
MBA INTERNATIONAL BUSINESS MANAGEMENT & LEADERSHIP

MBA TRACKS:

- » GENERAL MANAGEMENT
- » INTERNATIONAL SALES MANAGEMENT
- » INTERNATIONAL SUPPLY CHAIN MANAGEMENT
- » ORGANISATIONAL TRANSFORMATION



Prof. Dr. Christoph Desjardins
Director of the Professional School
of Business & Technology

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

MBA programmes are about acquiring state-of-the-art business knowledge in order to pursue a successful career as a manager. We, at the Professional School of Business & Technology at Kempten University, also think that helping our MBA students to thrive is one of our core functions and something we have been doing for more than 17 years. Our regular empirical studies show that we achieve this goal as the majority of our MBA graduates experience a career move. This even means, that a lot of them have already been promoted while still studying.

This effect takes place because we work on being the “Leading” Business School in Bavaria. This does not only refer to the fact that we are one of the largest MBA programmes in Germany and one of the few ones which has been internationally accredited by the EFMD (European Program Accreditation System). It is more specifically the way we develop our students.

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

So join our MBA programme and develop yourself to become a good leader! The team of the Professional School is glad to assist you with the organisation of your timewise flexible MBA programme.

Prof. Dr. Christoph Desjardins
Director of the Professional School of Business & Technology



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VISION FOR GROWTH



MBA DETAILS

Name:	MBA International Business Management & Leadership
Degree:	Master of Business Administration (MBA)
Study form:	part-time or full-time
Standard period of study:	part-time: 4 semesters full-time: 2 - 3 semesters
ECTS:	90
Study beginning:	March and September
Admission restriction:	Yes
Language:	English
Accreditation:	EPAS Re-Accreditation 2018 FIBAA Re-Accreditation 2011
Fees:	16,900 € for the entire programme Fees include accommodation during your stay abroad (Cape Town and Bangkok), but not the cost of the flight or other travel expenses.
Number of participants:	15 - 30 participants
Seminar venue:	Kempton Stay aboard: Bangkok, Brisbane or Cape Town
Study internationally:	Yes
General Application deadline:	15 July for the winter semester (starts in September) 15 January for the summer semester (starts in March)
Application deadline for internationals without a residence in Germany:	31 May for the winter semester (starts in September) 30 November for the summer semester (starts in March)

THE KEMPTEN MBA AT A GLANCE

Class profile

Average age
31 years

Average work experience
7 years

Quality: In addition to the FIBAA re-accreditation in 2011, the Kempton MBA was awarded the international EPAS re-accreditation in June 2018. The accreditation is awarded by the EFMD (European Foundation for Management Development).

An outstanding programme to develop leaders. Our programme develops the personal leadership competencies of each participant in a sustainable way. Its structured approach to develop leaders is unique in the German MBA market.

Career move: Our regular empirical studies show that our students are highly successful in achieving their career goals. With our location in the heart of the Allgäu machinery and automotive industry and the proximity to Munich the career opportunities are unmatched in any other area of Germany.

International focus: The programme is carried out completely in English. A study module abroad, in South Africa, Thailand or Australia, is an integral part of the course. Additionally, lectures are enriched by the experiences of international students and lecturers.

Our MBA students are **very flexible timewise** when planning their studies. Since we always have four different MBA groups being carried out at the same time, there is always the possibility to catch up on a seminar or even bring one forward.

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

The **General Management Track** of the MBA focuses on growing competencies in the area of Organisational Change and Transformational Leadership. In order to prepare yourself for a special career we offer **Special Tracks** in International Supply Chain Management, International Sales Management and Organisational Transformation.



APPLICATION & REQUIREMENTS

The MBA starts each year in September and in March.

