

MBA INTERNATIONAL BUSINESS MANAGEMENT & LEADERSHIP

MBA TRACKS:

- GENERAL MANAGEMENT
- INTERNATIONAL SALES MANAGEMENT
- INTERNATIONAL SUPPLY CHAIN MANAGEMENT



WELCOME TO KEMPTEN BUSINESS SCHOOL



Prof. Dr. Christoph Desjardins
Director of the MBA programme



Prof. Dr. Martin Göbl
Director of the MBA programme

Are you interested in developing your career as well as your personality?

MBA programmes are about acquiring state-of-the-art business knowledge in order to pursue a successful career as a manager. At the Kempten Business School at Kempten University of Applied Sciences, we also consider helping our MBA students to thrive to be one of our core functions – and we have been doing so since 20 years. Our regular empirical studies show that we achieve this aim, with the majority of our MBA graduates experiencing a career move. This even includes many of them already being promoted before they finish studying.

This effect stems from our efforts to maintain the status of leading business school in Bavaria – not only as one of the largest MBA programmes in Germany and one of the few to have been internationally accredited by the EFMD (European Foundation for Management Development), but more specifically in the way that we nurture our students.

On our MBA programme, we systematically develop your emotional intelligence and enhance your leadership skills in areas such as coaching and motivation to become a “good leader”. This means that you are capable of achieving organisational goals and serving the purposes of a commercial enterprise as well as being a responsible and positive member of your organisation. You will become more successful – not only professionally, but also socially and emotionally.

So join our MBA programme and develop yourself to become a good leader! The team at the Kempten Business School will be happy to help you organise your flexible MBA programme to fit your schedule.

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OUR MBA PROGRAM FOR YOUR GOALS AND DREAMS



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THE KEMPTEN MBA AT A GLANCE

Name:	MBA International Business Management & Leadership
Degree:	Master of Business Administration (MBA)
Study format:	Part-time or full-time
Standard duration of study:	Part-time: 4 semesters / Full-time: 2 - 3 semesters
ECTS:	90
Commencing:	March or September
Admission restrictions:	Yes
Language:	English
Accreditation:	EFMD-accredited programme / FIBAA (system accreditation)
Fees:	€ 16,900 for the entire programme Fees include accommodation during your stay abroad (Cape Town / Bangkok), but not the cost of the flight or other travel expenses.
Number of participants:	15 - 30 participants per intake
Seminar venue:	Germany: Kempten / Abroad: Bangkok, Brisbane or Cape Town
Electives:	At Kingston University London (Optional)
Study abroad:	Yes
General application deadline:	15 July for the winter semester (starting September) 15 January for the summer semester (starting March)
Deadline for international applications, non-resident in Germany:	15 May for the winter semester (starting September) 30 November for the summer semester (starting March)

Key Features

KEY FEATURES OF THE KEMPTEN MBA

QUALITY YOU CAN RELY ON:



In addition to FIBAA re-accreditation in 2011, the Kempten MBA gained international EFMD programme re-accreditation in April 2021. The Kempten Business School also achieved a system accreditation, making it one of the few higher education institutes in Germany with such an eminent status.

AN OUTSTANDING PROGRAMME TO DEVELOP LEADERS:



Our programme develops your personal leadership skills in a sustainable way. Its structured approach to developing leaders is unique on the German MBA market.

A BLEND TO BOOST YOUR CAREER:



Our regular empirical studies show that our students are highly successful in achieving their career goals. Our location in the heart of the Allgäu's machinery and automotive industry and the proximity to Munich offer career opportunities unmatched in any other region of Germany.

THE KEY TO INTERNATIONAL SUCCESS:



The programme is conducted entirely in English. A period of study abroad – in South Africa, Thailand or Australia – forms an integral part of the course. You also have the option to study one week (one elective) at the Kingston University in London. Additionally, lectures are enriched by the experiences of international students and lecturers.

