

# **Executive MBA**

## **Wuerzburg University**

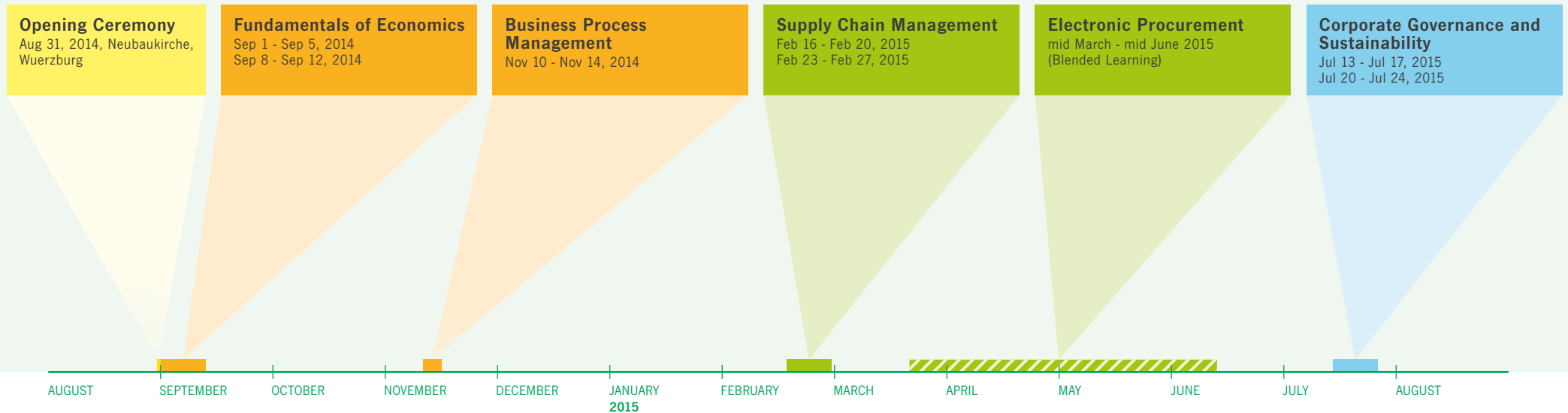
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**MBA Purchasing & Supply Chain Management**

**Curriculum PSM Class of 2016**

# Curriculum

## PSM Class of 2016



### Conceptual and Strategic Capabilities

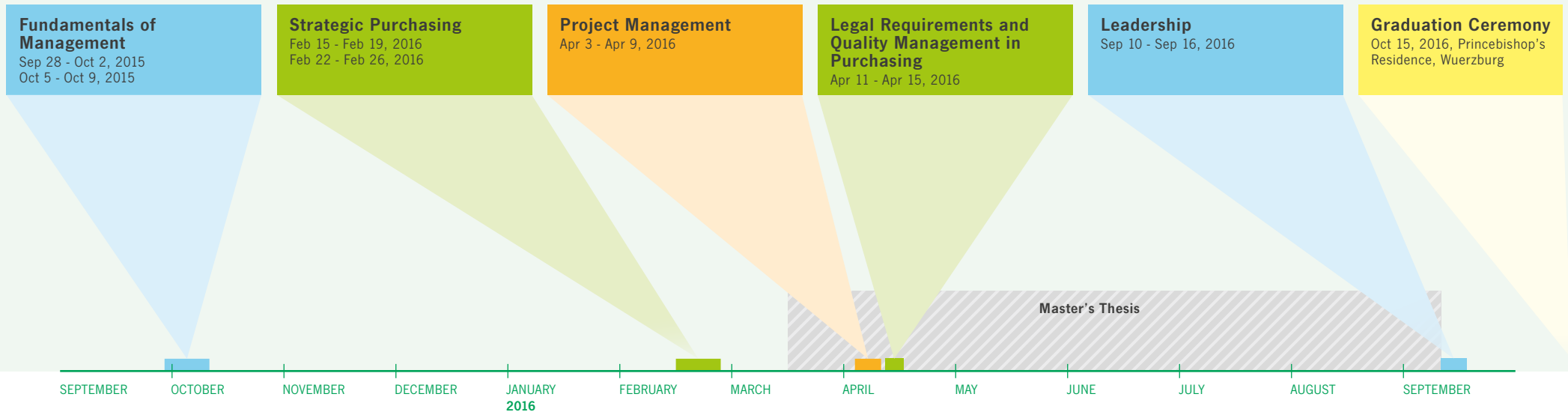
- Fundamentals of Economics
- Business Process Management
- Project Management

