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Examination Regulations for the Supply Chain Management Master's Degree Program of the Fulda University of Applied Sciences School of Business (28 March 2014)

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§ 1 Scope and purpose

- (1) These formal regulations govern the examinations, course of study, and the structure of the Supply Chain Management master's degree program at the School of Business.
- (2) Together with the applicable version of the General Academic & Examination Policies published by the Fulda University of Applied Sciences, these regulations set forth the specific program policies and requirements for this particular degree program.

§ 2 Program objective

- (1) The objective of this degree program is to provide students with a thorough understanding of the most important subjects, ideas, methods, concepts and instruments relating to supply chain management, and thereby enable them to apply these to both familiar and new management challenges and tasks in supply change management and logistics. On completion of this program students will have the capability to not only independently acquire new knowledge, but also apply such to resolving problems that arise within a business.
- (2) In order to achieve these objectives, special emphasis is placed on the qualifications and skills described below, so that at the conclusion of the program students will be able to do the following:
 - Explain supply chain management, how it is organized, its strategies, goals, instruments, and procedures, and then model, analyze and evaluate supply chains, develop alternatives, and devise recommended courses of action
 - Understand and appreciate the unique demands that international distribution channels place on management
 - Discuss the importance of and the opportunities presented by the use of information technology, describe the key systems used in supply chain management, and support decisions regarding the adoption and implementation of new technologies
 - Identify the different tools and methods used in supply chain controlling and properly apply these in order to model, design, analyze, and assess distribution channels.
 - Recognize the competing goals and resultant need for close coordination in establishing and managing supply chains, and employ management approaches and related skills learned in other academic disciplines to develop potential solutions
 - Address, discuss and present information on a subject of practical importance within the supply chain management function using the independent working skills learned during classroom and distant learning, and in so doing also grasp and apply new supply chain management ideas and technologies within a changing environment
 - Utilize the materials learned and competently present and lead a discussion about a specific topic

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§ 3 Academic program outline and degree

- (1) This is a consecutive master's degree program that builds on material presented during a previous bachelor's degree program.
- (2) This master's degree program is more heavily focused on the practical application of the subjects presented.
- (3) The Fulda University of Applied Sciences confers the degree of Master of Arts (M.A.) upon those students who have completed the prescribed course of study. The award of a master's degree generally qualifies the holder for admission to a doctoral program.

§ 4 Admission requirements and procedures

- (1) An accredited undergraduate degree (bachelor's or *Diplom*) of 210 ECTS credits predominantly in the field of business administration, economics, business information systems, or a combined major in business and engineering is required for admission to the master's degree program.
- (2) An additional 30 ECTS credits must be earned during the master's program if the required undergraduate degree comprises fewer than 210, but at least 180 ECTS credits. These additional ECTS credits can be earned by completing extra course modules, a work experience internship in accordance with § 7 below, or by studying abroad and submitting evidence documenting the ECTS credits awarded. Students will coordinate with the office of the Degree Program Head in identifying the modules to be taken, which will be chosen from the module catalogs of the B.A. or M.A. degree programs. Students must submit evidence of having earned these ECTS credits by no later than the end of the degree program.
- (3) Applicants must also provide evidence of an English language proficiency of at least Level B2 of the Common European Framework of Reference for Languages (CEFR) or its equivalent. Exempt from this requirement are students whose native language is English and those who have already completed a program of higher education that was conducted primarily in English.
- (4) Admissions are made for the winter semester.

§ 5 Standard program length, course modules, structure, and ECTS credits

- (1) The standard program length is 3 semesters. The course of study consists of a total of 15 modules and comprises 90 ECTS credits.
- (2) The Program Curriculum (Annex 1) provides an overview of the course of study and how it is structured. Course descriptions and other information can be found in the Module Catalog (Annex 2).
- (3) Because in-class participation is a significant part of the work of module SCM 3.2, regular attendance is required for the award of ECTS credits and essential for acquiring the requisite skills and for achieving the learning objectives. Regular attendance is defined as being present at no fewer than 80% of the scheduled sessions. Attendance rosters may be used to document attendance. Should a student be absent for an extended period of time due to reasons for which he or she is not responsible, then the instructor will determine on a case-by-case basis if the student's actual record of session participation will be considered regular attendance. Depending on the extent of the absence, students may be required to perform equivalent substitute assignments. The instructor will take

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hardship cases into consideration and use his or her own discretion when determining the nature and scope of any make-up work.