STUDY AT YOUR OWN PACE:



You are **very flexible time-wise** when planning your MBA studies. Since we always have four different MBA groups running at the same time, there are plenty of chances to catch up on a seminar or even bring one forward.

WE ARE HAPPY TO ASSIST YOU INDIVIDUALLY:



The Kempten Business School team will assist you individually in planning your MBA course of study, so that you can organise work, private life and studies effectively.

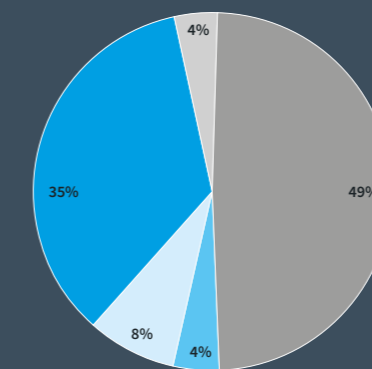
SELECT THE TRACK THAT BEST FITS YOUR NEEDS:



The General Management track of the MBA includes a wide range of relevant management topics, from Human Resources Management to Entrepreneurship. If you wish to prepare yourself for a specific career, we also offer **special tracks** in International Supply Chain Management and International Sales Management.

Typical class profile

Participants from 8 different regions



- Germany
- Rest of Europe
- America
- Asia-Pacific
- Africa

- Ø **Work experience** 7 years
- Ø **Age** 31 years
- Ø **Proportion of women** 30%

APPLICATION & REQUIREMENTS



The MBA starts in September and March each year.

General application deadline

- 15 July for the winter semester (starting September)
- 15 January for the summer semester (starting March)

Deadline for international applications, non-resident in Germany

- 15 May for the winter semester (starting September)
- 30 November for the summer semester (starting March)

Admission requirements:

As seminars are conducted in English, you will need a good level of proficiency in the language. Applicants for the MBA programme must have successfully completed a degree-level course of study at a university or equivalent institute of higher education, e. g. polytechnic, Hochschule or Berufsakademie (specific to Baden-Württemberg) with a minimum of 210 ECTS. Applicants with an undergraduate degree based on less than 210 ECTS must have gained correspondingly longer work experience or will be required to attend additional seminars. You need a minimum of two years' professional experience in any case.

Examples:

- a) You have an undergraduate degree score of 210 ECTS, two years' professional experience and a good level of proficiency in English.
 - You meet the admission requirements.
- b) You have an undergraduate degree score of 180 ECTS with less than 3 years of professional experience and a good level of proficiency in the English language.
 - You will need to take 30 ECTS of additional seminars.

c) You have an undergraduate degree score of 180 ECTS with 3 years' professional experience and a good level of proficiency in English: Your 3 years of professional experience since completing your first degree earn you up to 15 ECTS credits. You will need to take additional seminars worth at least 15 ECTS.

d) You have an undergraduate degree score of 180 ECTS with 6 years of professional experience and a good level of proficiency in English: Your 6 years' professional experience after completing your first degree earn you up to 30 ECTS credits. You will not need to attend any additional seminars.

Please have the following documents to hand for your online application:

- CV / résumé
- Passport photo
- Copy of your degree certificate
- Proof of at least two years' professional experience (confirmation from your employer or a previous job reference)
- Evidence of your English proficiency (TOEFL test: min. score 80 / IELTS language test: min. band 6.5; or please contact the team at the Kempten Business School.)
- Short personal statement (explaining your motivation for our MBA programme and your future career plans, e.g. working in Germany)



ONLINE APPLICATION

You will find the online application for the MBA at: www.mba-kempten.de

COSTS

- € 16,900 for the whole MBA programme
- Including accommodation costs in South Africa or Thailand, but not flights or other travel costs
- Accommodation in Kempten is not covered by the fees.

All courses (except the stay abroad) are held in the cutting-edge facilities of the Kempten Business School at Kempten University of Applied Sciences in Germany. You will need to make your own travel and accommodation arrangements but can seek assistance from the Kempten Business School.



