 3 years)** closely allied to the study programme in the fields of business administration, technology or IT, respectively, as well as experience abroad;
- **admission test***;
- documentary **proof of English language skills** equating at least with level C1 (CEFR) or equivalents.

Application – if the admission criteria are not all met or for professional qualification

1. Application on zfh Online Portal, submission of documents
2. Review of your documents ⇒ notification of necessity of suitability/determination exam for students at the Ludwigshafen University
3. Date for the admission test ⇒ The result is reported to zfh
4. Approval of the zfh + invoice for tuition + application for enrolment at the Ludwigshafen University
5. Payment received by zfh + completed enrolment application
6. Email from the University with the corresponding access data and information.

*The admission test is scheduled individually with the applicants. It consists of a written exam and an interview at the Ludwigshafen University. For applicants not living in Germany the written part can be done in the office of a cooperation partner in their country. The interview can take place online.

Your investment: the tuition fees

The fee has to be paid before the beginning of the new semester – after successful admission or re-registration for the next semester. Once you are registered for the current semester you have the status of a regular student of the Hochschule Ludwigshafen and you will get a student card. You can also download a certificate of study any time after your registration online. You can use the card for the canteen, library and IT support as well as for special conditions (e.g. for flights and public transport). The re-registration periods are: for the winter semester: 1st May to 30th June, for the summer semester 1st November to 31st December.

The tuition fee covers:

- Individual support,
- Textbooks and study material for online download,
- E-Learning platform,
- Residential teaching: block seminars
- Examinations in Ludwigshafen.

	Fee	Social contribution (each semester)*	Special fee
1.- 4. Semester (Study material, lectures, online support, support)	1.950 Euro	122,75 Euro*	
Technical literature (optional)			Ca. 100 Euro / semester
Total:	7.800 Euro	491 Euro	
Holiday Semester or additional semester		122,75 Euro	
Repetition Master's thesis			1.100 Euro

**as at winter semester 2017/18*

What you have to consider

Visa

This program comprises three in-class residencies in Ludwigshafen (Germany) scheduled in the period of one year. According to your country of origin a visa might be required to enter Germany/Europe. But due to the short stay you just need a Schengen visa. There is no need for a student visa, since you don't have to be resident in Germany for this programme. Please contact us for more details. We will send you an additional guide.

Health insurance

If you are younger than 30 years you will have to prove that you are covered by a health insurance for the duration of your studies in Germany in order to be enrolled. Please check whether your

health insurance policy in your home country is also valid in Germany. If you have a European Health Insurance Card (EHIC) any medical treatment you may need in Germany is covered. More information on www.study-in.de. In case you want to apply for an exemption of being compulsory insured, your health insurance certificate has to be valued by a German compulsory health insurance (e.g. AOK, Barmer, TK). It will confirm by a form, which you have to fill in and sign, that you do not need to be insured in a German compulsory health insurance since you are able to pay the costs and will be reimbursed by your insurance.

We recommend to all students to make sure that they have a valid travel health insurance for their stay in Germany.

Support Options

For students living in Germany:

The Federal Republic of Germany and the states support persons interested in education in financing their professional further and additional training. For an overview, see the database of the Federal Ministry for Economy and Technology at www.foerderdatenbank.de or the Deutscher Bildungsserver at www.iwwb.de/weiterbildung.html?seite=9. Financial support from foundations is available to distance learners under specific prerequisites as well. (www.stipendienlotse.de)

Release from work for educational reasons

As an employee, you may have the option of taking paid holiday for the residential teaching phases at the universities under the Bildungsfreistellungsgesetz from your employer under certain circumstances. Our study offers are wholly or partially recognised in the following states: Rhineland-Palatinate Saarland, Berlin, Schleswig-Holstein.

More information under www.zfh.de

International students:

Best inquire about the financial facilities for further training abroad in your country of residence. Find a few recommendations from us below:

- www.daad.de/deutschland/stipendium/en/ Advice and addresses for international students in Germany from the German Academic Exchange Service (DAAD).
- www.internationalscholarships.com: Database of international scholarships with search function based on specialisation, country of origin and study country.
- www.scholars4dev.com

Tax deductibility

Expenses arising to you for your professional further or additional training may be deductible from your income tax.

The university

The Ludwigshafen University of Business and Society has its core competences in business administration (since 1965) and social work and health care. About 4.500 students are studying and 90 professors as well as 250 lecturers are working here.

Library

The library offers a lot of possibilities for online research and finding e-books and e-journals due to several data banks she is subscribed to.

You will get an introduction in the 1st semester in order to be able to use it for your research.

<https://bib.hwg-lu.de/en.html>

Accommodation

Ludwigshafen and Mannheim offer a lot of possibilities for different kinds of accommodations. For the short on-campus periods we can support you to find a Bed&Breakfast, holiday flat, hostels or hotel for any budget. Please contact our team to get further information.

Board

There is a canteen on the campus of the Ernst-Boehe-Street. In the neighborhood there are restaurants, some fast food restaurants as well as a supermarket for self-catering.



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Prof. Dr. Sabine Scheckenbach (Academic Director)

Address: Ludwigshafen University of Business and Society
Ernst-Boehe-Straße 4
67059 Ludwigshafen am Rhein ▪ Germany

Internet: www.mba-limc.de

Sales: zfh – Zentrum für Fernstudien im Hochschulverbund
(Central office for distance learning at universities of
applied sciences)

Head: Prof. Dr. Ralf Haderlein

Managing director: Marc Bludau

Address: zfh – Zentrum für Fernstudien im Hochschulverbund
Konrad-Zuse-Straße 1 ▪ 56075 Koblenz ▪ Germany

Phone: +49 261 91538-0

Internet: www.zfh.de