- (4) A student qualifies for the degree by successfully completing the required modules as stipulated in the Program Curriculum.

§ 6 Additional academic and assessment requirements

As provided for in § 9 Section 1, Sentence 1 of the General Academic & Examination Policies of the Fulda University of Applied Sciences, the so-called portfolio is used as an additional form of assessment based on the same standards within this degree program. The portfolio is a purposeful and organized collection of the student's work over the course of a semester. The steps involved in the process of the portfolio assessment are parts of an examination and closely related in terms of content and instructional value. These are not considered preliminary examinations and portfolios will not be given separate grades. Standardized assessment criteria are used to monitor and improve the learning process and student achievement as the overall outcomes of the process of assembling the portfolio.

§ 7 Study abroad and work experience internship

- (1) As a rule, any semester spent studying abroad in accordance with § 4 Section 2 of these Examination Regulations is to be spent in a country where German is not spoken.
- (2) The Internship Program Regulations (Annex 3) and the provisions of sections (3) to (5) below will apply for any work experience internship undertaken in accordance with § 4, Section 2 of these Examination Regulations
- (3) The work experience internship will be made at the site of a company or institution abroad where German is not spoken.
- (4) Internships regularly extend for a period of 20 weeks, during which time students will be scheduled to work during what are the hosting organization's regular business hours for full-time personnel. Students will make up any scheduled hours that they miss.
- (5) Seminars are conducted to help guide and support the internship. Further information can be found in the Module Catalog (Annex 2).

§ 8 Master's thesis, discussion and defense

- (1) The writing of a master's thesis is one of the activities scheduled for the 3rd semester. This thesis will cover a topic of major emphasis from the field of supply chain management.
- (2) To be eligible to write a master's thesis, students must have earned 40 ECTS credits within the master's degree program.
- (3) Each student will have the opportunity to host a presentation, discussion and oral defense of the key research and findings of their work as the capstone of the master's thesis requirement. The rules for oral examinations set forth in § 9 of the General Academic & Examination Policies as amended and published by the Fulda University of Applied Sciences apply and stipulate that the oral defense be open to the university community, provided that such does not disrupt the proper conduct of the examination. Grades will be announced in private.

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- (4) The written paper portion of the SCM 3.3 Master's Thesis module comprises 80% of the module grade and the oral defense 20%.
- (5) Twenty ECTS credits are awarded for the master's thesis.
- (6) Sixteen weeks are allowed for preparing the master's thesis. A one-time extension of 4 weeks may be granted on request.

§ 9 Assessment, grading, weighting and determining the overall grade

- (1) The overall grade is calculated from the arithmetic average of the module grades and weighted by the ECTS credits.
- (2) Any extra ECTS credits earned by completing additional modules beyond those prescribed by the program curriculum will be listed in the transcript, but not used in determining the overall grade.

§ 10 Enactment

These Examination Regulations are effective as of 1 September 2014.

§ 11 Transitional accommodations

Students who were already enrolled in the Supply Chain Management degree program at the time these Examination Regulations were enacted will complete their degree program in accordance with the earlier version of the examination regulations. This accommodation terminates at the end of summer semester 2016.

Annexes:

1. Program Curriculum
2. Module Catalog
3. Internship Program Regulations

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Annex 1: Program Curriculum

M.A. in Supply Chain Management (SCM) Program Curriculum Overview

Modules		1st Semester		2nd Semester		3rd Semester	
No.	Title	CR	H/W	CR	H/W	CR	H/W
Supply Chain Management (SCM)							
SCM 1.1	Logistics Processes	5	4				
SCM 1.2	Fundamentals of Supply Chain Management	5	4				
SCM 2.1	Outsourcing and Collaboration			5	4		
SCM 3.1	Simulation Exercise					5	4
Logistics							
SCM 1.3	Planning Methods in the Logistics of Procurement and Distribution	5	4				
SCM 2.2	Planning Methods in Production Logistics			5	4		
Using Information Technology							
SCM 2.3	Information Technology and SCM			5	4		
SCM 2.4	ERP and SCM Tools			5	4		
Supply Chain Controlling							
SCM 1.4	Cost Accounting in SCM	5	4				
SCM 2.5	Management Control Systems for Supply			5	4		
Management, Social and Leadership Skills							
SCM 1.5	Management Skills	5	4				
SCM 1.6	Business and Human Resource Management	5	4				
SCM 3.2	Conflict Resolution, Negotiation and Intercultural Communications					5	4
Academic Writing							
SCM 2.6	Case Study Research			5	2		
SCM 3.3	Master's Thesis					20	2
Total credits (CR) and hours per week (H/W)		30	24	30	22	30	10
Total credits for the 3-semester program				90			