General application deadline

- » 15 July for the winter semester (starts in September)
- » 15 January for the summer semester (starts in March)

Application deadline for interested internationals without a residence in Germany

- » 31 May for the winter semester (starts in September)
- » 30 November for the summer semester (starts in March)

Admission requirements:

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

Examples:

a) You have an undergraduate degree score of 210 ECTS, two years' professional experience and a good level of proficiency in the English language: You meet the admission requirements.

b) You have an undergraduate degree score of 180 ECTS with less than 3 years of professional experience and a good level of proficiency in the English language: You have to book additional seminars with the amount of 30 ECTS.

c) You have an undergraduate degree score of 180 ECTS with 3 years of professional experience and a good level of proficiency in the English language: With 3 years of professional experience after completing your first degree, you receive up to 15 ECTS credits. You have to book additional seminars with a minimum of 15 ECTS.

d) You have an undergraduate degree score of 180 ECTS with 6 years of professional experience and a good level of proficiency in the English language: With 6 years of professional experience after completing your first degree, you will receive up to 30 ECTS credits. You do not have to book additional seminars.

Please keep the following documents ready for your online application

- » CV/Resume
- » a passport photo
- » a copy of your degree certificate.
- » Proof of your two year working experience (acknowledgement from your employer or an older job testimonial)
- » Proof of your English certificates (TOEFL test: min. score 80 or IELTS language-test: min. band 6,5) (Please contact the team of the Professional School.)
- » a short motivational letter (describing your motivation for our MBA programme and your future career plans, e.g. working in Germany)

You will find the online application for the MBA under:
www.mba-kempton.de



COSTS

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

All courses (except the stay abroad) take place at the modern facilities of the Professional School of Business & Technology, University of Applied Sciences in Kempton (Germany). You have to take care about your own travel and accommodation arrangements but can get some support by the Professional School.



TIME STRUCTURE

Part-time schedule and full-time option

The structure of our programme is fully focussed on enabling you to study while holding a challenging full-time job. Our model is an ideal mixture of pedagogically valuable weeklong learning modules as well as job-tailored weekend modules. The course can be attended with or without the support from the employer. You can complete the course during your annual holidays and other free time, while still following your career and being able to maintain a work-study-life balance.

In the event that you are unable to attend seminars for professional, family or personal reasons, the courses can be taken with one of our parallel MBA groups or retaken during a subsequent semester. In this respect our programme has a much higher flexibility than most other MBA programmes.

The course lasts four semesters (24 months) on a part-time basis. The last semester is mainly used to write the Master Thesis.

It is also possible to study our programme in a full-time mode (2 – 3 semester). You could either start in September or March. You will join different part-time MBA groups for the seminars.

Time flexibility

You have a variety of different scheduling options to define your individual MBA programme.

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

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

Full-time | Start in March or September:

It is possible to study our programme in a full-time mode. You could either start in September or March. You will be able to finish all seminars in 12 months, excluding the Master Thesis, which will need another three months. You will join different part-time MBA groups for the seminars.

Backup for missed seminars:

As we are always running four different MBA groups at the same time, there is always the chance to attend a seminar that you have missed due to your personal time restrictions. This is a clear advantage compared to other MBA programmes.

Objectives

To deal with the challenges of today's business environment and to ensure long-term corporate success requires leaders who possess extensive management, social and personal competencies in an international context. We help you to achieve this with scientific sound but always practically oriented lectures and with highly qualified lecturers who have been especially selected in their field of expertise.

Practical orientation

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

Networking

Sharing knowledge and experiences with your classmates is one of the most valuable experiences of an MBA programme. It helps you to better understand the lectures and broaden your personal perspective. Due to our different and flexible time schedules you will have the unique opportunity to connect to up to 100 different MBA students throughout your complete studies. Staying in touch with your co-students will be valuable for yourself as well as for your career. The university will provide support for an alumni network and will stay in contact with you after your graduation. The Professional School is actively managing the alumni activities for their programmes.

Career Advancement

Participating in an MBA programme boosts your career. Empirical findings show a significant correlation between participation in an MBA programme and career success. This can also be observed for the students of our MBA programme. Most participants experienced a major career move after their graduation which led them to a higher ranking management position or a higher paid job at another company.