Acquire knowledge about **how to design processes** and **how to manage projects**. Economic changes, new product innovations, and increasing quality requirements pose demanding challenges for companies in today's business environment. Learn how to solve these issues **using well-established management concepts**. Experience experts from research and practice telling you how to **successfully cope with entrepreneurial tasks**.

### Operational and Integrative Excellence

- Supply Chain Management
- Electronic Procurement
- Strategic Purchasing
- Legal Requirements and Quality Management in Purchasing

Gain skills for an **integrative and cross-functional understanding of supply chains**. Nowadays technical, quality, and legal requirements need to be considered permanently in all business areas and especially in the fields of purchasing and logistics. Negotiate confidently about pricing or product specifications while being supported by **up-to-date concepts to manage suppliers**. Use established tools to **control and master complex logistical activities**.



### Ambitious and Distinctive Leadership Skills

- Corporate Governance and Sustainability
- Fundamentals of Management
- Leadership

Earn competencies about how to **organize and lead companies**. Taking over responsibilities, being able to motivate your employees, and knowing how to act confidently even in difficult business situations are **crucial challenges for your career**. Learn to make decisions as well as to **lead yourself and others**. Furthermore gain valuable insights into the **international business community**.

# Module "Fundamentals of Economics"

Dates: Sep 1 - Sep 5 & Sep 8 - Sep 12, 2014; Location: Wuerzburg



## Module Supervision

Prof. Dr. Michael Grömling  
(International University  
of Applied Sciences Bad  
Honorf-Bonn)

## Topics

- Globalization and Competitiveness
- Economic and Monetary Policy
- Economic Growth
- Structural Change
- Employment Markets and Social Policy

## Motivation

Economics attempt to understand and to explain the business cycle and its regularities. The findings become increasingly important for the positioning of companies within global competition. It is essential that companies correctly interpret economic-political decisions or reforms in social security and take them into account in their corporate management. That way, both the opportunities afforded by the opening of markets as well as the intensification of business relationships due to globalization can be used successfully while risks incurred through increased competition can be reduced.

## Objectives

Acquire well-founded and proven insights in the causes and effects of globalization. Find out which challenges the advancing globalization poses to a business location such as Germany. Identify complex correlations in national and international business life, which you can use for purchasing and selling activities in a

profitable manner. Learn how to competently analyze macroeconomic changes in employment markets, currency exchange rates, and financial markets. Acquire the necessary know-how to proactively react to new political framework conditions with adequate corporate measurements.

## Approach

In this module, experienced and well-renowned lecturers from universities, economic research institutes, and strategy departments of companies will present you their knowledge on economic activities. They combine macroeconomic theories with their real-life impacts in a comprehensible manner. In the course of expert lectures and discussions, tremendous importance is attributed to teaching you sustainable reaction mechanisms. In a written exam, you will test your knowledge in assessing macroeconomic framework conditions and deriving suitable actions for the success of your company.