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Annex 2: Module Catalog

Logistics Processes						
Number	Workload	Credits	Semester	When offered	Duration	
SCM 1.1	150 hrs	5 ECTS	1st	Winter semester	1 semester	
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2		Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to describe the fundamental theories of process management and constructively help set-up and implement a practical system for managing logistics processes. They will be able to explain the structure, composition and methodologies of the various practices in supply chain management, and identify, document, analyze and evaluate SCM logistics processes. Students will recognize weaknesses and subsequently be able to model, devise and develop process improvements.					
3	Course content <ul style="list-style-type: none"> – A survey of the logistics field, logistics processes and supply chain management – The principles of process management: defining, structuring, setting up and implementing a process management system – Identifying and documenting logistics processes – How to monitor and measure logistics process performance, identify weaknesses, and model, develop and evaluate approaches for improving system performance 					
4	Teaching methods Interactive seminars, practical exercises, case studies and role playing					
5	Course prerequisites Formal: None Recommended: None					
6	Type of examination Written					
7	Requirements for the award of credit hours Passing grade on module examination					
8	Course share of final grade: 5 / 90 (\cong 5.56%)					

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Fundamentals of Supply Chain Management						
Number	Workload	Credits	Semester	When offered	Duration	
SCM 1.2	150 hrs	5 ECTS	1st	Winter semester	1 semester	
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2		Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to give examples of and discuss the predominant types of generic supply chain strategies, their components, pertinent parameters and related real-world applications, and then choose and implement the most suitable ones for a given situation. Students will also be able to explain the various supply chain management reference models (such as efficient consumer response and the Supply Chain Operations Reference model), special SCM approaches (e.g. vendor managed inventory, collaborative planning, forecasting, replenishment and postponement), and systematically put these into practice within a particular business or organization.					
3	Course content <ul style="list-style-type: none"> – Generic business strategies: what they are and how to analyze them – Using, adapting and assessing generic supply chain strategies – Developing and evaluating the parameters and requirements for supply chain strategies – Monitoring and measuring supply chain strategy performance elements – Analyzing SCM reference models (including efficient consumer response and the Supply Chain Operations Reference model) – A discussion of special approaches used in SCM (including vendor managed inventory, collaborative planning, forecasting, replenishment and postponement) – Designing the steps required to effectively put in place the various SCM models and an effective system of project management – Case studies about choosing and putting different SCM concepts and models into action 					
4	Teaching methods Interactive seminars, practical exercises and case studies					
5	Course prerequisites Formal: None Recommended: None					
6	Type of examination Written					
7	Requirements for the award of credit hours Passing grade on module examination					
8	Course share of final grade: 5 / 90 (\cong 5.56%)					

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Planning Methods in the Logistics of Procurement and Distribution						
Number SCM 1.3	Workload 150 hrs	Credits 5 ECTS	Semester 1st	When offered Winter semester	Duration 1 semester	
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2		Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Building on their knowledge of the fundamental planning methods and tools, students will be able to identify and describe the principle comprehensive approaches for planning, managing and controlling interfaces to customers and suppliers. In so doing they will demonstrate the skills needed for implementing these interfaces in an actual business.					
3	Course content <ul style="list-style-type: none"> – Establishing and managing interfaces with customers: <ul style="list-style-type: none"> ▪ Formulating distribution strategies ▪ Developing planning approaches in the logistics of distribution (forecasting, sales and operations planning, and revenue management) ▪ Managing relationships with customers – Establishing and managing interfaces with suppliers: <ul style="list-style-type: none"> ▪ Formulating procurement strategies ▪ Developing planning approaches in the logistics of procurement (inventory management, supply security, and managing risks in the procurement process) ▪ Managing relationships with suppliers ▪ Developing and implementing a program of supplier relationship management (supplier development, supplier assessment and performance measurement) – Planning approaches for coordinating supply chains and related activities 					
4	Teaching methods Interactive seminars, practical exercises and working in groups					
5	Course prerequisites Formal: None Recommended: None					
6	Type of examination Written					
7	Requirements for the award of credit hours Passing grade on module examination					
8	Course share of final grade: 5 / 90 (\cong 5.56%)					