SCHEDULE

Flexible timing:

You have a variety of different scheduling options to construct your personalised MBA programme.

Part-time | Start in March or September (4 semesters):

The standard option is the 4 semester part-time MBA, starting in March or September.

Full-time | Start in March or September:

It is also possible to study our programme full-time, starting in September or March. You would then complete all seminars in 12 months, apart from the master's thesis, which takes a further five months. This is achieved by joining different part-time MBA groups for the seminars.

Back-up for missed seminars:

With four different MBA groups running concurrently, there is always another chance to attend any seminars that you might miss due to personal time constraints. This leeway presents a clear advantage over other MBA programmes.

Blended learning:

We use a blended learning approach to enhance the quality of our programme. Many modules run not only in the classroom, but combine face-to-face seminars with virtual teaching formats (live web sessions, virtual teamwork, online 1:1 coaching sessions, assignments with individual feedback, self-study activities based on materials provided online).

Online guarantee:

We provide an online guarantee for our MBA programme in case of another Corona wave.



8 GREAT REASONS FOR AN MBA IN KEMPTEN

1. LEARN FROM HIGHLY QUALIFIED EXPERTS

Tackling the challenges of today's business environment and securing long-term corporate success calls for leaders who possess extensive management, social and personal skills in an international context. We help you to achieve this by means of scientifically robust but always practically oriented lectures and with highly qualified lecturers who have been specially selected in their field of expertise.

2. INTEGRATE THEORY INTO PRACTICE

The MBA programme is an extremely practical and solution-oriented course of study. Participants have already gained experience working in a wide range of different professions and industries, and the methodologies employed in teaching and learning reflect the practical nature of the programme, e.g. case studies, interactive communication in small groups, project work in teams, and cooperation with companies on specific consulting tasks. The structure of the MBA programme enables you to apply what you have learned to practical situations. The transfer phases back in the company offer participants the opportunity to investigate whether aspects studied in the classroom can be realised in their day-to-day professional life, and to feed any problems or questions back into the next teaching block.

3. EXPAND YOUR PROFESSIONAL NETWORK

Sharing knowledge and experiences with your classmates is one of the most valuable experiences of an MBA programme. It helps you to better understand the lectures and broaden your personal outlook. Our different and flexible time schedules will give you the unique opportunity to connect with up to 80 different MBA students throughout your studies. Staying in touch with your co-students will be valuable for you personally, as well as for your career. The university supports its alumni network and will stay in contact with you after graduation. The Kempten Business School actively manages a range of alumni activities for graduates of its programmes.

4. BOOST YOUR CAREER

Participating in an MBA programme boosts your career, with empirical findings showing a significant correlation with professional success. This can also be observed for the students on our own MBA programme. Most participants experienced a major career move after their graduation, leading them to a more senior management position or to a higher-paid job at a different company.

5. STUDY ON A MULTI-AWARD-WINNING MBA PROGRAMME

The award Master of Business Administration (MBA) is an internationally recognised academic title. Our MBA programme has been accredited by the Bavarian State Ministry of Science, Research and the Arts and re-accredited as part of an FIBAA system accreditation in 2021. In April 2021, the MBA was also acknowledged as an EFMD-accredited MBA, as it received the second re-accreditation by the EFMD (European Foundation for Management Development). Only a few MBA programmes in Germany meet the high quality standards of the EFMD. This international label is recognised by companies and universities worldwide and helps to demonstrate the quality of your MBA degree when applying for a job or Ph.D. programme. Our partner universities QUT Business School in Brisbane and University of Cape Town Graduate School of Business hold triple accreditation. All lecturers are outstanding professionals or academics. The lectures are evaluated and continuously improved, lecturers have to uphold quality standards, and students are supported by structured guidelines, e.g. how to construct a master's thesis. We pay constant attention to improving the quality of the programme.