Quality

The award of Master of Business Administration (MBA) is an internationally recognised academic title. Our MBA programme has been accredited by the Bavarian State Ministry of Science, Research and the Arts and re-accredited by the Foundation for International Business Administration Accreditation (FIBAA) in 2011. In June 2018 the MBA received the international EPAS re-accreditation (European Program Accreditation System). As internationally recognised for excellence the EPAS assesses the quality and international focus of individual programmes, such as MBAs. The accreditation is awarded by the EFMD (European Foundation for Management Development). Only a few MBA programmes in Germany are fulfilling the high accreditation standards of the EFMD. Our partner universities the QUT Business School in Brisbane as well as the University of Cape Town Graduate School of Business hold a triple accreditation. All lecturers are outstanding professionals or academics. The lectures are evaluated and continuously improved. Lecturers have to follow quality standards and students are supported by structured guidelines, e.g. how to write a master thesis. There is a constant strive to improve the quality of the programme.

General Management

The programme follows a "General Management" approach. It covers all core business administration areas: Accounting, Economics, Finance, Human Resources, Supply Chain Management, Marketing, Strategy and Digital Process & IT Management. It provides an in-depth knowledge of modern management for non-business degree holders like engineers, IT experts, social sciences graduates, doctors and lawyers as well as an update to international standards for business-degree holders. You will be provided with the know-how in order to succeed in management positions by understanding business issues and by applying state-of-the-art management tools.

International Management

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

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

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

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

Third, there is a significant exposure to other cultures. There are several international lecturers in the programme as well as international students from all over the world. As we mix part-time students with international full-time students, we offer you the opportunity for intercultural exchanges during our seminars, something other part-time German MBA programmes cannot provide.

Fourth, you will be part of two major courses that will be taught during the two-week international modules which take place at the University of Cape Town Graduate School of Business in South Africa. Alternatively, you can spend three weeks together with Thai managers at the NIDA Business School in Bangkok. There is also the individual option to spend eight weeks at our partner university in Brisbane, Australia*.

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

* additional costs

Leadership Competencies

Success as a manager only partly consists of applying functional and management knowledge. To achieve the objective of a successful and long-lasting career a manager needs to develop his social competencies and to grow his personality.

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

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



MBA CONCEPT

The Kempton Leadership Development Concept

We do not only transfer static leadership knowledge to you, but develop your leadership personality in a multitude of interactive development steps. During our MBA programme you will successfully participate in the following development seminars:

01. Leading Self:

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

02. Mindful Leadership

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

03. Principles of Leadership:

Identify your motivation portfolio and understand the basic motivational traits and drives of your team members. Evaluate and exercise the fundamentals of good leadership behaviour like goal setting and coaching.

04. Business Ethics:

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

05. Personal Coaching Sessions:

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



MBA TRACKS

The **General Management Track** of the MBA focuses on growing competencies in various areas that are relevant for creating and managing successful organisations. It offers knowledge and insights that are relevant for everybody who wants to have a general management role.

In order to prepare yourself for a special career we offer three **Special Tracks** in:

» **International Sales Management**

» **International Supply Chain Management**

» **Organisational Transformation**

Each Special Track consists of 4 to 5 seminars which can be selected as an alternative to the seminars of the General Management Track. During these seminars you will be in a smaller group of peers which want to specialise in a specific functional area.



OVERVIEW MBA TRACKS

GENERAL MANAGEMENT

4th semester	Projects		Methodology II			Master Thesis				
3rd semester	Digital Process Mngt.	Cross Cultural Behaviour	Int. HR	International Marketing	International Strategy II	Mindful Leadership	Electives			
2nd semester	Int. Supply Chain Management		Change Mngt. & Entrepreneurship		Int. Market Analysis & Development		International Business Law			
1st semester	Accounting	Bus. Ethics	Bus. Engl.	Int. Finance & Econ.	Method. I	Leading Self	Princ. of Leadership	Int. Strategy I	Electives	

INTERNATIONAL SALES MANAGEMENT

4th semester	Projects		Methodology II			Master Thesis				
3rd semester	Digital Process Mngt.	Cross Cultural Behaviour	Int. HR	International Marketing	International Strategy II	Mindful Leadership	Electives			
2nd semester	Int. Supply Chain Management		Int. Sales Strategy		Sales Channel Management		Sales Organisation & Key Account Mngt.			
1st semester	Accounting	Bus. Ethics	Bus. Engl.	Int. Finance & Econ.	Method. I	Leading Self	Princ. of Leadership	Int. Strategy I	Electives	

