

Examination Regulations of the Department of Business at Fulda University of Applied Sciences for the Master of Science study programme “Supply Chain Management”, current as at 16 October 2019

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§ 1 Study Programme Objectives, Academic Title

- (1) The aim of the study programme is to provide students with a thorough understanding of the subjects, concepts, methods and tools relating to supply chain management and to enable them to apply these to both familiar and new management challenges and tasks in supply chain management and logistics. After graduating, students will be able to acquire new knowledge independently and use this to solve practical problems within the business setting.

Specifically, the programme particularly aims to equip students with the following qualifications and competencies:

- (a) Students will be able to explain supply chain management strategies and goals, instruments and methodologies as well as structures and procedures. They will be able to apply appropriate methods to model, analyse and evaluate supply chains. Students will be able to develop alternatives and use their expertise to devise recommended courses of action.
- (b) Students will recognise the particular demands that international supply chains place on management.
- (c) They will be able to describe the importance of, and the opportunities presented by, the use of suitable information technology and electronic data processing. Students will be able to identify key technologies used in supply chain management and will be in a position to help make decisions on the introduction and deployment of new technologies.
- (d) They will be able to identify the tools and methods used in the management accounting and control of supply chains and employ these in the context of modelling, analysing, evaluating and designing supply chains.

- (e) Students will be able to recognize competing objectives and the resultant need for close coordination in supply chains. In the context of developing possible solutions, students can supplement management approaches already known to them with key elements learned in other academic disciplines.
 - (f) Students will be able to examine a topic of practical relevance to supply chain management in an independent and scholarly manner. A combination of classroom instruction and distance learning will introduce students to working independently on the skills they have gained. This approach will enable students to independently use their acquired skills in dealing with new supply chain management concepts and new technologies within changing environments.
 - (g) Students will be able to present the topics they have learned and prepared as well as lead a discussion on the subject area they have addressed.
- (2) Students graduating from the study programme are awarded a “Master of Science” degree (abbreviation: “MSc”) by Fulda University of Applied Sciences.

§ 2 Special Access Requirements and Admission Procedure

- (1) A completed undergraduate university degree is required (Diplom, Bachelor’s degree) with supporting documentation, worth at least 180 ECTS credits (qualifying degree). This university degree must have a focus on a field of business and/or economics. Appropriate fields include business engineering as well as business IT.
- (2) Applicants’ English language proficiency must be certified at least at B2 level of the Common European Framework of Reference for Languages. Applicants whose native language is English or who have completed a university degree taught predominantly in English are exempt from this requirement.
- (3) Admission takes place each winter semester.

§ 3 Standard Duration of Studies, Study Programme Structure and ECTS Credits

- (1) The programme has a standard duration of three semesters.

The programme structure is set out in the Curriculum (Annex 1). The courses offered are worth a total of 90 ECTS credits, earned via 15 modules. Of these modules, 14 are compulsory modules and one is an elective module.
- (2) For modules SCM 3.1 and 3.2, regular attendance of classes is required for the award of ECTS credits and is essential for achieving the learning outcomes and acquiring the intended skills. Regular attendance is deemed to have been achieved by attending no less than 80% of the scheduled classes. Attendance registers may be used to provide evidence of regular 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 class 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 hardship cases into consideration and use his or her own discretion when determining the nature and scope of any work to be made up.
- (3) Students graduate from their study programme if they successfully complete the modules required by the curriculum and have earned a total of 300 ECTS credits, including credits from their qualifying degree.
- (4) If, in accordance with Section 2(1) above, the qualifying degree is worth fewer than 210 ECTS credits, the additional ECTS credits required to reach 300 ECTS credits must also

be acquired during the Master's programme. These ECTS credits can be earned in a semester as described in Section 5, or through other modules which the student must have taken and completed by the end of the study programme. Students must obtain the approval of the Dean's Office regarding the other modules that can be taken.