6. GAIN IN-DEPTH KNOWLEDGE OF MODERN MANAGEMENT

The programme adopts a general management approach, covering all the core business administration areas: Accounting, Economics, Finance, Human Resources, Supply Chain Management, Marketing, Strategy, and Digital Process & IT Management. It provides in-depth knowledge of contemporary management for non-business degree holders such as engineers, IT experts, social sciences graduates, doctors and lawyers as well as an update to international standards for business degree holders. You will be equipped with the know-how required to succeed in managerial positions by understanding business issues and implementing state-of-the-art management tools.

7. SUCCEED IN INTERNATIONAL BUSINESS

All future management behaviour needs to be directed towards competing on international markets. Exporting high-quality goods and services is already one of the major pillars of the German economy.

The MBA programme prepares you to communicate and work in an international business environment. This is achieved through a variety of measures and activities.

First, the majority of courses have a special focus on international management. After providing a general introduction to the topic, they explain how the different theories and tools are relevant for managing international business.

Second, all courses are conducted in English. All candidates, especially those with medium levels of English language proficiency, improve their language skills dramatically during the programme.

Third, there is significant exposure to other cultures, with a number of international lecturers teaching on the programme and mixed student cohorts from all over the world. Integrating part-time students with international full-time students offers you plenty of opportunity for intercultural exchange during our seminars, something other part-time German MBA programmes cannot provide.

Fourth, you can be part of two major courses taught during the two-week international modules conducted at the University of Cape Town Graduate School of Business in South Africa. Alternatively, you can spend three weeks together with Thai managers at the NIDA Business School in Bangkok. There is also the individual option to spend eight weeks at our partner university in Brisbane, Australia (at additional cost). It is also possible to attend one of the two elective courses at the Kingston University in London.

The stay abroad offers you a unique experience and an outstanding mixture of learning and intercultural encounters in different, but equally fascinating environments.

8. GROW YOUR PERSONALITY

Success as a manager only partly consists of applying functional and management knowledge. To achieve the objective of a successful and long-lasting career, managers need to develop their social competencies and mature their personality.

The programme offers highly valuable opportunities to achieve personal growth. During the Leadership seminars, students undertake an assessment of their emotional intelligence and develop plans and activities for their personal growth and individual development as leaders.

Several studies have shown that our MBA students significantly increase their emotional intelligence during our programme and are highly successful in their career. They are also less stressed fulfilling their leadership and management responsibilities thanks to this intensive preparation for their future leadership roles.

OUR KEY TO GREAT LEADERSHIP

THE KEMPTEN LEADERSHIP DEVELOPMENT CONCEPT

We not only transfer cutting-edge leadership knowledge to you, but develop your leadership personality in numerous interactive development steps. During our MBA programme, you will participate in the following development seminars towards personal success:



01. Leading Self:

Identify your personal status quo in the area of emotional intelligence. Process the feedback in an individual report on your emotional intelligence and devise a self-development plan. Report on and further expand your development plan throughout the whole programme.



02. Mindful Leadership

Understand the individual needs of your followers based on enhanced empathy. Learn how to apply situational leadership behaviour to different individuals and in different settings.



03. Principles of Leadership:

Identify your motivation portfolio and understand the basic motivational traits and drives of your team members. Evaluate and exercise the fundamental principles of good leadership behaviour, such as setting goals and coaching.



04. Business Ethics:

Reflect upon the ethical guidelines of our society and your personal values. Build a personal ethical code to guide your leadership behaviour.



05. Personal Coaching Sessions:

Volunteer to be coached by the participants on our Business Coaching Education Programme. Create a protected space to share your personal development goals. Get individual supervision for your leadership behaviour and an opportunity to further broaden your leadership personality.

MBA ALUMNI VOICES



Being from the USA, education is really costly here – so I was looking for an MBA programme abroad without being in extreme debt. That's why I choose the MBA programme in Kempten. I was able

to live in Germany, but study in a fully English-speaking programme. Also, the timeframe was really reasonable. You are able to completely finish your MBA in a year and a half. Just going to classes for a year and having six months to do your thesis, that was a huge plus. The professors were very kind and generous and concerned about my well-being. You really feel cared for by the school. And, also, you are doing a lot of networking with people from around the world. I really enjoyed my MBA programme and am glad that I went there.