# Module "Business Process Management"

Dates: Nov 10 - Nov 14, 2014; Location: Wuerzburg



## Module Supervision

Prof. Dr. Rainer Thome  
(Wuerzburg University),  
Prof. Dr. Axel Winkelmann  
(Wuerzburg University)

## Topics

- Information Processing within Companies
- Business Processes
- Customer Relationship Management (CRM)
- Supply Chain Management (SCM)
- Enterprise Resource Planning (ERP)

## Motivation

Continually changing market requirements necessitate constant adjustments of the business processes within companies. The traditional design of a company's operational structure, i. e. isolating individual functions, is replaced by the organizational integration of logically connected tasks and procedures. This development affects not only internal processes, but increasingly inter-company business processes, as well. That is why companies that manage to design their entire operations and overall organization in a structured and integrated manner are particularly successful.

## Objectives

Acquire well-founded know-how about the design and management of business processes in a practically-oriented manner. Get detailed as well as state-of-the-art insights about the processes within and between companies. Learn about the tools and concepts available nowadays for the continuous improvement of business processes. Identify the potentials of

digital process development – both in regards with suppliers as well as with customers. Employ and utilize strategies, methods, and tools of modern process design in order to have the decisive advantage compared to your competitors.

## Approach

First, you will be taught the state-of-the-art theories of modern business process management. You will receive information technology support in the form of enterprise resource planning systems. You will be shown how business processes are illustrated and monitored in standard software. During a site visit to a middle-sized company, you will be able to experience the actual process execution. You will have to prove your newly acquired knowledge by presenting a case study as well as by writing an exam. Composing a term paper will then help you to apply your know-how in your own company.

# Module "Supply Chain Management"

Dates: Feb 16 - Feb 20 & Feb 23 - Feb 27, 2015; Location: Wuerzburg



## Module Supervision

Prof. Dr. Richard Pibernik  
(Wuerzburg University)

## Topics

- Strategic Management of Supply Chains
- Planning, Coordination, and Simulation of Supplier Relationships
- Information Processing in Supply Chains
- Organizational Forms of Supply Networks
- Outsourcing and Offshoring

## Motivation

Globalization changes the value creation strategies of companies of all sizes: they now operate all over the world on international procurement and sales markets. This often reduces the real net output ratio and integral services are conducted by business partners. This results in higher requirements for planning, design, control, and monitoring of the relationships between suppliers and purchasers. Higher innovation rates, shorter product life cycles, greater fluctuations in demand, and an increased diversity of variants have drastically augmented the complexity of planning processes.

## Objectives

Learn about various analytical approaches to design as well as to coordinate supply chains. Find out how companies should strategically build as well as to further develop global procurement networks. This approach enables you to actually benefit from the opportunities afforded, such as outsourcing or offshoring. Acquire skills on how to control global production

networks through integrated planning approaches especially in uncertain times. Adhere to the course of action "Strategy – Planning – Organization" to control both the complexity and the uncertainty of global supply networks.

## Approach

First of all, various strategies for the management of supply chains will be presented to you. Different interactive elements such as simulations, business games, and team assignments help you to familiarize yourself with the distinctive subjects. These methods also ensure the interactive know-how transfer. Selected instructors from all realms of industry then present tested solutions for successful planning, design, coordination, and organization of your own procurement area. You will then test your knowledge about global relationships between suppliers and customers in a written exam.

# Module "Electronic Procurement"

Dates: mid March - mid June 2015 (Blended Learning)



## Module Supervision

Prof. Dr. Ronald Bogaschewsky  
(Wuerzburg University),  
Prof. Dr. Holger Müller  
(Leipzig University of Applied Sciences)

## Topics

- Procurement Processes
- Electronic Market Places
- Catalogue-based Procurement Systems
- Electronic Tendering and Auctions
- Collaboration Platforms

## Motivation

Electronic procurement is defined as the acquisition of products and services using digital networks. Not only the pure order processing is examined, but the entire procurement process from market research to order management, accounting, and logistical tasks. For fulfilling all these tasks various information and communication systems are used in order to implement the operative and strategic procurement activities. The basis for information exchange between companies is the general usage of standardized data exchange formats, e. g. for the application of electronic catalogues.