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Cost Accounting in SCM					
Number	Workload	Credits	Semester	When offered	Duration
SCM 1.4	150 hrs	5 ECTS	1st	Winter semester	1 semester
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to explain the importance of and the procedures involved in using standard cost accounting for the budgetary control of logistics processes within each of the individual elements that comprise the supply chain. In addition to being able to summarize the specific objectives of activity-based costing and how its related planning and budgeting process is organized and used to determine the operating costs, students will also be able to adopt and utilize specific cost accounting systems in supply chain management.				
3	Course content <ul style="list-style-type: none"> – The purpose, principles and elements of standard and direct costing – How to plan, budget and control direct costs in supply chain management – How to plan, budget and control overheads in SCM – The principles and elements of activity-based costing – Estimating SCM-related process and activity costs 				
4	Teaching methods Interactive seminars and an e-learning based exercise designed to familiarize students with planning, budgeting and controlling costs, and the methodology of activity-based costing				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (≅ 5.56%)				

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Management Skills						
Number	Workload	Credits	Semester	When offered	Duration	
SCM 1.5	150 hrs	5 ECTS	1st	Winter semester	1 semester	
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2		Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to illustrate and describe the relationships between supply chain management and the strategies, goals and management duties within one or a multiple of companies. They will also be able to identify conflicting interests among the actors engaged in supply chains and the ensuing need for close coordination. Students will be proficient in applying knowledge of other academic disciplines (e.g. sociology) to complement their business management approaches to formulating potential solutions. Problem-based learning will enable students to actively demonstrate their leadership and social skills in the role of a supply chain manager.					
3	Course content <ul style="list-style-type: none"> – Strategy and goal development as the basis for management work in SCM – The tasks in SCM: plan, direct, control, inform and coordinate – Analyzing conflicts of interest: case studies and real-world examples – Identifying the need for coordination within supply chains: real-world examples – Managing and coordinating relationships in supply chains: different management approaches and their capabilities and limitations – Key leadership and social skills for supply chain managers as taught through problem-based learning activities in the gymnasium – Student groups will learn how to organize and implement a practical exercise using problem-based learning that incorporates the material presented in this degree program 					
4	Teaching methods <ul style="list-style-type: none"> – This module employs two closely related teaching methods. First, an interactive seminar uses literature, practical exercise materials and case studies to impart a fundamental understanding of the management skills required in SCM. Second, the university sports center and SCM professor will supervise activities in the gymnasium that include practical leadership and social-skills exercises in connection with a realistic simulation of supply chains. This method practices problem-based learning. – Other information: A field trip will be incorporated as part of problem-based learning, which, depending on the season and weather, may include climbing, hiking in the snow, or a visit to a high/low ropes challenge course. 					
5	Course prerequisites Formal: None Recommended: None					
6	Type of examination Portfolio assessment					
7	Requirements for the award of credit hours Passing grade on module examination					
8	Course share of final grade: 5 / 90 (≅ 5.56%)					

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Business and Human Resource Management						
Number	Workload	Credits	Semester	When offered	Duration	
SCM 1.6	150 hrs	5 ECTS	1st	Winter semester	1 semester	
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2		Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to give examples of strategic models and tools used in business management beyond those covered in the material presented in module SCM 1.5. and make business decisions from the standpoint of sustainability while bearing in mind the nexus of managing a business and managing people. They will also understand and be able to leverage the critical role that human resource management plays for both the business as a whole and within the context of supply chain management in particular. Students will be able to integrate the core HR functions within the body of tasks required for effectively leading a business, and critically discuss and assess their importance amid the dynamics of often conflicting corporate and workforce goals and interests, as well as in view of the special challenges leaders face in managing supply chains.					
3	Course content <ul style="list-style-type: none"> – Strategic and normative management – Corporate ethics and social sustainability in supply chain management – Core SCM-related human resource management tasks – A comparative look at setting goals and objectives for human resources and for the company – An examination of two types of business and HR management: one that is value based and one that is based on values 					
4	Teaching methods Discussions, working in groups, role playing, case studies, and e-learning based use of management approaches in SCM. Written explanations about how the various management approaches are applied to a practical example help prepare students for further academic writing assignments.					
5	Course prerequisites Formal: None Recommended: None					
6	Type of examination Written					
7	Requirements for the award of credit hours Passing grade on module examination					
8	Course share of final grade: 5 / 90 (≅ 5.56%)					