INTERNATIONAL SUPPLY CHAIN MANAGEMENT

4th semester	Projects		Methodology II			Master Thesis				
3rd semester	Digital Process Mngt.	Cross Cultural Behaviour	Int. HR	International Marketing	International Strategy II	Mindful Leadership	Electives			
2nd semester	International Logistics Processes		Mngt. of Supply Chain Networks		Strategic Supply Chain Mngt.		Supplier & Inventory Mngt.			
1st semester	Accounting	Bus. Ethics	Bus. Engl.	Int. Finance & Econ.	Method. I	Leading Self	Princ. of Leadership	Int. Strategy I	Electives	

ORGANISATIONAL TRANSFORMATION

4th semester	Projects		Methodology II			Master Thesis				
3rd semester	Digital Process Mngt.	Cross Cultural Behaviour	Int. HR	International Marketing	International Strategy II	Mindful Leadership	Electives			
2nd semester	Int. Supply Chain Management		Innovation & Entrepreneurship		Managing Organ. Transformation & Change		Designing Learning Organizations in the Digital Age			
1st semester	Accounting	Bus. Ethics	Bus. Engl.	Int. Finance & Econ.	Method. I	Leading Self	Princ. of Leadership	Int. Strategy I	Electives	

GENERAL MANAGEMENT

Markets, customer demands, technologies and the availability of resources are changing more and more rapidly as well as the overall political and financial context companies are operating in. As a result, modern leaders need to behave like entrepreneurs and consultants and need to design and implement fundamental changes to their own organisations. Also the role of leaders is developing to become more a source of inspiration and general adviser of his followers rather than the traditional boss.

Developing a business is done by analysing markets, creating business ideas and then implementing these ideas in organisational projects, which requires capabilities in the area of Market Analysis, Entrepreneurship, International Business Law and Change Management, which are all covered in the different seminars of the General Management Track. The Projects seminar offers the unique opportunity to apply the whole range of MBA knowledge and Consulting tools in a real business environment.

International Market Analysis & Development

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

Entrepreneurship & Change Management

The course Entrepreneurship and Change Management focuses on growing competencies in the area of Entrepreneurship and Organisational Change. It provides knowledge for building your own enterprise as well as the implementation of your business strategies. The seminar in Entrepreneurship will explore the challenges of modern entrepreneurship experienced in the course of a new venture creation, managing your own business, or leading corporate business renewal. It will review the core body of knowledge and emerging theories in entrepreneurship integration of theoretical concepts with experiential knowledge.

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

International Business Law

The aim of this course is to enable you to recognise which fields of law are most relevant in international business, when to apply which type of law in international or national contexts and when and where knowledge of legal issues is relevant and important. You learn the importance of formulating the proper clauses to reach the legal and economic goal of a contract at the time of contract negotiations. Moreover, you learn how contracts are concluded and how to interpret contracts.

Projects

During this week, all students will visit several companies. The managers of these companies will present current business cases to them. Teams of students have the task to develop solutions for these real business problems. This gives the unique opportunity to apply the whole range of MBA knowledge.



INTERNATIONAL SALES MANAGEMENT

The special track INTERNATIONAL SALES MANAGEMENT deals with the growing importance of sales management for the success of a product and the company. In many industries the ever increasing product adaption and the fierce intensity of competition is placing specific demands on sales.

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

As a result, the sales department is gaining strategic importance with the company management - often it is THE core marketing concept for a company. Different requirements of B2B and B2C customer segments, various industries as well as of selling services or products are considered in this special track. The figure below illustrates the core elements of the sales track.

In summary International Sales Management is based on four pillars:

International Sales Strategy

"International Sales Strategy" aims to give a comprehensive and detailed overview about the core strategy facets of distribution and sales. This includes for example topics on the structure and planning of a sales system to coordinate and control the overall sales organisation. Beside that innovative sales formats are discussed as well - i.e. to reflect the ongoing trend towards e-commerce, online sales and multi-channelling.