§ 4 Elective Modules

- (1) The study programme requires students to complete one elective module.
- (2) Either of the following modules can be taken as an elective:
 - Applied Business Analytics (SCM 2.7),
 - ERP and SCM Tools (SCM 2.8),
 - Elective Course 1 (SCM 2.4); these modules are specific to the study programme and offer alternating topics relevant to Supply Chain Management; the Dean's Office displays a notice listing the respective topics and their module descriptions prior to the start of each semester
or
 - a module from other Master's study programmes at Fulda University of Applied Sciences worth 5 ECTS credits each; prior to the start of each semester, the Dean's Office displays a notice listing the modules approved for selection.

§ 5 Study Abroad, Internship

- (1) Pursuant to Section 3(5), students have the opportunity to acquire further ECTS credits, in particular through a semester studying at a university abroad or doing an internship.
- (2) Registration for the Study Abroad or Internship modules should be completed by 15 April or 15 October of the preceding semester.
- (3) Prior to commencement of the Study Abroad module, the student and the Department of Business at Fulda University must complete and both sign a Learning Agreement.
- (4) Details of the Internship are laid down in Annex 3.

§ 6 Master's Thesis and Accompanying Paper Presentation & Oral Examination

- (1) The Master's thesis covers a topic from the field of Supply Chain Management.
- (2) To be eligible to write a Master's thesis, students must have earned 40 ECTS credits on the Master's study programme.
- (3) The Master's thesis is examined in the form of a topic-related paper presentation and accompanying oral examination. Students have the opportunity to present and defend essential insights and findings contained in their thesis. The provisions relating to oral examinations contained in Section 12 of the valid version of the General Examination Regulations of Fulda University of Applied Sciences apply to the accompanying paper presentation & oral examination.
- (4) The stipulated period for completing the Master's Thesis is sixteen weeks. The period can be extended once only by four weeks, upon request.
- (5) For calculating the student's grade for module SCM 3.3 (Master's Thesis), weighting of the written part is set at 80%, with 20% given to the accompanying paper presentation & oral examination.

§ 7 Assessment, Grading, Weighting and Calculation of the Overall Degree Grade

- (1) The overall degree grade is calculated as the weighted arithmetic mean of the grades attained in the modules. The weighting is determined by the ECTS credit values of the individual modules.
- (2) Modules successfully completed by the student but which are not part of the curriculum do not count towards the student's overall degree grade.

§ 8 Entry into Force

These Examination Regulations are effective from winter semester 2020/21.

§ 9 Transitional rules

Students already enrolled on the Supply Chain Management programme at the time the new examination regulations come into force will by default complete their studies in line with the previously applicable examination regulations. This option will lapse at the end of the winter semester 2021/22.

Annex 1: Curriculum

Module name		1st semester		2nd semester		3rd semester	
		ECTS	SWS	ECTS	SWS	ECTS	SWS
SCM 1.1	Process Management in SCM	5	4				
SCM 1.2	Concepts of Supply Chain Management	5	4				
SCM 1.3	Planning Methods of In-bound and Outbound Logistics	5	4				
SCM 1.4	Cost Accounting in SCM	5	4				
SCM 1.5	Management Skills	5	4				
SCM 1.6	Business and Human Resource Management	5	4				
SCM 2.1	Types of Cooperation			5	4		
SCM 2.2	Planning Methods of Manufacturing Logistics			5	4		
SCM 2.3	IT Applications in SCM			5	4		
SCM 2.4	Elective Course 1			5	4		
SCM 2.5	Supply Chain Controller-ship			5	4		
SCM 2.6	Case Study			5	4		
SCM 3.1	Business Simulation					5	4
SCM 3.2	Conflict Resolution, Methods of Negotiation, and Intercultural Communication					5	4
SCM 3.3	Master's Thesis					20	16
Total ECTS/SWS per semester		30	24	30	24	30	24
Total ECTS in the study programme		90					

