Distance learning

Logistics – International Management & Consulting

Master of Business Administration / Certificate





Ludwigshafen University of Business and Society
University of Applied Sciences

zfh
Zentrum für Fernstudien im Hochschulverbund

MBA blended learning course in
Logistics – International Management & Consulting

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Our purpose – in your best interest



The demand for supply chain managers with a deep understanding of modern logistics and international business has never been greater. Pandemic-related shortages, shifting trade routes, and growing pressure to operate more sustainably have pushed logistics and supply chain management to the top of the corporate agenda. Companies across every industry are looking for people who can navigate this complexity - not just operationally, but strategically.
What that means in practice is a growing need for professionals who understand how global supply networks actually work: where the vulnerabilities are, how to build in flexibility, and how to use data and digital tools to make better decisions. It also means that experience in one region or one function is no longer enough. The job has become genuinely international, and so has the competition for talented people who can do it well.

An internationally recognized MBA degree that certifies both strategic thinking and hands-on competence can make a decisive difference when it comes to advancing your career, wherever in the world that career may take you.
The MBA in Logistics and Supply Chain Management at Ludwigshafen University of Business and Society was built for working professionals who want to move forward in their careers without putting them on hold. It is delivered online, so it fits around a job perfectly. The curriculum covers the areas that employers consistently ask about: risk and resilience, digitalization, sustainable operations, and global strategy. Just as importantly, you study alongside professionals from different countries and industries, which makes for genuinely interesting discussions and a network that tends to be useful long after graduation.

Germany is a good place to be connected to for anyone working in logistics. It consistently ranks at the top of the World Bank's Logistics Performance Index, and logistics is one of the largest sectors in the German economy. The Rhine-Neckar region, where Ludwigshafen is located, sits at the center of a dense industrial cluster with major companies such as BASF, Freudenberg, and Boehringer Ingelheim nearby. That proximity shapes the program through guest speakers and case material that keep the content grounded in real decisions rather than just textbook scenarios.

We hope that you will find all the details you are looking for in this booklet. Don't hesitate to contact us with any further queries, so we can help you and improve our services.

Prof. Dr. Jacob Hamann-Lohmer
Academic Director of the MBA Logistics - International Management & Consulting

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Excursion with the MBA-program to the Contargo Rhein-Neckar GmbH in the harbour of Ludwigshafen with Prof. Dr. Sabine Scheckenbach (3rd from right) and Andreas Roer, CEO of Contargo Rhein Neckar (4th from right).

At one glance

The degree program can be started in winter or in summer semester

The regular study time is of four semesters

Max. 20 students per group

Also available as a certificate course

Focus subjects

Logistics:
- Logistics Law
- Intralogistics: Logistics systems in a Digital Factory, Production Management
- Extralogistics: Supplier Relationship Management, Distribution Management, Transport

Management:
- General Management: Leadership, Research Competence
- Lean Management, Logistics Controlling
- Supply Chain Management

Consulting:
- Logistics Consulting
- Project Management
- Business Process Management
- Knowledge Management

Intercultural competence & Soft skills:
- Change Management
- Business Ethics
- Soft skills: Methods of rhetoric

The program can also be taken as a certificate course by selecting individual modules from the program. The crediting takes place monetarily as well as the ECTS credit points are taken into account with a later transition into the MBA program!

Forms of study

Distance learning course integrated into the profession, based on online sessions:
- Flexible independent studies using online textbooks and study materials
- Learning together via the online platform OpenOLAT and
- Online sessions with methods of active and reflection-promoting teaching such as case studies, exercises in a Digital Factory, presentations, group work, etc.

Duration

- Four semesters total regular study time.
- Semester 1–3: online sessions on Fridays and Saturdays - once or twice a month.
- Semester 4: reserved for the Master's thesis

Start of studies:
Winter semester: 1st October of the year
Summer semester: 1st March of the year

Application periods:
Winter semester: 1st April to 30th June
Summer Semester: 1st October to 15th January
Requirements see page 12.