Sara Peccianti (USA)



When I started out on the MBA at the Kempten Business School in Kempten, I didn't really know what lay in store. I simply needed to augment my original degree in mechanical

engineering with some business acumen. The practically focused lectures and period spent abroad, but above all the great, highly motivated, ambitious students on my courses, played a major role not only in honing my business skills, but also opening up entirely new perspectives. I gained in every conceivable way.

Fabian Mattes (Germany)



After graduating in mechanical engineering and gaining vocational experience working on projects for several years, I started to look for degree programmes offering a different perspective. The decision to study

for an MBA in Kempten was one of the best in my life. It not only helped me to overcome new challenges, but also gave me the self-confidence to work with international businesses incorporating different nationalities and cultures. Apart from the additional knowledge that I gained from studying, the practical side to each course honed my skills in researching and finding solutions in a new and unfamiliar field. I have now taken greater responsibility as a strategic studies manager in my new company.

Ishaq Al Musalhi (Oman)



From the numerous higher education institutions throughout Europe, I made the right choice in the Kempten Business School. The main features are lecturers who combine excellent academic quali-

cations with vocational experience, superbly equipped seminar rooms, a business-focused approach to education using case studies from top German companies, and high educational standards.

Alexej Gorbachev (Russia)

Choose the right Track

CHOOSE THE RIGHT TRACK FOR YOU

The **General Management track** of the MBA focuses on growing competencies in various areas that are relevant for creating and managing successful organisations. It offers knowledge and insights that will benefit anyone seriously aspiring to a general management role.

In order to prepare yourself for a special career, we offer **special tracks** in:

- **International Sales Management**
- **International Supply Chain Management**

Each special track consists of 4 to 5 seminars that can be selected as an alternative to those on the General Management track. During these seminars, you will be in a smaller group of peers who want to specialise in a specific functional area.

GENERAL MANAGEMENT

> 1. Semester

- Accounting
- Business English
- Scientific Methodology 1
- Cross Cultural Behaviour
- Leadership
- Business Ethics
- Digital Process Management
- Elective

2. Semester

- International Strategy
- International Marketing
- Int. Economics & Finance
- Managing for Sustainability
- Leadership
- International Supply Chain Management
- Elective

3. Semester

- Change Mgmt. & Entrepreneurship
- Int. Market Analysis & Development
- International Human Resources Management
- Projects
- Scientific Methodology 2

4. Semester

- Master Thesis

INTERNATIONAL SALES MANAGEMENT

> 1. Semester

- Accounting
- Business English
- Scientific Methodology 1
- Cross Cultural Behaviour
- Leadership
- Business Ethics
- Digital Process Management
- Elective

2. Semester

- International Strategy
- International Marketing
- Int. Economics & Finance
- Managing for Sustainability
- Leadership
- International Supply Chain Management
- Elective

3. Semester

- International Sales Strategy
- Sales Channel Management
- Sales Organisation & Key Account Management
- Projects
- Scientific Methodology 2

4. Semester

- Master Thesis

INTERNATIONAL SUPPLY CHAIN MANAGEMENT

> 1. Semester

- Accounting
- Business English
- Scientific Methodology 1
- Cross Cultural Behaviour
- Leadership
- Business Ethics
- Digital Process Management
- Elective

2. Semester

- International Strategy
- International Marketing
- Int. Economics & Finance
- Managing for Sustainability
- Leadership
- Elective

3. Semester

- International Logistics Processes
- Mngt. of Supply Chain Networks
- Strategic Supply Chain Mngt.
- Projects
- Scientific Methodology 2
- Supplier & Inventory Management

4. Semester

- Master Thesis

GENERAL MANAGEMENT



Markets, customer demands, technologies and the availability of resources are changing increasingly rapidly together with the overall political and financial context in which companies operate. As a result, cutting-edge leaders need to behave as entrepreneurs and consultants and to design and implement fundamental changes within their organisations. The role of leaders is also developing to become more a source of inspiration and general adviser of followers than a traditional “boss”.