Annex 2: Module Handbook

SCM 1.1	Process Management in SCM.....	7
SCM 1.2	Concepts of Supply Chain Management.....	8
SCM 1.3	Planning Methods of Inbound and Outbound Logistics.....	9
SCM 1.4	Cost Accounting in SCM	10
SCM 1.5	Management Skills.....	11
SCM 1.6	Business and Human Resource Management	12
SCM 2.1	Types of Cooperation.....	13
SCM 2.2	Planning Methods of Manufacturing Logistics	14
SCM 2.3	IT Applications in SCM.....	15
SCM 2.4	Elective Course 1.....	16
SCM 2.5	Supply Chain Controllershship.....	17
SCM 2.6	Case Study	18
SCM 2.7	Applied Business Analytics	19
SCM 2.8	ERP and SCM Tools.....	20
SCM 3.1	Business Simulation.....	21
SCM 3.2	Conflict Resolution, Methods of Negotiation, and Intercultural Communication	22
SCM 3.3	Master's Thesis.....	23

SCM 1.1 Process Management in SCM

Department code: SCM 1.1		Module name in German: Prozessmanagement im SCM			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to demonstrate a knowledge of the fundamental concepts of process management, recognise strengths and weaknesses, and actively participate in establishing and implementing a system for managing logistics processes. They will be able to define strengths and weaknesses of different process modelling methods and use these independently in order to identify and document processes in supply chain management. Students will demonstrate knowledge of approaches to evaluating supply chain processes and will be able to use the evaluation methods to tackle real tasks and issues. They will be in a position to identify process weaknesses as well as develop and model process improvements.				
2	Module content: <ul style="list-style-type: none">• Common understanding of logistics, supply chain management and processes• Principles of process management as part of SCM: development, objectives and functions, structures and procedures, implementation of process management• Identification and documentation of supply chain processes• Assessing and evaluating supply chain processes; identifying weaknesses; developing, modelling and evaluating methods of improvement				
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: none				
6	Type of examination: Portfolio or written examination				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 1.2 Concepts of Supply Chain Management

Department code: SCM 1.2		Module name in German: Konzepte des Supply Chain Management		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to define the main types of generic supply chain strategies, their components, and parameters relevant to them as well as related real-world examples of supply chain strategies. They will thus be able to independently develop and employ supply chain strategies. They will also be able to de- scribe specific supply chain management concepts (e.g. logistics control tower; supply chain risk manage- ment; vendor-managed inventory (VMI), collaborative planning, forecasting and replenishment (CPFR); postponement in order to systematically put these into practice within a business. Students also demon- strate an understanding of reference models of supply chain management (e.g. Demand-Driven Value Network (DDVN), Supply Chain Operations Reference (SCOR) model).			
2	Module content: <ul style="list-style-type: none">• Identification and analysis of generic business strategies• Deriving and analysing generic supply chain strategies• Development and evaluation of parameters and requirements for supply chain strategies• Analysis of components within supply chain strategies• Analysis of reference models of supply chain management (e.g. logistics control tower; supply chain risk management; vendor-managed inventory (VMI), collaborative planning, forecasting and replen- ishment (CPFR); postponement)• Characterising specific concepts of supply chain management (e.g. Demand-Driven Value Network (DDVN), the Supply Chain Operations Reference (SCOR) model).• Designing the steps required to effectively implement SCM concepts, project management• Case studies on choosing and implementing supply chain management concepts			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German or English			
5	Prerequisites for studying this module: Required: none Recommended: none			
6	Type of examination: Written examination or portfolio			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

SCM 1.3 Planning Methods of Inbound and Outbound Logistics

Department code: SCM 1.3		Module name in German: Planungsmethoden in der Beschaffungs- und Distributionslogistik		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's degree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Building on their knowledge of fundamental planning methods and tools, students will be able to identify and describe the main advanced approaches for planning, managing and controlling interfaces to customers and suppliers. In doing so, they will demonstrate the skills needed for implementing these methods and tools in a real business.			
2	Module content: <ul style="list-style-type: none">• Designing customer interfaces<ul style="list-style-type: none">– Formulating distribution strategies– Developing planning approaches in distribution logistics (forecasting, sales and operations planning, revenue management)– Managing relationships with customers• Establishing interfaces with suppliers<ul style="list-style-type: none">– Formulating procurement strategies– Developing planning approaches in procurement logistics (inventory management, risk management in the procurement process)– Managing relationships with suppliers– Developing and implementing a programme of supplier relationship management (supplier development, supplier evaluation and performance measurement)• Planning approaches for coordinating supply chains• Principles of linear optimisation			
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial			
4	Module language: German (English)			
5	Prerequisites for studying this module: Required: none Recommended: none			
6	Type of examination: Written examination or portfolio			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