Degree:
- Internationally recognised academic degree Master of Business Administration (MBA) (FIBAA)
- Certificate

What makes the difference

- Multidisciplinary competences to manage global logistics systems
- Develop consulting skills
- Exchanging experiences with other professionals
- Max. 20 students each group
- Immediately applicable at your workplace
- Flexibility in self-study
- Individual support
- State-run university degree

For your career in logistics: Objectives & content

The objective of the program is to equip you with the knowledge and skills you need for executive positions in logistics by

- obtaining a greater understanding of the various areas within logistics,
- developing your skills in the fields of management and consulting as well as
- preparing you for leading or senior management positions.

Thus, this course of studies not only comprises the classic three-dimensional alignment of logistics teaching (business management – IT – technology) but includes logistics-relevant contents, such as management, consulting and social competence.

International orientation

It also contains international subjects for instance intercultural competence and international logistics management, which is decisive particularly for logisticians in „interface areas" – working across borders, departments and nations. The extra-occupational concept of the studies permits a high practice relationship in the studies and direct application of the method knowledge on the job.

Logistics

The focus "Logistics" forms the basis for the development of insights, skills and qualifications in the area of logistics. Today, logistics is mostly considered as an operational cross-sectional function across the areas of procurement, operational performance generation (production in the loosest sense) and sales.

More specifically, logistics thus is defined as integrated planning (logistics planning), organisation, control, processing and control of the entire material and goods flow – including the connected flows of information.

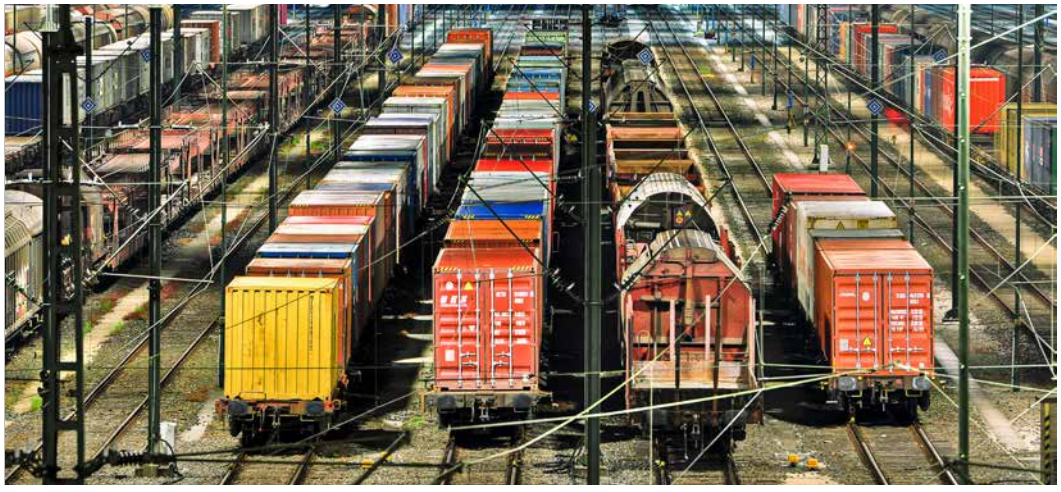
Management

Responsible positions in the logistics environment require the ability to develop targets and strategies, to put them into practice and to review them in the scope of controlling, develop them further or change them where required. This also applies to competences in personnel management. The mediation of "Management" knowledge in the course of studies is based on this. It covers all modules and maps all facets of the relevant knowledge. This means that in addition to the business management focus in this area, IT and technology-relevant management knowledge is taught, with a focus on application-orientation.

Consulting

The area of "Consulting" teaches method knowledge from the consulting area to specifically reinforce the man-to-man interface. The mediation of social competences such as negotiation techniques, intercultural competences and project-management know-how are central parts of the study contents. The graduates of the Master's course of studies are able to independently plan and process logistics projects based on good methods on a higher management level.

Preparing you for leading or senior management positions



The concept

Academic context

The University of Applied Sciences Ludwigshafen am Rhein offers this extra-occupational MBA-blended learning course Logistics in cooperation with the zfh – Central office for distance learning at universities of applied sciences. Graduate School Rhein-Neckar is providing supervision and organizational support. The internationally aligned distance learning is embedded into the self-understanding of this University as a site of practice-oriented education, international exchange and diversity.