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Outsourcing and Collaboration						
Number SCM 2.1	Workload 150 hrs	Credits 5 ECTS	Semester 2nd	When offered Summer semester	Duration 1 semester	
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2		Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to distinguish the different depths of production and logistics services and describe the special forms of collaboration within supply chain management. On the basis of the business considerations involved in the various strategies and objectives, they will also be able to evaluate decisions about outsourcing and collaboration, and in turn provide guidance and recommendations to management. Students will have acquired the skills necessary to prepare themselves for assuming project management responsibility for making outsourcing and collaboration decisions (including such functions as preparing and evaluating invitations to tender and drafting contracts that include sanction and incentive mechanisms), and for advising about and helping implement outsourcing and collaboration projects within a business.					
3	Course content <ul style="list-style-type: none"> – Identifying and analyzing alternative value chains and logistics depths in SCM – A discussion of SCM collaborations with industrial companies, commercial enterprises and service providers – Outsourcing and collaboration case studies – Developing decision criteria for evaluating alternative depths of outsourcing and collaborations – The role of project management in making outsourcing and collaboration decisions – Formulating alternatives when drafting contracts that contain sanction and incentive mechanisms 					
4	Teaching methods <ul style="list-style-type: none"> – Interactive seminars are used to present and discuss the course content with the students and will cover the methods employed in general business administration, logistics and SCM along with examples of these methods being used in the real world. The exercise portion of this module uses case studies to integrate the theory with practice as the students apply the methods learned to specific case studies. – Other information: an attempt will be made each semester to host a guest from the field who will lecture on the subject of this module, or to conduct a field trip to a business involved in logistics or SCM. 					
5	Course prerequisites Formal: None Recommended: A good understanding of logistics processes (SCM 1.1) and the fundamentals of supply chain management (SCM 1.2)					
6	Type of examination Written					
7	Requirements for the award of credit hours Passing grade on module examination					
8	Course share of final grade: 5 / 90 (\cong 5.56%)					

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Planning Methods in Production Logistics						
Number	Workload	Credits	Semester	When offered	Duration	
SCM 2.2	150 hrs	5 ECTS	2nd	Summer semester	1 semester	
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2		Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Building on their knowledge of the primary planning methods and tools, students will be able to identify and explain the principle approaches for planning and managing production and manufacturing operations. The material presented, along with this module's in-depth examination of the Toyota production system as an integrated approach to the planning and controlling of manufacturing, will provide students with the insights they need to employ these and similar methods and tools systematically in a real-world business.					
3	Course content <ul style="list-style-type: none"> – The elements, structures and procedures used in production planning and control systems – The principles and key parts of the Toyota production system, particularly its: <ul style="list-style-type: none"> ▪ Engineering and technical approaches ▪ Organizational approaches to operations, methods and procedures ▪ Workforce-related approaches – Identifying and assessing the various production planning and control methods with an emphasis on cross-company and enterprise-wide planning – Implementing and using different methods and tools in business practice 					
4	Teaching methods Interactive seminars, practical exercises and working in groups					
5	Course prerequisites Formal: None Recommended: A good understanding of the principles of supply chain management, logistics and planning procedures					
6	Type of examination Written					
7	Requirements for the award of credit hours Passing grade on module examination					
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Information Technology and SCM					
Number	Workload	Credits	Semester	When offered	Duration
SCM 2.3	150 hrs	5 ECTS	2nd	Summer semester	1 semester
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to examine typical SCM issues from a problem-solving perspective, identify and select appropriate methods for resolving these, and then use information technology to effectively implement and support the chosen methods. In so doing they will demonstrate the ability to independently and methodically generate information that is relevant to resolving planning and decision problems. Students will also be able to discuss the major information technology applications and their range of potential applications in SCM and constructively contribute to the process of selecting from such software application systems.				
3	Course content <ul style="list-style-type: none"> – The operational systems used in inbound and outbound logistics as well as in operations management (including warehouse management, route planning and fleet management systems) – Identification and telematics systems with a focus on RFID – Modeling and resolving SCM issues using spreadsheets and database systems 				
4	Teaching methods Interactive seminars, practical exercises, working in groups and presentations				
5	Course prerequisites Formal: None Recommended: Completion of modules SCM 1.1 and SCM 1.2				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