SCM 1.4 Cost Accounting in SCM

Department code: SCM 1.4		Module name in German: Kostenrechnung im SCM		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to articulate the theoretical principles and practical working methods of cost account- ing and will be able to assess their advantages and disadvantages in light of the requirements of a mod- ern supply chain management system. They will be able to properly apply techniques for the budgeting and control of direct costs and overheads and will be able to discuss the practical suitability of the tech- niques. Students will be able to describe the structure and working procedures of standard cost account- ing for budgetary control of logistics processes within the individual elements that comprise the supply chain. They will also be able to describe the specific objectives of activity-based costing and how its re- lated planning and budgeting process is organised to determine operating costs. Students will be able to adopt and use specific cost accounting systems in the context of supply chain management.			
2	Module content: <ul style="list-style-type: none">• Purpose and fundamental concepts of cost accounting• Concept and elements of standard cost accounting and contribution-margin accounting• Planning, budgeting and control of direct costs in supply chain management• Planning, budgeting and control of overheads in supply chain management• Purposes and design of costing calculations• Concept and components of activity-based costing• Calculating process costs in supply chain management			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German (English)			
5	Prerequisites for studying this module: Required: none Recommended: none			
6	Type of examination: Written examination or portfolio			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

SCM 1.5 Management Skills

Department code: SCM 1.5		Module name in German: Managementkompetenzen		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to describe the relationships between supply chain management and the strategies, goals and management functions within one or multiple companies. Students will be in a position to recognize conflicting objectives between entities in supply chains and the resultant need for close coordination. Students will be proficient in applying basic knowledge from other academic disciplines (e.g. sociology) to complement their management approaches. Problem-based learning will enable students to actively incorporate their leadership skills and social skills in the role of supply chain manager. Students will also be able to use management tools (e.g. brainstorming, SWOT analysis, back-of-the-envelope calculations, BCG matrix, Porter's Five Forces) selectively for projects.			
2	Module content: <ul style="list-style-type: none">• Development of strategies and targets as a basis for management activities within SCM• Description of management functions in supply chain management: strategic competencies, decision-making skills, organisational skills, coordination skills, financial competencies, process and control competencies• Analysing conflicts of interest and the need for coordination in supply chains: Real-world examples, case studies• Understanding and using strategy tools to aid management tasks in supply chain management (e.g. brainstorming, SWOT analysis, back-of-the-envelope calculations, BCG matrix, Porter's Five Forces)• Leadership and social skills for supply chain managers, imparted through problem-based practical instruction in the gymnasium• Organisation and delivery of a problem-based practical class incorporating course content from the supply chain management programme (in a student group)			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German or English			
5	Prerequisites for studying this module: Required: none Recommended: none			
6	Type of examination: Project or presentation			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

SCM 1.6 Business and Human Resource Management

Department code: SCM 1.6		Module name in German: Unternehmensführung und Personalmanagement			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	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. They are able to weigh up and make business decisions from a sustainability perspective. They are able to recognise the linkage between business management and human resource management. They are able to recognise the importance of human resource management, both for the business overall and in the context of supply chain management. Students will be able to situate the core human resource functions within corporate management and critically interpret these in terms of contrasting corporate and workforce goals and interests, also taking into account the particular challenge of supply chain management. In doing so, they include aspects of employment law as well as current challenges within human resources in the logistics business environment (e.g. the impact of increasing digitalisation and new forms of work) in their arguments.				
2	Module content: <ul style="list-style-type: none">• Normative and strategic business management• Examination of two forms of human resource management and business management: one value-based, the other based on values• Corporate ethics and social sustainability in supply chain management• Setting goals and objectives: human resources compared with the company• Core functions of HR management in logistics companies (HR planning, HR recruitment, staff deployment, HR development, workforce lay-offs, remuneration and company social benefits) taking into account employment law aspects and current general parameters• Managing commercial/technical employees and industrial staff				
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: none				
6	Type of examination: Written examination or presentation				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 2.1 Types of Cooperation