## Objectives

You acquire the knowledge about potentials and risks of software systems helping to deal with electronic procurement, which is of significant importance for purchasers. You will find out what solutions are available for individual procurement tasks. You will also learn how all partner companies involved have to adjust procurement processes operationally and strategi-

cally in order to generate the best possible economic benefit. You will be taught how to involve your employees in electronic procurement projects adequately and at an early stage in order to ensure a optimized system utilization.

## Approach

The module is designed as a distance learning unit (blended learning). You will process various tasks in electronic order processing. You will deal intensively with real-life situations in companies presented in a virtual learning environment. Hence, you will learn different strategies for managing and handling of procurement processes as well as the required information systems in a hands-on environment. While working on the tasks, you will have the opportunity to interact with instructors of this module. You will then present the results with reference as well as adapted to your own company.





# Module "Corporate Governance and Sustainability"

Dates: Jul 13 - Jul 17 & Jul 20 - Jul 24, 2015; Location: Fort Myers, Florida, USA



## Module Supervision

Florida Gulf Coast University

## Topics

- Framework and Rules of Corporate Governance
- Stakeholder Management
- Sustainable Economic Activity and Management
- Corporate Social Responsibility
- Reputation and Trust

## Motivation

For many companies, taking possession of social responsibility is an integral part of their corporate strategy. The respective regulatory framework (corporate governance) assures a responsible and transparent management, which is focused to be successful in the long run. All management decisions are committed to the company itself, the owners, but also to external stakeholders. This includes the task of taking into account the complete life cycle of goods when they are being developed and produced. Ultimately, social and ecological aspects become requirements for economic success.

## Objectives

Get a sophisticated sense for the adequate balance between profit maximization and sustainable economic activity. Learn about the non-monetary effects of your entrepreneurial decisions. Prepare yourself for both the wishes as well as the needs of your company's stakeholders in order to be able to take into account – as much as possible – the different requirements of all stakeholders when you make your

decisions. Acquire a consistent and sustainable leadership style and adopt reliable knowledge on how to secure enduring competitiveness and long-term success for your company.

## Approach

The module takes place at Florida Gulf Coast University, a young and dynamic university in Florida. During the classroom sessions you work on different case studies, which present several companies from different industries. You will see examples for proper company organization and sustainable economic activity in an international context. In panel discussions with company founders, managing directors, and members of supervisory boards as well as during company site visits, you will increase your awareness for an ethically correct conduct, even in extreme situations, such as mergers and acquisitions.

# Module "Fundamentals of Management"

Dates: Sep 28 - Oct 2 & Oct 5 - Oct 9, 2015; Location: Wuerzburg



## Module Supervision

Prof. Dr. Hansrudi Lenz  
(Wuerzburg University),  
Prof. Dr. Carsten Baumgarth  
(Berlin School of Economics  
and Law)



## Topics

- Investment and Financing
- Accounting and Economic Value Added
- Marketing
- Innovation Management
- Human Resources and Organization

## Motivation

The most important factor for a company's success is the appropriate use of human, physical, and financial resources. Quality in business organization is another factor gaining in importance in international competition. Therefore, considerations of suitable investment and financing alternatives or the selection of qualified employees need to be made. Furthermore, the focus of corporate decision-making is on the promotion and the utilization of product and service innovations. Using adequate marketing concepts helps to successfully place and establish products and services in the market environment.

## Objectives

Learn how to think, to make decisions, and to act like an entrepreneur. Use well-established financial and investment evaluation and calculation methods to make your decision. Acquire well-founded knowledge in the relevant accounting standards. Practice the preparation of realistic business plans. Objectively evaluate both the level of marketability and of market

potential concerning certain products and services as well as the consequences and risks of different business strategies. Use modern marketing instruments and sales concepts to secure your company's success in the long run.

## Approach

The module starts with a company simulation game, which offers you an interactive approach to the subjects of income statement as well as of economic value added. Following that, selected accounting principles, procedures of capital expenditure, budgeting and financing strategies will be presented. In the qualitative disciplines such as marketing, innovation management, and human resources, you will acquire management-relevant know-how involving customer orientation or establishment of an innovative corporate culture. Writing an exam you will then proof the acquired skills.