Mixture of e-learning platform and online live sessions

Distance learning

The studies are designed as a time- and location-independent distance learning concept with a mixture of e-learning platform as well as online live sessions, which will be recorded to listen to them afterwards! This course is suitable for employees from around the world who would like to deepen their logistics knowledge without interrupting their career.

The teaching contents are on the one hand provided electronically in the form of textbooks and additional material. The latest insights can thus be integrated at all times. The pace is controlled by a current semester overview and the curriculum listing all topics and deadlines to support you in your time-management and self-discipline.

Master's examination

To get the Master's examination all module exams and the Master's thesis with oral exam have to be completed and passed. The Master's Thesis is usually written in the 4th semester. Though, it can be registered earlier. It must be written in English. The students are able to suggest the subject using e. g. synergy with their tasks or issues in their company. The student has up to five (theoretical research) or six (practical research) months of support time for the Master's thesis.

Research competence

The students are informed about the processes and details of application, scheduling and writing of the final thesis within an online information session during the 3rd semester. The content introduction to the Master's thesis is provided in the competence seminar, in which the subjects are discussed. At the end of the studies, there will be an online colloquium in which the students will orally defend their thesis.



MBA degree certificate

The certificate contains the grades and credits of the module examinations, the subject and the grade of the Master's thesis, as well as the total grade of the exam. The university also issues a Diploma Supplement. The supplementary Master's degree certificate certifies the awarding of the Master's degree. Both certificates will be provided in German and in an English translation.

Networking

Once a year, we organise the logistics network meeting in the scope of which our academic graduation celebration takes place. In graduation speeches the representatives of the intakes give their special view of their study experience. Afterwards the students are honoured. Here they can meet current and former students of the cooperative study programs of logistics and all cooperation partners and industry contacts. Everyone can use this event for some personal networking.

Benefits for students and companies

Benefits for your career development

- **You will have the competences to decide, negotiate and act on a leading level in global logistics.**
  You will intensively deal with international subjects such as Intercultural Competence or International Logistics Consulting. The lecturers will treat all subjects under the aspect of challenges of global logistics. They are experienced practicians and teachers from inside and outside the country.

- **You will have a broad methodological basis, since you will be prepared for a leading position as a project or logistics manager as well as for work as a logistic consultant in industry and trade.**
  We teach logistics in an integrated and interdisciplinary manner at our university and understand global logistics as long-term, sustainable logistics. Therefore, subjects such as soft skills, change management and business ethics have been integrated into the curriculum.



- **You will be able to make innovative and efficient decisions in a management position.**
  We do not teach by lecturing, but by active learning based on case studies, group work, etc. This is experience you can make use of. We encourage you to reflect, discuss and exchange your experiences. This way, you will self- confidently learn to take new paths in logistics.

- **You will develop your technical network**.
  The other students are professionals from different countries, branches of the industry and areas of the profession. You will interact



and learn how other companies act in the area of logistics.

- **You will have up-to-date and well-founded knowledge.**
  Because our curriculum is alive. The things practice needs are integrated into the studies. An exchange takes place, e.g., by project-related final theses with current examples from companies.

Benefits for companies

- With the practical orientation of the Master's course of studies, the employee can implement immediately his new knowledge in his daily work from the beginning of his studies to improve his efficiency.

- The company is able to secure its competitiveness, e.g. through the increased competence of the employee. The employee will discuss solutions found by other companies, innovative approaches and current logistics subjects with the lecturers and other students working in the logistics area and will contribute this knowledge to the company.

- Relatively little working time of the employee needs to be invested for the studies as all online sessions are being live recorded.