Department code: SCM 2.1		Module name in German: Kooperationsformen			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to distinguish different depths of vertical integration and describe the forms of collaboration within supply chain management. On the basis of business considerations involved in various strategies and objectives of a company or companies, they will also be able to evaluate decisions about outsourcing and collaboration and thus recommend courses of action. Students will demonstrate the skills necessary to assume project management responsibility for decision-making on outsourcing and collaboration (including, for example, preparing and evaluating invitations to tender and drafting contracts that include sanction and incentive mechanisms) and for supporting the implementation of outsourcing and collaboration projects within a business. Students will be able to use models to analyse the problems of horizontal and vertical cooperation in the supply chain. This will enable them to identify decision-making parameters to ascertain the necessary depth of vertical integration in international order chains. They will therefore be able to help companies in choosing suppliers and with make-or-buy decisions. In addition to tender management, students will also be able to apply ECR models in order to determine the necessary level of collaboration.□ In particular, they will be required to analyse classic retail chains and online retail in order to be able to make decisions for companies regarding successful strategy.				
2	Module content: <ul style="list-style-type: none">• Analysis of the impact of partnerships along the value chain• Development of decision criteria for determining the depth of logistic involvement in SCM• Characterisation of problems in contract design between partners in SCM• Case studies on tender management• Development of alternatives for contract design with sanction and incentive mechanisms				
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: Knowledge of logistical processes (module SCM1.1) and concepts of SCM (module SCM1.2).				
6	Type of examination: Term paper or oral interview				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 2.2 Planning Methods of Manufacturing Logistics

Department code: SCM 2.2		Module name in German: Planungsmethoden der Produktionslogistik			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Building on their knowledge of the fundamental planning methods and tools, students will be able to identify and describe the main advanced approaches for planning and managing production. The course focuses in particular on the Toyota production system as a holistic approach to production planning and control. This provides students with the insights they need to employ the methods and tools systematically in a real-world business.				
2	Module content: <ul style="list-style-type: none">• Identification and analysis of procedures and elements of production planning and control• Description of the structure and components of the Toyota production system, in particular<ul style="list-style-type: none">– technical approaches– organisational approaches– workforce-related approaches• Identification and evaluation of the various production planning and control methods with an emphasis on cross-company and enterprise-wide planning• Implementation and use of different methods and tools in business practice				
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: none				
6	Type of examination: Written examination or portfolio				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 2.3 IT Applications in SCM

Department code: SCM 2.3		Module name in German: IT-Anwendungen im Supply Chain Management			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to examine typical SCM problems from a solution-oriented perspective, identify and select appropriate methods for resolving these, and use information technology to effectively implement the chosen methods. In doing so 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 major IT applications and their range of potential use in SCM. They will be able to actively participate in the selection decision for such application systems.				
2	Module content: <ul style="list-style-type: none">Operational logistics systems in procurement logistics, production logistics, warehouse logistics, re-distribution logistics / disposal logistics, maintenance logistics.Identification and telematics systems, for example RFID, VRUse of logistics systems to improve logistics processes or to generate other competitive advantagesCase studies or participation in company projects on the use of IT systems				
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial				
4	Module language: German or English				
5	Prerequisites for studying this module: Required: none Recommended: Knowledge from modules SCM1.1, SCM1.2				
6	Type of examination: Project or presentation				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 2.4 Elective Course 1