# Module "Strategic Purchasing"

Dates: Feb 15 - Feb 19 & Feb 22 - Feb 26, 2016; Location: Wuerzburg



## Module Supervision

Prof. Dr. Ronald  
Bogaschewsky (Wuerzburg  
University)

## Topics

- Procurement Logistics
- Strategic Procurement Management
- Selection of Suppliers
- Management of Relationships with Suppliers and Customers
- Controlling in Purchasing

## Motivation

The focus of strategic management in companies is more and more on procurement, in addition to marketing activities and sales concepts. Successful companies plan materials handling, purchasing, and procurements logistics for the long term. This ensures a steady and reliable supply of raw materials and services. The entire value creation chain must be examined in order to integrate purchasing with production and sales. This leads to a competitive edge, e. g. helping to successfully achieve shorter development cycles, higher adherence to delivery schedules, or reduced acquisition prices.

## Objectives

Find out about the strategic significance of managing purchasing and procurement effectively. Familiarize yourself with portfolio models but also with organizational and sustainability principles. Put yourself in the position to be able to make decisions on the selection of procurement markets. Use established methods and modern procedures for the selection of

different suppliers as well as for managing the various relationships with distinctive vendors. Classify your suppliers in accordance with relevant criteria. Use effective calculation methods for the controlling of purchasing activities in your company.

## Approach

The lectures and discussions are provided by renowned instructors from universities, experts from industrial associations, and practitioners working in procurement departments. Special emphasis is put on the functional areas of purchasing as well as on opportunities and risks e. g. in global sourcing or procurement in low-cost countries. You will also learn about the effects your procurement activities have on the overall situation of your company. You can then test your knowledge about the application of procurement strategies and the organization of a successful supply management in a written exam.

# Module "Project Management"

Dates: Apr 3 - Apr 9, 2016; Location: Wuerzburg



## Module Supervision

Prof. Dr. Manfred Gröger  
(University of Applied  
Sciences Munich)

## Topics

- Project Planning
- Project Life Cycle
- Organizational Structures and Work Packages
- Stakeholder and Risk Management
- Social Aspects of Project Work

## Motivation

Organizing projects is a managerial function, which is increasingly in demand in companies. Usually projects are schemes that are being organized the same way only once, e. g. the expansion to new markets or the set-up of a new production facility. Traditional organizational structures are often neither capable nor sufficiently flexible enough in order to successfully solve such variable issues. A project manager has the responsibility to initiate, plan, manage, control, and complete all project activities necessary. This requires various skills, methods, and tools to effectively manage projects.

## Objectives

Find out how staff members from different company sites as well as different time zones can be assembled effectively in an intercultural project team. Design the organizational and operational framework conditions required for the success of a certain project. Learn how to prepare projects and how to support all necessary individual project steps in order to avoid

undesirable developments. Familiarize yourself with the conduct-related, i. e. social aspects of project work. Find out how to manage change processes, to communicate adequately with staff members, and to prevent conflicts.

## Approach

In order to help you gain access to the subject of project management, the module starts with an interactive business simulation by analyzing the different and variable roles within a project team. Based on that, the various relevant influencing factors on project management are processed in a practice-oriented manner. The discussions focus on tools such as time management, controlling costs, and task-oriented project work. "Soft" rules of conduct and communication are comprehensively analyzed. You will prove your new competencies with a written exam and the presentation of a project plan.

# Module "Legal Requirements and Quality Management in Purchasing"

Dates: Apr 11 - Apr 15, 2016; Location: Wuerzburg



## Module Supervision

Prof. Dr. Ronald  
Bogaschewsky (Wuerzburg  
University)

- Design of Purchasing Contracts
- Guarantee Provisions and Warranty Regulations
- Criminal and Employment Law in Purchasing
- Total Quality Management
- Analytical Methods for Quality and Risk Management

## Motivation

Global procurement activities offer tremendous opportunities to companies, however, they also pose specific challenges. The purchase of products and services must be seen in an international context with regards to legal framework conditions and quality assurance. Binding and enforceable contractual agreements are required in order to warrant a relationship with business partners, that is based on trust. At the same time, a quality management system has to be established, which is feasible for all parties involved, comprising both quality assurance procedures and risk analysis.