Developing a business involves analysing markets, creating business ideas and then implementing these ideas into organisational projects. This requires skills in the areas of Market Analysis, Entrepreneurship, Human Resources Management and Change Management, as covered in the different seminars on the General Management track. The Projects seminar offers the unique opportunity to apply the whole range of MBA knowledge and consulting tools within a real business environment.

INTERNATIONAL MARKET ANALYSIS

The main objective is to enable you to conduct a primary international market research analysis in order to develop and strengthen the market position of a product, service or company. This seminar series outlines the process, starting with formulating the right questions and identifying the target population. Participants are shown how to draw a sample, decide on the best method for collecting data, structure a questionnaire, formulate questions and, last but not least, how to analyse, interpret and use the data for the company’s benefit.



CHANGE MANAGEMENT & ENTREPRENEURSHIP

The course on Entrepreneurship and Change Management focuses on developing competencies in the areas of entrepreneurship and organisational change. It provides knowledge for building your own enterprise and implementing your business strategies. The seminars on Entrepreneurship will explore the challenges of modern entrepreneurship experienced whilst creating a new venture, managing your own business, or leading corporate business renewal. They will review the core body of knowledge and emerging theories in entrepreneurship, integrating theoretical concepts with experiential knowledge.

The aim of the seminars on Change Management is to create an understanding of the strategic reasons for changes and the need for “change management”. You will learn to apply change management concepts and pinpoint the key success factors (KPIs). In addition, you will get to know practical change management tools, including the concept of corporate culture as a strategy-implementation tool.

HUMAN RESOURCES MANAGEMENT

The objective of this course is to teach students to recognise the importance of various aspects of human resources management for directing international businesses. You will acquire a basic understanding of the various aspects of HRM, such as organisational structures, HR marketing, recruitment, staff development and remuneration, and will be enabled to shape and apply these in collaboration with HR managers.

PROJECTS

During this week, all students visit a number of companies, in which the managers present current business cases to them. Teams of students are assigned the task of developing solutions for these real business problems, giving them a unique opportunity to apply the full spectrum of MBA knowledge.

INTERNATIONAL SALES MANAGEMENT

The special track in International Sales Management addresses the growing importance of Sales Management for the success of a product and the company. In many industries, ever-increasing product adaptation and fiercely intense competition place specific demands on sales.

An absence of differentiation potential for an actual product can often be compensated by innovative sales and distribution concepts and channels, customer-focused advice and support, and effective processes and systems. At the same time, sales plays a fundamental role for complex and innovative products and influences the economic success of a company.

As a result, sales departments are gaining strategic importance for company management – often constituting the core marketing concept for a company. The different requirements that prevail in B2B and B2C customer segments, specific industries and the sale of certain services or products are considered in this special track. The figure below illustrates the core elements of the Sales Management track.

IN SUMMARY, INTERNATIONAL SALES MANAGEMENT IS BASED ON FOUR PILLARS:

INTERNATIONAL SALES STRATEGY

International Sales Strategy aims to provide a comprehensive and detailed overview of the core strategy and facets of distribution and sales. This includes, for example, topics regarding the structure and planning of a sales system to coordinate and control the overall sales organisation. Innovative sales formats are also discussed – i.e. to reflect the ongoing trend towards e-commerce, online sales and multi-channelling.

Participants will learn about different strategic options, discuss and evaluate them in the context of various industrial sectors and products. With regard to international activities, core questions address setting up a viable distribution network to accompany international expansion, effective distribution structures and processes within an international business network, and coordinating sales partners in various markets.