Department code: SCM 2.4		Module name in German: Wahlpflichtmodul 1			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will have the opportunity to complement and enhance their skills in an area that covers <ul style="list-style-type: none">• IT-related aspects of SCM or• analytical and modelling-related aspects of SCM . The detailed learning outcomes depend on the module chosen.				
2	Module content: Dependent on chosen module				
3	Teaching and learning methods: Dependent on chosen module				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: Concepts of supply chain management				
6	Type of examination: Written examination or term paper				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 2.5 Supply Chain Controllershship

Department code: SCM 2.5		Module name in German: Supply Chain Controlling			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to explain the importance of value chains and compare the various concepts of supply chain controllership. They will be able to identify and illustrate the tasks and methodologies associated with the most important tools of supply chain management accounting and control to coordinate supply chain processes and support SCM decision-making. These skills will enable students not only to choose the appropriate tools for resolving problems relating to control and decision-making, but also to correctly identify and analyse the data relevant to making decisions.				
2	Module content: <ul style="list-style-type: none">• Conceptual foundations (logistics controllership, supply chain controllership)• Fundamentals of supply chain management accounting• Value-based supply chain management• Analysing key figures, key indicators and benchmarking systems within supply chain management• Description and evaluation of the balanced scorecard and supply chain performance• Identification of methods used in investment control• Analysis of other supply chain management accounting tools: target costing, working capital management and benchmarking				
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: Knowledge gained in module SCM1.4 (Cost Accounting in SCM)				
6	Type of examination: Written examination or term paper				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 2.6 Case Study

Department code: SCM 2.6		Module name in German: Praxisfall			
Workload: 150 hrs, made up of 36 contact hours 114 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to apply knowledge and skills gained from the modules taken in the 1st semester to a case study of a real company or an example set in a real-world context. They will be proficient in identifying, describing, modelling, analysing and evaluating real-world problems from the field of supply chain management, supply chain controllership, the use of IT/technology, and/or management, social and leadership skills in supply chain management. Students will be able to document and present the results of their research and projects. They will be proficient in responding to critical questions. If no real problems or issues can be identified within a company, students will be capable of developing and addressing fictional examples of realistic problems from the field of supply chain management. Students will, by sharing their findings with other students, demonstrate knowledge of practical problems and issues within supply chain management as well as analytical and evaluative approaches. Students will be able to prepare and execute a Master's thesis.				
2	Module content: <ul style="list-style-type: none">• Instruction in the requirements for academic research• Choosing suitable methods for researching, evaluating and writing about practical issues in supply chain management• Presentation and discussion of project findings and results				
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: Modules from the 1st semester				
6	Type of examination: Written project				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination, paper presentation & related oral examination				
9	Other remarks: None				

SCM 2.7 Applied Business Analytics

Department code: SCM 2.7		Module name in German: Applied Business Analytics			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Elective module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: <ul style="list-style-type: none">Students are able to recognise and describe basic methods of data analysis and apply them in a business context.Students are able to independently model business decisions using standard spreadsheet-based software.Students are able to use advanced spreadsheet models to visualise and analyse data and use this data to solve problems within supply chain management and in associated areas.Students are able to recognise the differences between scenario and sensitivity analyses and use these to create decision-making templates within management.				
2	Module content: <ul style="list-style-type: none">Hands-on techniques for creating spreadsheet models (e.g. advanced pivot tables, multi-key refer- ences, matrix equations, what-if analyses)Best practices in spreadsheet modelling: structure, use, documentationError prevention and methods for efficient troubleshootingCreation and management of analytical projectsMethods for processing large amounts of data in spreadsheetsBig data methods beyond spreadsheet modelling (e.g. Power BI; Hadoop; Vertica; simulations)				
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial				
4	Module language: German or English				
5	Prerequisites for studying this module: Required: Class attendance. This is necessary in this module because the methods for creating spread- sheet models build on one another to a significant extent. Recommended: Knowledge from modules SCM1.1, SCM1.2				
6	Type of examination: Project or presentation				
7	Assessment methods: Not graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 2.8 ERP and SCM Tools