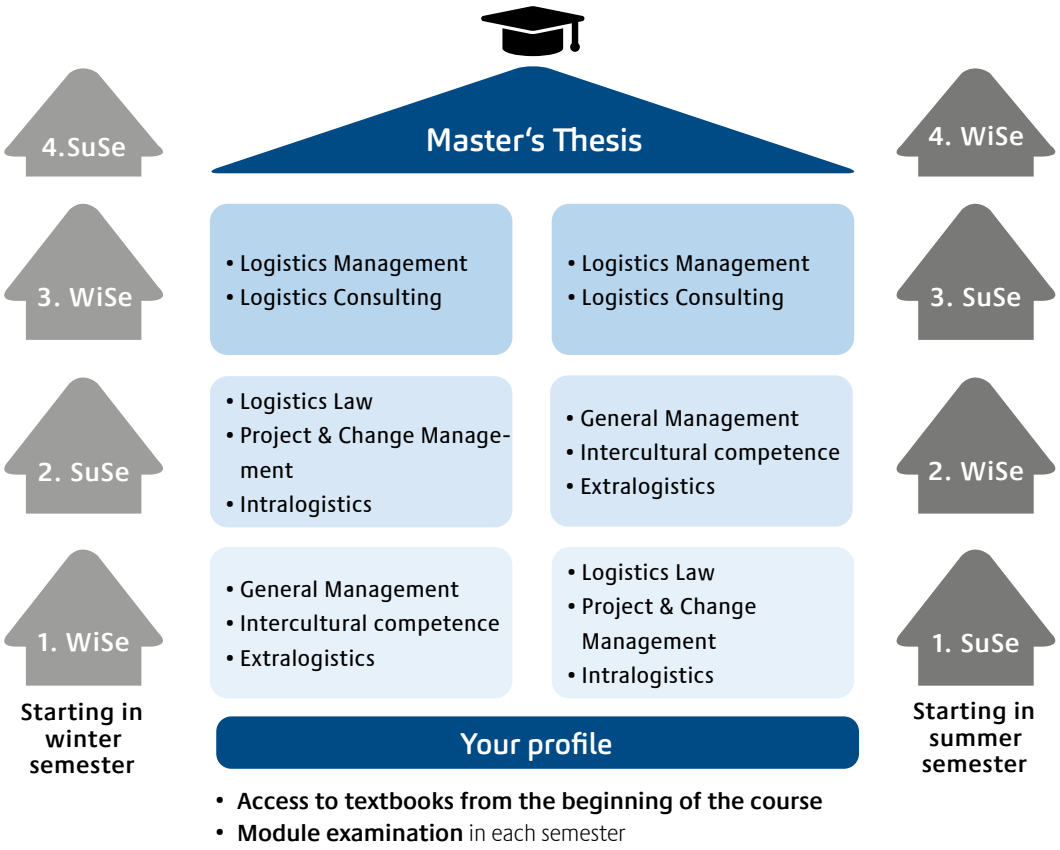
- You can extend your logistics network via your employee if desired.

- The employee can discuss specific questions and challenges with lecturers and other students online – of course without presenting sensitive data – and thus collect competent advice.

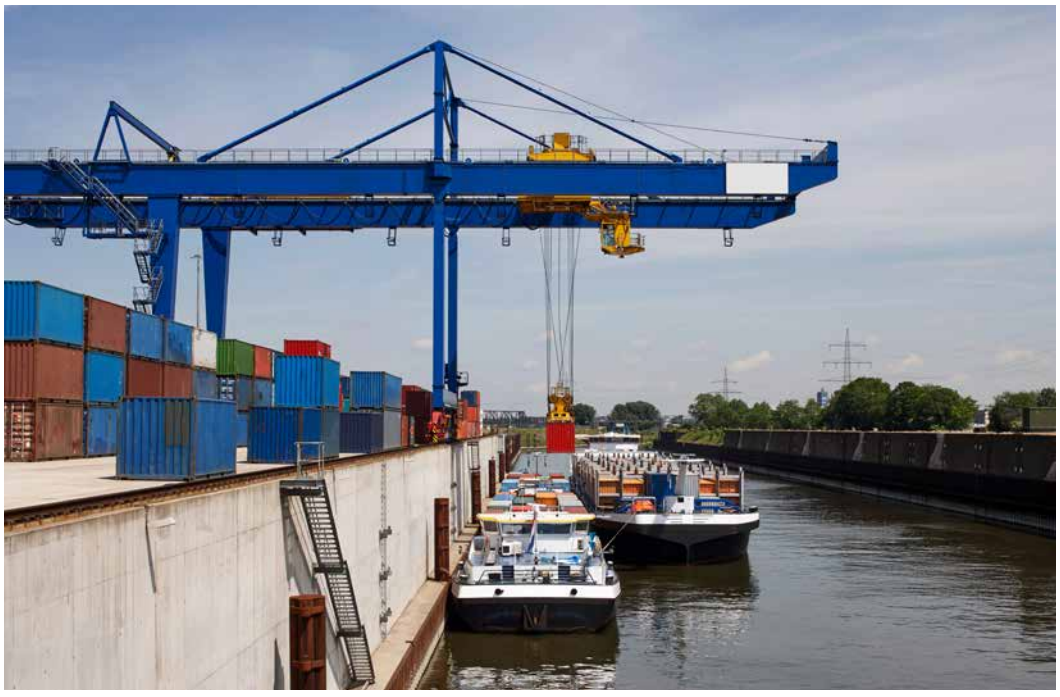
- Return on investment: The employee may select a pending project of the company for his/her Master's Thesis and thus create a valuable basis for action in this context.