SALES CHANNEL MANAGEMENT

This module is about managing complex sales organisations and implied sales channels, agents and processes. You will learn about maximising both customer satisfaction and loyalty. In this context, the key questions are: How do you manage and coordinate your sales intermediaries and partners? What are effective ways to integrate and align new media and e-commerce concepts in sales channels? How do you align physical distribution strategies (i.e. sales supply chain strategies) with the overall sales system? What multi-channel concepts should be applied to reach positive cross-channel selling effects instead of cross-channel cannibalisation? Customer-focused retail management plays another important role and is vital for an effective customer interface.

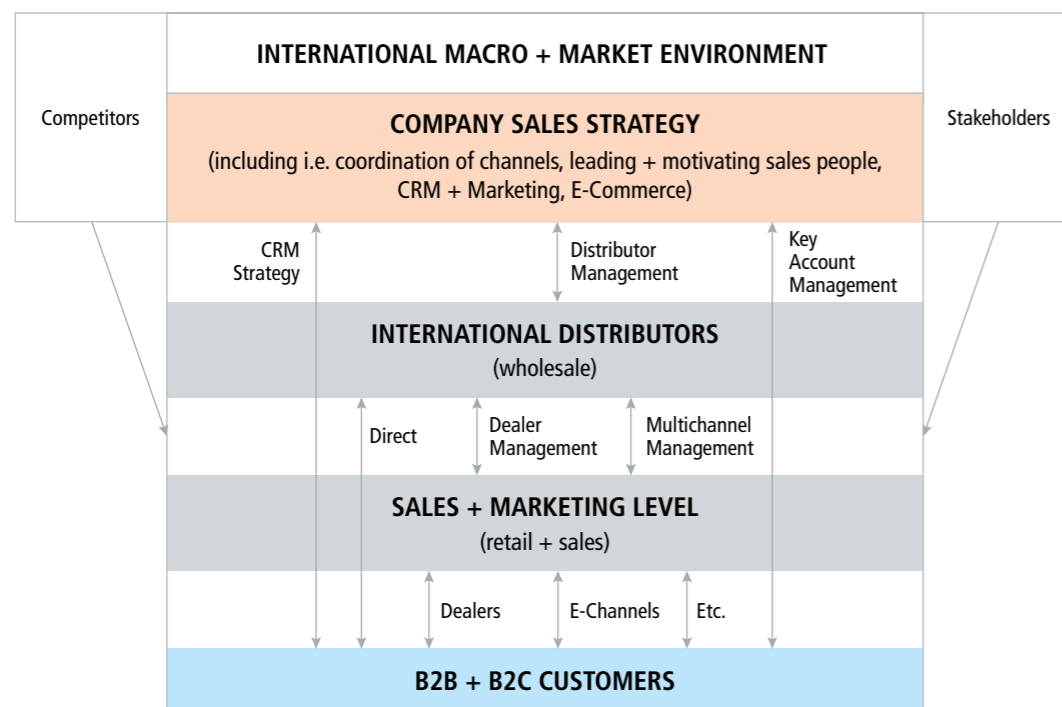
A very important part of this module is Key Account Management concepts (KAM). For example, these need to be aligned with company targets, sales strategy and customer requirements. Besides that, you will learn about customer-oriented leadership approaches complemented by effective and integrated performance management tools.

PROJECTS

The project week provides real-life experiences and confrontation with existing strategic concepts and innovative solutions in sales. The core element is visiting companies and sharing experiences with company representatives. The selection of companies underlines the complexity of sales strategy, with visits to e-commerce players, industrial companies (B2B sector), premium brands in the B2C area and representatives from the service sector, for example. In each case, we will engage with their specialised sales strategies and approaches. Working on a practical topic and subsequently presenting and discussing the results rounds off the week. This involves implementing prior learning, in the sense of a practical and application-oriented didactic approach.

SALES ORGANISATION AND KEY ACCOUNT MANAGEMENT

“Sales business is people business” - The aim of this module is to transfer knowledge of how a sales organisation and (internal as well as external) sales staff can form specific target groups and thereby ensure high market conformity. The sale is the primary interface between the customer and the company. It gives the product a face. With the transition from sellers’ to buyers’ markets, a change in strategy took place towards active customer relationship management rather than pure transactions. It’s not just about taking care of the customer in the actual purchasing stages, but customer relationship management throughout the entire product lifecycle.