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ERP and SCM Tools					
Number	Workload	Credits	Semester	When offered	Duration
SCM 2.4	150 hrs	5 ECTS	2nd	Summer semester	1 semester
1	Coursework (hrs/week) a) Interactive seminars: 1 b) Exercises: 3	Contact hours 4 hrs/week = 72 hrs	Self-study 78 hrs	Language German (English)	
2	Learning outcomes Students will be able to explain the capabilities, advantages and limitations of information technology solutions (enterprise resource planning (ERP) and SCM systems) that are designed to support business-wide supply chain management. They will also be able to appraise and choose the appropriate ERP and advanced planning systems and select from these those functionalities that are best suited for a particular SCM task or problem. In addition to understanding the methodologies of such software systems, students will be able to examine and highlight the benefits and limitations of implementing and running each.				
3	Course content <ul style="list-style-type: none"> – A foundation for understanding and classifying the features of the different enterprise resource planning (ERP) and advanced planning systems – How to assess the capabilities, benefits and limitations of implementing such systems in logistics and supply chain management – Case studies using an ERP and/or SCM tool, such as SAP ERP or SAP APO (Advanced Planning and Optimization) 				
4	Teaching methods Interactive seminars, practical exercises and working in groups				
5	Course prerequisites Formal: None Recommended: Completion of modules SCM 1.1, SCM 1.2, SCM 1.3 and SCM 2.2				
6	Type of examination Portfolio assessment				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (≅ 5.56%)				

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Management Control Systems for Supply Chains					
Number	Workload	Credits	Semester	When offered	Duration
SCM 2.5	150 hrs	5 ECTS	2nd	Summer semester	1 semester
1	Coursework (hrs/week) a) Interactive seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to explain the importance of value chains, compare the various concepts of supply chain controlling, and give examples of the tasks and work methods of the most important tools used to coordinate and control supply chain processes and support SCM decision making. Mastery of these skills will enable students to not only select the proper instruments for resolving the related decision problems, but to correctly identify and analyze the associated data that are relevant to the decision.				
3	Course content <ul style="list-style-type: none"> – Conceptual foundations (logistics controlling, supply chain controlling) – The fundamentals of supply chain controlling – Value-based supply chain management – Analyzing key figures, indicators and benchmark systems within supply chain management – The balanced score card and supply chain performance: what they are and how to implement, measure and evaluate them – Methods used in investment controlling – An examination of other instruments used in the management accounting and control of supply chains: target costing, working capital management and benchmarking 				
4	Teaching methods Interactive seminars, practical exercises and case studies				
5	Course prerequisites Formal: None Recommended: Completion of module SCM 1.4 (Cost Accounting in SCM)				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

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Case Study Research					
Number	Workload	Credits	Semester	When offered	Duration
SCM 2.6	150 hrs	5 ECTS	2nd	Summer semester	1 semester
1	Coursework (hrs/week) Seminars: 2	Contact hours 2 hrs/week = 36 hrs		Self-study 114 hrs	Language German (English)
2	Learning outcomes Students will be able to apply the materials presented in the modules for 1st semester to practical cases that arise within a company or to a similar sample scenario with a real-world context. They will demonstrate proficiency in identifying, describing, modeling, analyzing and evaluating real-world problems and issues taken from the fields of supply chain management, supply chain controlling, the use of information technology and/or as require management, social and leadership skills in SCM. Students will document and present the results of their projects and be able to competently answer critical questions. In the event that no real problems or issues can be identified within a particular company, students will instead develop and handle fictional, yet realistic, problems or scenarios from the field of SCM. Besides being able to learn about the practical issues that arise in SCM by sharing their ideas and findings among themselves, students will also be able to prepare a master's thesis that uses or builds upon their work in this module.				
3	Course content <ul style="list-style-type: none"> – The guidelines and requirements for researching and preparing written academic reports and materials – Selecting the appropriate methods for researching, evaluating and writing about practical supply chain management issues – Presentation and discussion of the project findings and results 				
4	Teaching methods Case studies, working in groups, seminars, written projects and presentations				
5	Course prerequisites Formal: None Recommended: Completion of the modules for 1st semester				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
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Simulation Exercise					
Number	Workload	Credits	Semester	When offered	Duration
SCM 3.1	150 hrs	5 ECTS	3rd	Winter semester	1 semester
1	Coursework (hrs/week) Seminars: 2	Contact hours 2 hrs/week = 36 hrs		Self-study 114 hrs	Language German (English)
2	Learning outcomes Building on their knowledge of the management process, students will be able to evaluate decision-making scenarios in logistics, and analyze and assess the chain of causal connections between operational sub-functions in order to make specific management decisions about logistics and logistics-related actions. They will also be proficient in reading and understanding reports from which they will be able to draw conclusions about a company's actual and target situations. Working within groups, students will be able to delegate tasks and combine each member's results in order to make decisions as a team.				
3	Course content Working in a group to make decisions about various problems and issues pertaining to general business administration and management, with a focus on inbound and outbound logistics as well as operations management that will be covered using 'TOPSIM – Logistics' simulation software				
4	Teaching methods Working in groups, practical exercises, presentations, discussions and written summaries				
5	Course prerequisites Formal: None Recommended: Completion of modules SCM 1.1, SCM 1.2, SCM 1.3, SCM 1.4, SCM 1.5, SCM 1.6, SCM 2.1, SCM 2.2 and SCM 2.5				
6	Type of examination Portfolio assessment				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (≅ 5.56%)				