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



Sales Channel Management

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

Sales Organisation and Key Account Management

"Sales Business is People Business" - The aim of this module is to transfer knowledge on how a sales organisation and (internal as well as external) sales staff can form specific target groups and thereby ensure a high market conformity. The sale is the primary interface between the customer and the company. It gives the product a face. With the transition from seller to buyer markets, a change in strategy took place to an active customer relationship management rather than a pure transaction. It's not just about taking care of the

customer in the actual purchasing stages, but a customer relationship management over the entire product life cycle. A very important part of this module is about key-account management concepts (KAM). For example, key account management concepts need to be aligned with company targets, sales strategy as well as customer requirements. Beside that you will learn about customer-oriented leadership approaches complemented by effective and integrated performance management tools.

Projects

The project week offers 'real' experiences and confrontation with existing strategic concepts and innovative solutions in sales. The core element is visiting companies and exchanging experiences with company representatives. The selection of companies underlines the complexity of sales strategy - therefore we will visit e.g. e-commerce players, industrial companies (B2B sector), premium brands in the B2C area as well as representatives out of the service sector. For each example we will experience the specialised sales strategies and approaches. The processing of a practical topic and the subsequent presentation and discussion of results round off the week. This involves the implementation of prior learning, in the sense of a practical and application-oriented didactic approach.



INTERNATIONAL SUPPLY CHAIN MANAGEMENT

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

No other business area grows as fast as the logistics sector. With more than 270 billion euro in sales it is the third largest economic sector within Germany. And the logistics area is becoming still more important. You have to buy your raw material or semi-finished goods at different supplier locations worldwide and distribute the finished goods to customers around the world.

So, the requirements for managers in this area have changed as well. You have to think strategically and consider that logistics lead to competitive advantages and is not just a domain to save money. To achieve this, you need the right managerial skills such as work experience in an international environment, understanding of holistic dependencies.

In addition to that, you are supposed to collaborate with people working in different management levels and run projects to implement changes.

All topics will be shown as possible elements to improve the corporate performance. Therefore, all costs and service levels have to be analysed to reach the optimum in the whole supply chain. The planning of the right strategy and objectives are basic requirements to plan effective supply chain processes. Therefore, adequate performance measurement and controlling is required. The focus lies upon the holistic approach of the Supply Chain system but you will also be taught in detailed supply chain aspects. Furthermore, managers are supposed to know the fundamentals of operation management to efficiently implement the relevant processes. Therefore, the simulation and knowledge of internal logistics processes are relevant as well as techniques to handle or reduce interfaces within the network.

The complexity and the variety of Supply Chain aspects make it necessary to focus on core competencies. So, the cooperation with suppliers and logistic service providers, evaluation of outsourcing strategies and negotiation of tenders are other main focuses in this "International Supply Chain Management" programme to manage the best logistics network. Case studies and real projects in industry, retail and service provider companies are essential parts in the 4th term.

Strategic Supply Chain Management

The aim of this unit is to give an overview of all aspects of supply chain management, the role in the organisation as well as internal and external interfaces and synergies. Students will learn that not just the efficiency of a supply chain system is important but moreover the effectiveness. Relevant strategic tools will be introduced and used to measure and manage the supply chain performance.

Internal Logistics Processes

The course provides the necessary knowledge you need to plan, implement, control and optimise your internal logistics processes. It will be enriched with simulating tools to work on these issues and analyse the best material flow as well as technical and logistics process.

Management of Supply Chain Networks

As most warehouse and transportation activities are outsourced to external Logistic Service Providers (LSP), the participants will learn in all relevant aspects in terms of outsourcing to find their most effective supply chain network regarding the right transportation modes, warehousing types and carriers. The course will also show the specialities managing a LSP company and how LSP have to use their internal calculation to offer the necessary prices and contracts to industrial and retailer companies. Tender management and negotiation of projects in the area contract logistics will be another focus of this course.

Supplier and Inventory Management

The aim of this course is to familiarise students with all aspects in terms of planning the inventory level in your supply chain. Besides the relevant tools of inventory management and possible concepts (VMI, KANBAN, JIT) students get the relevant information of procurement and the necessary managerial components to work with suppliers. So, the right selection, evaluation and relationship management with the suppliers as well as the right sourcing strategies and processes are important topics of this course.

Projects

During this week, all students will visit several companies. The managers of these companies will present current business cases to them. Teams of students have the task to develop solutions for these real business problems. This gives the unique opportunity to apply the whole range of MBA knowledge.