Curriculum of the course

MBA Logistics – International Management & Consulting



The degree program can be started in winter or in summer semester. The regular study time is of four semesters. You can interrupt or extend the study time after having consulted the team of the program.



Characterisation of the Individual Modules

Module 110: General Management

Core topics: Insight into the various fields of general business administration, such as controlling, finance / investment, production management, marketing / distribution and human resources management.

Goals: Economic thinking as well as the ability to identify economy-related issues based on a profound knowledge in business contexts.

Module 120: Intercultural Competence & Soft skills

Core topics: Intercultural competence, Business ethics and soft skills.

Goals: Intercultural competence: Students learn team building abilities (especially in international contexts) as well as conflict solving skills, focusing on the achievement of cultural competence as a strategic factor of success in a global economy.

Business ethics: Strengthening the personality and enabling students to deal responsibly with their knowledge base (e.g. in dialectics), which includes self-improvement and augmenting the students' reasoning abilities. Students learn to take responsibility.

Soft skills: Dialectics / Negotiating should enable to win through a dispute respecting all rules of fairness, in leading discussions, talks, negotiations and disputes consciously, using the so-called fair dialectic according to Lay. Enable to improve manner and - by using strategies - to avoid being put to a competitive disadvantage.

Module 130: Extralogistics

Core topics: Supplier Relationship Management: Architecture of SRM strategies and their respective manifestations, conditions for their implementation; Distribution Management, Transport.

Goals: Supplier Relationship Management: Develop overall procurement strategies in complex structures based on the design of strategic and operative procurement processes.

Distribution Management: Understand the complexity of the logistics system in order to independently make decisions in logistics, considering the impacts on other corporate functions, ability to give advice to decisions makers in marketing and sales regarding logistics.

Transport: Introduction to the functions of transport, in air transport in particular, focusing on the production of traffic services in air transport and coordination challenges in air traffic.

Module 210: Logistics Law

Core topics: Corporate forms of consultancies, creating check lists as a legal frame between the consultant and their client, offering a contract and dealing with formal issues, general contractual terms and so on.

Goals: Students will acquire the necessary legal mindset as well as legislation basics. The focus will be set on issues subject to civil law and related to consulting. Students will analyze legal relationships between consultants and (potential) customers and discuss related issues. They will also learn how to deal with pertinent check lists and sample contracts.

Module 220: Project & Change Management

Core topics: Project Management, Change Management.