INTERNATIONAL SUPPLY CHAIN MANAGEMENT



The special track in International Supply Chain Management is designed to enable executive personnel to plan, implement and control supply chain processes in order to design and evaluate the best system to meet internal and external customer requirements.

No other aspect of business is growing as fast as the logistics sector. With more than 270 billion euros in sales, it is the third-largest economic sector in Germany – and its importance continues to surge. You have to buy your raw materials or semi-finished goods at different supplier locations worldwide and subsequently distribute the finished goods to customers around the world.

The requirements placed on managers in this area have also changed commensurately. You have to think strategically and consider that logistics lead to competitive advantages, rather than merely viewing this as a domain to save money. To achieve this, you need the right managerial skills, such as work experience in an international environment and an understanding of holistic dependencies.

Furthermore, you are expected to collaborate with people working at different management levels and run projects to implement changes.

All aspects will be examined as possible factors for improving corporate performance. This involves analysing costs and service levels to reach the optimum balance along the entire supply chain. The right strategy and objectives are basic requirements for planning effective supply chain processes, which therefore requires adequate performance measurement and controlling. The focus lies on a holistic approach towards the supply chain system, but you will also be taught in detail about various individual aspects. Moreover, managers are expected to know the key principles of operation management required to efficiently implement the relevant processes. Therefore, simulation and knowledge of internal logistics processes are relevant, along with techniques to handle or reduce interfaces within the network.

The complexity and variety of supply chain aspects make it necessary to focus on core competencies. Therefore, cooperation with suppliers and logistic service providers, evaluation of outsourcing strategies and negotiation of tenders are other main focuses on the International Supply Chain Management track, all aimed towards managing the optimum logistics network. Case studies and real-life projects in industry, retail and service provision are essential elements of the fourth semester.

STRATEGIC SUPPLY CHAIN MANAGEMENT

The aim of this unit is to provide an overview of all aspects of supply chain management, its role in organisations, and internal and external interfaces and synergies. Students will learn that it's not only the efficiency, but moreover the effectiveness, of a supply chain system that is important. Relevant strategic tools will be introduced and used to measure and manage supply chain performance.

INTERNAL LOGISTICS PROCESSES

This course provides the crucial knowledge that you need to plan, implement, control and optimise your internal logistics processes. It is enhanced with simulating tools to work on these issues and analyse the best material flow as well as technical and logistics processes.

MANAGEMENT OF SUPPLY CHAIN NETWORKS

As most warehouse and transportation activities are outsourced to external Logistic Service Providers (LSPs), participants will learn about the potential to outsource all relevant aspects to ascertain their most effective supply chain network with regard to the best modes of transportation, warehousing types and carriers. The course will also highlight the specialities involved in managing an LSP company and how LSPs have to perform internal calculations to offer the appropriate prices and contracts to industrial and retail companies. Tender management and negotiating projects in the area of contract logistics will form another focus on this course.

SUPPLIER AND INVENTORY MANAGEMENT

The aim of this course is to familiarise students with all aspects of planning the inventory level in their supply chain. Besides the relevant tools of Inventory Management and possible concepts (VMI, KANBAN, JIT), students obtain the relevant information for procurement and the necessary managerial components to work with suppliers. Appropriate selection, evaluation and relationship management with regard to suppliers, together with the right sourcing strategies and processes, are therefore also important topics of this course.

PROJECTS

During this week, all students visit a number of companies, in which the managers present current business cases to them. Teams of students are assigned the task of developing solutions for these real business problems, giving them a unique opportunity to apply the full spectrum of MBA knowledge.

You can gain even further logistics knowledge in our additional electives on Lean Management and Procurement Management.



CONTACT

PLEASE CONTACT US FOR
FURTHER INFORMATION

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