## Objectives

Acquire well-founded knowledge in the area of contractual law. It is not only essential for the requirements profile of a purchaser, but it also enables you to effectively control supply networks. Intensify your knowledge by being able to identify relevant contract types and legal pitfalls in international business transaction, e. g. in the fields of guarantee provisions or employment

contracts. Moreover, learn about qualitative factors as well as quantitative methods to implement total quality management. This puts you in a position to set up, develop, and improve quality management systems.

## Approach

Firstly basic legal framework conditions that you have to take into account when dealing with contracts in an international environment will be presented to you. You will be taught all the aspects relevant for you relating to contract design, warranty claims, and criminal as well as employment law. Then, practitioners will demonstrate strategic and operative quality management aspects on the basis of sample calculations and forecast models. You will then prove the knowledge acquired with a case study presentation and a written exam in order to be able to apply it in a term paper adapted to your own company.



# Module "Leadership"

Dates: Sep 10 - Sep 16, 2016; Location: Wuerzburg



Prof. Dr. Katrin Winkler  
(University of Applied  
Sciences Kempten)

## Topics

- Leadership Behavior and Human Resources Development
- Motivation and Communication
- Time and Self-Management
- Conflict and Change Management
- Intercultural Management

## Motivation

Human resources are an important production factor. Finding, developing, and keeping the right employees is of tremendous importance for a company's economic success. Demographic change and global business relationships make this challenge even more provocative. For employees to be dedicated, engaged, and motivated, the responsible individuals with managerial functions need to have well-founded leadership competencies and skills. This is about having "soft skills", comprised of social, methodological, and personal skills. A defined and lived corporate culture is also essential.

## Objectives

Use both direct and indirect communication well-directed as a managerial tool for individuals and teams. Explore and select constructive solutions to handle internal and external conflict situations effectively. Moreover, find out how to enhance your own efficiency and how to motivate yourself and others. Initiate and

accompany change processes effectively as well as goal-oriented in your company. Practice reliable time and self-management. Furthermore, act competently in international settings by handling various cultural requirements and needs confidently and proactively.

## Approach

The module has a very interactive orientation. Sophisticated know-how about leadership as well as leadership tools is taught in a practice-oriented manner, showing inherent opportunities and constraints. Your individual managerial, communicative, and motivational skills will be assessed, developed, and brought to perfection. Appraisal interviews, conflict situations, intercultural misunderstandings, and other issues executives have to deal with will be practiced in team and group exercises. Your newly acquired competencies will be tested in a written exam and a team presentation.







# Elective Module "Strategic Management"

Location: Beijing, China



## Module Supervision

Peking University

## Topics

- Strategic Analysis and Success Factors
- Market Entry Strategies
- Forward and Backward Integration
- Price and Competitive Advantages
- Corporate Structures on an International Level

## Motivation

Planning and developing the product and service portfolio is a central managerial task in companies – gaining in importance more and more, triggered by the intensifying competition on global markets. This requires company structures that are applicable to contribute as much as possible to the achievement of corporate goals. Short-term, medium-term, and long-term perspectives need to be developed for a company's business activities. However, competition-related frameworks and conditions as well as technological progress need to be identified, evaluated, and adequately taken into account at an early stage.

## Objectives

Acquire the know-how to come up with clear corporate goals and to derive practical measures in order to reach the goals set. Learn how to establish organizational structures for your company enabling effective and efficient business processes to remain successful and flexible. At the same time, keep up with both the long-term perspectives and the short-term

competitive situation. Design business fields and analyze, plan, and evaluate your company's strategy on a permanent basis to be in line with an on-target fulfillment. Take into account strengths and weaknesses as well as opportunities and threats.