Department code: SCM 2.8		Module name in German: ERP- and SCM-tools			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Summer semester	Duration: 1 semester
Module type: Elective module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will demonstrate knowledge of the possible uses and limitations of IT solutions that support company-related and cross-company supply chain management (ERP and SCM systems). Students will be able to choose appropriate ERP and advanced planning systems and to select from the chosen ad- vanced planning system those functionalities best suited for tackling specific supply chain management issues. They will be able to explain the methodologies supported by such IT systems and specify the limi- tations of IT solutions.				
2	Module content: <ul style="list-style-type: none">• Overview, classification and properties of ERP and advanced planning systems• Assessment of potential capabilities and limitations of using such systems in logistics and in supply chain management• Case studies using an ERP and/or SCM tool, for example SAP ERP or SAP APO (Advanced Plan- ning and Optimisation)				
3	Teaching and learning methods: 1 SWS seminar-type tuition 3 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: Knowledge from modules SCM1.1, SCM1.2, SCM1.3, SCM2.2				
6	Type of examination: Portfolio or term paper				
7	Assessment methods: Ungraded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 3.1 Business Simulation

Department code: SCM 3.1		Module name in German: Planspiel			
Workload: 150 hrs, made up of 36 contact hours 114 self-study hours		ECTS credits: 5 ECTS	Semester: 3rd semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to assess decision-making scenarios in supply chain management, analysing and evaluating cross-linked causal relationships of operational sub-functions, and then make specific management decisions for logistic and SCM-relevant operational functions. They will be able to read business reports in order to draw conclusions about a company's actual and target situation. Lastly, working within groups they will be capable of delegating tasks and integrating the results and findings of all group members.				
2	Module content: Regular decision-making within the framework of group work for different issues within the framework of general business administration, with a focus on supply chain management as well as inbound and outbound logistics and operations management that will be covered using the business simulation "TopSim Logistics".				
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: SCM1.1, SCM1.2, SCM1.3, SCM1.4, SCM1.5, SCM 1.6, SCM2.1, SCM 2.2, SCM2.5				
6	Type of examination: Portfolio				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

SCM 3.2 Conflict Resolution, Methods of Negotiation, and Intercultural Communication

Department code: SCM 3.2		Module name in German: Konfliktlösung, Verhandlungstechniken und interkulturelle Kommunikation			
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours		ECTS credits: 5 ECTS	Semester: 3rd semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's degree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will acquire the skills to conduct difficult workplace negotiations that arise in intra-company and cross-company supply chain management situations by committing to employing a win-win strategy. Students will be able to recognise interdisciplinary and intercultural conflict situations, take preventive measures and resolve existing conflicts. Students will be able to enhance their key competencies with regard to intercultural communication. They will be able to describe and use communication models and develop their personal intercultural skills. This is becoming increasingly important given the rising trend in new work practices.				
2	Module content: <ul style="list-style-type: none">• Effects of a 'new work' approach to conflict resolution, negotiation and intercultural communication• The Harvard model for 'principled negotiation'• Negotiation strategies and stages• Conflict resolution strategies pursuant to Glasl• Principles of mediation• Managing dialogue in difficult situations• Intercultural communication models• Cultural standards, culture transfer• Key factors of effective intercultural cooperation				
3	Teaching and learning methods: 2 SWS seminar-type tuition 2 SWS practical tutorial				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: none Recommended: Module SCM1.5				
6	Type of examination: Written examination or project				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination and regularly attend classes (Section 5(3) of the Examination Regulations)				
9	Other remarks: None				