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Conflict Resolution, Negotiation and Intercultural Communications					
Number	Workload	Credits	Semester	When offered	Duration
SCM 3.2	150 hrs	5 ECTS	3rd	Winter semester	1 semester
1	Coursework (hrs/week) a) Interactive seminars: 2 b) Exercises: 2	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to deliberately employ a win-win strategy in mastering the kinds of difficult workplace negotiating situations that arise as part of managing the supply chains within a given company and those that involve different companies. In addition to being able to recognize conflict situations, initiate preventive measures and resolve existing conflicts, students will also be familiar with the important models of communication and be able to practice an enhanced set of personal intercultural skills.				
3	Course content <ul style="list-style-type: none"> – The Harvard Principled Negotiation – Negotiation phases and strategies – Glasl and his strategies for resolving conflicts – Principles of mediation – Facilitating and managing dialog in difficult situations – Intercultural communications models – Cultural standards and the idea of culture transfer – The key factors of effective intercultural cooperation 				
4	Teaching methods Presentations, practical exercises, working in groups, discussions, role playing and working through case studies				
5	Course prerequisites Formal: None Recommended: Completion of module SCM 1.5				
6	Type of examination Portfolio assessment				
7	Requirements for the award of credit hours Passing grade on module examination and regular participation in classroom activities (see § 5 Section 3 of these Examination Regulations)				
8	Course share of final grade: 5 / 90 (≅ 5.56%)				

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Master's Thesis					
Number	Workload	Credits	Semester	When offered	Duration
SCM 3.3	600 hrs	20 ECTS	3rd	Winter semester	1 semester
1	Coursework (hrs/week) Seminars: 2	Contact hours 2 hrs/week = 36 hrs		Self-study 564 hrs	Language German (English)
2	<p>Learning outcomes</p> <p>Students will be able to independently organize arguments in writing about a topic of practical relevance to supply chain management, and competently apply to that topic the scientific tools and methods that were presented in this degree program's five main module subject areas. As part of a continuation or more in-depth examination of their case study research topics (or a new topic they may choose), students will be able to demonstrate competence in developing and evaluating viable alternatives. The work involved in preparing the thesis will give students the skills needed to formulate and offer businesses scientifically sound and practical guidance. Successful completion of the master's thesis requirement generally qualifies students to pursue a doctoral degree and write a dissertation.</p>				
3	<p>Course content</p> <ul style="list-style-type: none"> – Introductory session covering the master's thesis guidelines and requirements, and for providing assistance in selecting the topic – Students will meet regularly with their faculty advisors – Oral defense: presentation, discussion and defense of the key research and findings 				
4	<p>Teaching methods</p> <p>Students will meet regularly with their faculty advisors in the process of preparing to present, discuss and defend their theses and findings</p>				
5	<p>Course prerequisites</p> <p>Formal: See § 8 Sections 3 and 4 of these Examination Regulations Recommended: Completion of module SCM 2.6 (Case Study Research)</p>				
6	<p>Type of examination</p> <p>Written evaluation (master's thesis) and oral defense</p>				
7	<p>Requirements for the award of credit hours</p> <p>Passing grade on module evaluation</p>				
8	<p>Course share of final grade: 20 / 90 (≅ 22.24%)</p>				