You can gain more logistics knowledge in our additional electives Lean Management and Procure Management.

ORGANISATIONAL TRANSFORMATION

In today's world adaptation to the current customer needs and market changes is not enough to successfully manage business and develop it further. Anticipation of future trends with the constant need for incremental and breakthrough innovation are today driving business around the world. Leaders are at the forefront in managing complexity and leading their teams to success by providing the framework for an agile organisation as well as an agile workforce.

The track „Organisational Transformation“ is designed to engage leaders with a transformational mind-set who would like to build on their existing managerial skills to become a transformational leader. The goal of this track is to provide the necessary knowledge and skill-sets required of leaders who initiate, drive and manage change and organisational transformation in a global setting. The track includes a focus on the redesign and restructuring of organisations in a strategic context including the process elements that are needed to work through the transformation, as well as on the leadership skills which ensure that the people side is represented as well. At the same time it emphasises trends which are driving organisational transformation such as the internet of things, the design of a learning organization, entrepreneurship and innovation.

Managing Organisational Transformation and Change

This course module strives to set the framework and context for organisational change and transformation projects by first answering the question of why change is necessary in today's world and how you can identify the need for change. Additionally, it focusses on the people element of change and how we can manage this element successfully. In the overall context of driving organisational change and transformation the people side is crucial and will differentiate between success and failure of the endeavour. So a clear management and steering of the people side is inevitable.

As a first part based on a clear understanding of the reason why change is a given, the nature of change and its implications are reflected from a psychological point of view to clearly understand human behavioural patterns in the context of a change situation and how to deal with them. Secondly as leaders, a clear understanding of these psychological processes is important to be able to drive and implement change. The leader's role in this setting is the key. Therefore, this module links to the leadership module through a more in-depth review of the leadership skills needed to successfully lead change and bring people with you.

The question if change can actually be managed will be discussed based on latest leadership theories. In this context, communication as one of the key success factors of a change process will be elaborated on and relevant behaviour trained in a scenario approach. Thirdly as a leader to be able to transform and change an organisation you need a clear understanding of talent management and how to identify the right people to help you drive the change.

Innovation and Entrepreneurship

This module addresses one of the most relevant drivers of change in today's world: Innovation.

Innovation - incremental or break through - the hope is that it will lead to changing business environments, products and processes with the ultimate goal to increase a company's market success and sustainability. The key question of how leaders create the conditions for innovation to thrive will be at the forefront of the discussion. Managing innovation starts with the creation of the right mind-set and includes the creative development of ideas which ultimately lead to revenues.



Designing Learning Organisations in the Digital Age

We are living in the age of digital accessible knowledge and information which creates endless possibilities for individuals and organisations. Additionally, the rapid development of knowledge and innovative breakthroughs requires individuals and organisations to truly reflect on how to design continuous learning and thus create a learning organisation.

Yet sometimes it is difficult to stay focused and identify the relevant knowledge as we are flooded by massive amounts of new information and knowledge. Although companies are becoming increasingly aware of the value of knowledge and of the necessity of developing a continuous learning strategy, they remain less clear on how to implement this strategy. This is mainly due to the vagueness surrounding the terms used such as information, knowledge and learning and at the same time a lack of knowledge about the relevant concepts and possible tools to execute on their strategy. Managing talent and learning today is not an HR task but the responsibility of individual leaders who create sustainable high performance teams which work successfully in a more and more virtual setting.

Thus understanding learning and knowledge creation as well as talent development is a key ability of leaders in a time where „the internet of things“ is not a vision but a reality. Starting with the question of the nature of knowledge and learning, this module focusses on creating an understanding of how a learning organization can be designed in the digital age.

Project Week

Based on real life change and transformation scenarios, the acquired competencies are transferred and can be tested in an authentic context.

PLEASE CONTACT US FOR FURTHER INFORMATION

Professional School of Business & Technology

Hochschule Kempten University of Applied Sciences

Bahnhofstraße 61
87435 Kempten
Germany

Telefon 0049 (0)8 31 - 25 23 - 125
Telefax 0049 (0)8 31 - 25 23 - 337

info@mba-kempten.de
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