SCM 3.3 Master's Thesis

Department code: SCM 3.3		Module name in German: Master-Thesis			
Workload: 600 hrs, made up of 36 contact hours 564 self-study hours		ECTS credits: 20 ECTS	Semester: 3rd semester	Frequency of module: Winter semester	Duration: 1 semester
Module type: Compulsory module		Academic level: Master's de- gree	Suitability of module: Study programmes in the fields of business and/or economics		
1	Learning outcomes: Students will be able to independently examine a topic of practical relevance to supply chain manage- ment. Students will be proficient in applying academic methodologies and tools covered in module pack- ages 1 to 5 to address a chosen topic area. As part of a continuation and a more precise examination of the project work (or a new topic they may choose), students demonstrate their ability to develop and eval- uate alternatives from the problem they have tackled. Based on the Master's thesis, students will be able to provide academically sound and practical recommendations. Students will be able to present and dis- cuss key aspects of their research and findings in a paper presentation and accompanying oral examina- tion. Successful completion of the Master's thesis qualifies students to pursue a doctoral degree and write a dissertation.				
2	Module content: <ul style="list-style-type: none">• Introductory course on the Master's thesis: requirements for the Master's thesis and assistance in choosing a topic• Students will meet regularly with their thesis supervisor• Paper presentation & accompanying oral examination: presentation, discussion and defence of the- sis research and findings				
3	Teaching and learning methods: 2 contact hours per week (SWS) of regular supervision of students				
4	Module language: German (English)				
5	Prerequisites for studying this module: Required: see Section 6(3) of the Examination Regulations Recommended: All other modules in the study programme				
6	Type of examination: Written project (Master's thesis) and paper presentation and accompanying oral examination				
7	Assessment methods: Graded				
8	Requirements for awarding ECTS credits: Student must pass module examination				
9	Other remarks: None				

Annex 3: Regulations for the Internship in the “Supply Chain Management” Study Programme

§ 1 Fundamental principles, exceptions

- (1) The internship must be completed at a company or organisation (company providing the internship).
- (2) The internship has a duration of 6 months. During this time, students are to be employed on the basis of the normal working hours of a full-time position. Any periods where the student was not present for the internship must be made up if these periods of absence amount to more than two weeks in total.
- (3) Students may apply to complete their internship on a part-time basis if a full-time internship basis represents an unreasonable burden for them. The duration of the internship will be extended accordingly.
- (4) The Examination Board shall decide on applications made pursuant to (3).

§ 2 Proof of performance

For the purposes of the internship, students shall submit evidence of having completed the following ungraded components:

1. A term paper that presents and critically analyses a particular topic within the company providing the internship.
2. A representation of the student's own area of activity with a reflection on theory and practice, in the form of a presentation or a report.

§ 3 Obligations and status of students

- (1) Students are obliged to follow the instructions issued by the company providing the internship and its designated officers that are necessary in order to achieve the internship goals and objectives.
- (2) During the internship, the students remain members of the university with all the rights and duties that this status entails.
- (3) Students are not interns within the meaning of the German Vocational Training Act (Berufsbildungsgesetz) and, for the duration of the internship, are not subject to the Works Constitution Act (Betriebsverfassungsgesetz), the Employee Representation Act (Personalvertretungsgesetz) or any other comparable German statutes.

§ 4 Supervision by the company providing the internship

- (1) Students should be supervised at the company providing the internship by designated mentors who have appropriate training in the relevant subject area and who work in the company providing the internship on a full-time basis or who are project managers at the company.
- (2) Mentors should arrange and oversee the induction of the students in their duties and work areas. In addition to making themselves available to the students as a personal contact

for guidance and assistance, mentors should also support the students' learning process at the internship sites.

§ 5 Internship Agreement

- (1) Prior to the commencement of the internship, students must sign an Internship Agreement with the company providing the internship. Before they conclude the Internship Agreement with the company, students must first obtain approval from the Department of Business at Fulda University of Applied Sciences (placement office for internships).
- (2) The Internship Agreement will specifically define the students' obligation to:
 - (a) take full advantage of the training opportunities offered by the internship;
 - (b) diligently perform the duties assigned to them in accordance with the internship plan;
 - (c) follow the instructions of the company providing the internship and its appointed officers;
 - (d) comply with the rules and regulations that apply to the company providing the internship, particularly its working time rules, accident prevention regulations, and confidentiality and non-disclosure policies;
 - (e) report any absences from the internship without delay.