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Internship and Associated Seminars					
Number SCM 4.1	Workload 900 hrs	Credits 30 ECTS	Semester 4th	When offered Winter/summer semesters	Duration 1 semester
1	Coursework (hrs/week) Seminars: 2	Contact hours 730 hrs (at the hosting organization and the university)		Self-study 170 hrs	Language German (English)
2	Learning outcomes Students will be able to apply the skills and knowledge acquired during their studies to the tasks they are assigned within the hosting organization. As part of the project seminars conducted at the university, students will also become proficient in appraising and directing their abilities toward effectively managing the real-world problems of an internationally operating business. This internship will allow students to gather solid working experience and expose them to the complexities of leadership duties and responsibilities within an international framework.				
3	Course content <ul style="list-style-type: none"> – Counseling by the Internship and Career Center of the School of Business – Preparatory seminar conducted by the advising professors – Practical work within the hosting organization on the basis of an internship agreement – Participation in seminars that support the internship: <ul style="list-style-type: none"> ▪ Introduction to and critical analysis of a special task within the hosting organization (workplace-specific research project) ▪ Overview of the work assignment with consideration given to the theory and practice of that job position 				
4	Teaching methods Practical phase at the hosting organization, interactive seminars, practical exercises, case studies and presentations				
5	Course prerequisites Formal: None Recommended: Completion of modules SCM 1.1 through SCM 3.3				
6	Type of examination Written (ungraded)				
7	Requirements for the award of credit hours <ul style="list-style-type: none"> – Letter from the hosting organization verifying completion of all work during the internship – Module examination passed 				
8	Course share of final grade: None				

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Annex 3: Internship Program Regulations

Internship Program Regulations for the Fulda University of Applied Sciences School of Business

§ 1 Applicability

- (1) These formal regulations apply to work experience internships at companies and institutions (hosting organizations) for the following School of Business courses of study:
 - a) Bachelor's degree program:
 - International Business Administration (IBWL - BA)
 - Business Law – Sustainability and Ethics (WR - LL.B.)
 - b) Master's degree program:
 - Accounting, Finance and Controlling (AFC - MA)
 - International Management (IMA - MA)
 - Supply Chain Management (SCM - MA)
- (2) Details are set forth in the examination regulations and module catalog for each degree program within the School of Business.

§ 2 Student status

- (1) Students remain members of the university with all the associated rights and obligations throughout the term of the work experience internship. Students will follow the instructions necessary to achieve the internship goals and objectives that are given by the hosting organization and its designated officers, and will comply with the rules and regulations that apply to that organization, particularly its work rules, accident prevention regulations, and confidentiality and non-disclosure policies.
- (2) Students are not interns within the meaning of the Vocational Training Act (BbIG) and, for the duration of the internship, are not subject to the Labor-Management Relations Act (BetrVG), the Employee Representation Act (PersVG) or any other comparable German statutes.

§ 3 Internship site supervision

- (1) Students should be supervised and coached at the workplace by mentors who have appropriate training in the relevant subject area and who work in the hosting organization on a full-time basis.
- (2) Mentors should arrange and oversee an orientation to familiarize students with their duties and functional areas. In addition to being available as a personal contact for guidance and assistance, mentors should also support the students' learning process at the internship training venues.

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§ 4 Internship agreement

- (1) Students will enter into an agreement with the organization providing the placement prior to the start of any work experience internship and will obtain the approval of the respective school or department (Internship and Career Center) before they sign the agreement.
- (2) The internship agreement will specifically set forth the students' responsibility to:
 - a) Take full advantage of the training opportunities offered.
 - b) Conscientiously perform all assigned tasks in conjunction with the internship action plan.
 - c) Follow the instructions given by the hosting organization and its designated officers.
 - d) Comply with the rules and regulations that apply to the hosting organization, particularly its work rules, accident prevention regulations, and confidentiality and non-disclosure policies.
 - e) Prepare and submit a report in accordance with the deadlines and requirements stipulated by their school or department that reflects the substance and activities involved in the work experience internship.
 - f) Report any absences from the internship site without delay.

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