## Approach

The module takes place at Peking University, the most renowned modern university in China. Professors experienced in international surroundings will present you with well-established approaches and the most recent developments in strategic management and corporate governance. All concepts will be discussed on the basis of case studies of companies operating internationally. In addition to the contents of teaching, you will receive direct insights in the Asian lifestyle and Chinese corporate landscape through lectures from corporate representatives, company site visits, and cultural events.

# Elective Module "Contemporary Management Concepts"

Location: Wuerzburg



## Module Supervision

Prof. Dr. Claus-Burkard  
Böhnlein (University of  
Applied Sciences Coburg)

## Topics

- Enterprise Organization
- Problem Structuring
- Evaluation and Decision-Making
- Creativity and Lateral Thinking
- Theory of Inventive Problem-Solving (TRIZ)

## Motivation

The success of companies on global markets is nowadays determined by the appropriate selection, the problem-oriented combination, and the consistent application of suitable management concepts. Those methods and skills are necessary to generate added value for companies. The increasing degree of inter-connectedness of international supply and demand relationships requires new strategies and procedures for decision-making processes in today's business environment. Structured thinking and acting in combination with creativity and innovation are key success factors for a goal-oriented corporate management.

## Objectives

Acquire effective management concepts and identify both opportunities as well as constraints of specific methods and tools. Take the potentials of certain strategies from different areas and find out how the combination of selected techniques offers the decisive added value to you and your company. Learn about

typical requirements but also strengths and weaknesses of various management concepts. Practice several specific techniques and identify reasonable combination alternatives using both established and contemporary management concepts for your daily working environment.

## Approach

As an introduction, relevant techniques and processes will be presented, analyzed, and combined using practical examples and team assignments. Tutorials regarding the management tasks of information and communication, problem structuring, evaluation, decision-making as well as creativity and innovation will intensify your knowledge and will support the practical implementation. You will confirm and practice your new know-how in a practice-oriented presentation. A written exam and a term paper, in which you can apply your knowledge in your company, will complete this module.

# Elective Module "Operations Management"

Location: Wuerzburg



## Module Supervision

Prof. Dr. Claus-Burkard  
Böhnlein (University of  
Applied Sciences Coburg),  
Prof. Dr. Rainer Thome  
(Wuerzburg University)

## Topics

- Logistical Tasks and Methods
- Production Planning and Management
- Material Requirements Planning
- Constraint-based Management
- Logistics Services and Service Providers

## Motivation

Modern logistics are the foundation for a successful management of procurement, production, and distribution processes. Logistics secure the availability of suitable goods in the required quantities at the desired time and at adequate costs at the right place. This is a cross-department and cross-company function, integrating processes using both organizational measures as well as information technology. Particularly producing companies benefit from an intense and seamless integration in their suppliers' and their buyers' flows of commodities and information in an international environment.

## Objectives

Learn to identify both the goals but also the deficits of internal planning approaches and their impact on customer-oriented processes such as order-to-cash. Use market opportunities by being "better" than your competitors due to an integrated, process-oriented production process. Build value-added chains and networks in order to use and benefit from

cross-company planning concepts and coordination mechanisms. Become an unconventional thinker beyond departmental and hierarchical boundaries and develop a sophisticated sense for mutual interdependencies and alternating influences.

## Approach

First, you will receive a practice-oriented overview of relevant logistical concepts. An interactive company simulation will intensify this overview, teaching you to take bottlenecks into account while looking for suitable process solutions. The new findings will be verified by a visit to an automotive company. You will then present solutions for typical logistics problems developed within team assignments. You will test your theoretical knowledge in a written exam. Additionally, you will apply your know-how in a practice-oriented manner in a term paper in order to improve your company's competitive edge.



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Wuerzburg University

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**MBA Purchasing & Supply Chain Management**

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