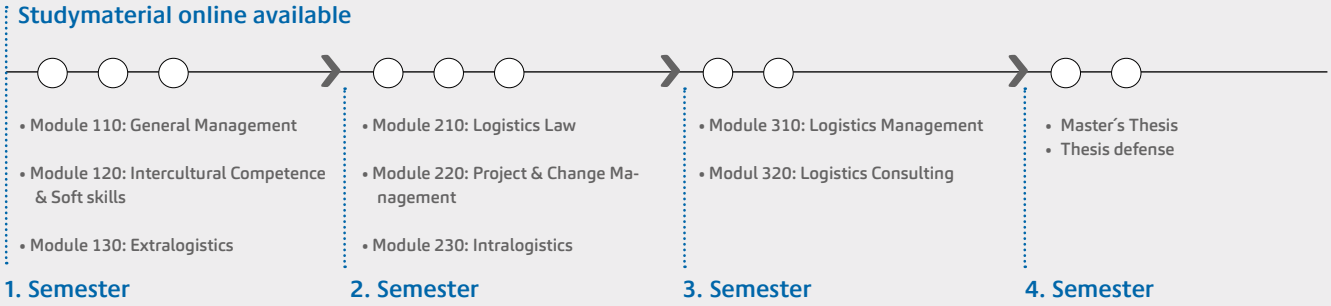
Project Management: The ability to independently, constructively, methodologically and systematically plan and control projects (or parts of projects) in logistics. Develop proficiency to make reasonable decisions, to assess the consequences of these decisions as well as to critically reflect and dialectically develop them further.

Change Management: Learn necessity of it, learn to perceive Change Management in its function as a management technique and as a consulting concept (e. g. Kurt Lewin's Three Stage Concept).

Module 230: Intralogistics

Core topics: Elements of Intralogistics, Logistics Systems in a Digital Factory, Production Management.

Goals: Expertise in industrial planning, finding solutions to complex challenges and methodologically approaching the solution of interdisciplinary tasks, analyzing internal areas of organization, implementation and optimization of the material and information flow. Functions and possible uses of individual system components are examined and the possibilities of information-technical integration are presented. Specifically, simulation of complex process-



es in the virtual reality of a digital factory offers options to recognize possible tasks or optimize present processes in advance already.

Module 310: Logistics Management

Core topics: Lean Management, Logistics Controlling, Supply Chain Management.

Goals: Analyze causal connections in logistics and systematically improve them by means of **lean management** methods, being able to decide on the most appropriate lean method and to implement them within counseling projects, understanding differences between classic management approaches and the ideas of lean management.

Logistics controlling: Systematically apply methods relevant for logistics in a problem-oriented way, awareness and solutions for particular connection to processes in cross-functional Logistics services, considering the difficulty in delimitation, as reflected in cost and performance assessment. Raise awareness for corporate solutions and enable to create them for making solid management decisions.

Supply Chain Management: Studying practical issues the students, understand the coherent structures of a business within its environment and to implement business strategies. An interactive business game will introduce the basic principles of the dynamics of supply chains.

Modul 320: Logistics Consulting

Core topics: Logistics Management Consulting, Business Process Management, Knowledge Management.

Goals: Consulting: Efficiently deal with consulting services along the supply chain, learn to sort characteristic prototypes of challenges in logistics into the segments of (a) transport and traffic, (b) procurement and purchase, (c) logistics engineering and (d) supply chain management and be enabled to independently, constructively, methodologically and systematically plan and control them as projects or as parts of them. Recognize and purposefully use modern strategies such as benchmarking or network planning or total-cost-of-ownership.

Business Process Management: Strategies, including the modelling, analysis, optimization and implementation of the structures of processes. Best practice approaches for the creation of core processes in consulting, beginning with the first contact to prospective clients and continuing over the accomplishment up until the client satisfaction survey, all focusing on the introduction and application of standard tools and standard products.

Module 400: Research Competence & Thesis

Core topics: Research methods and academic writing, presenting results, placing the thesis into a scientific and practice-oriented context, discussing crucial results.

Goals: Build awareness for important issues in the theory of science and overview of the latest and most relevant research methods. Ability to deduce consequences for business decisions from findings regarding the theory of science. Work independently on complex specifically practice-oriented issues seen from a scientific perspective. The Master's Thesis is supposed to prove that the graduate is highly apt to both transfer scientific findings to practical issues and to apply them appropriately.

Requirements & Application



The application takes place via the online application portal of the zfh: www.zfh.de/application.
Our advice: Download the checklists of all required documents and read the instructions attentively, prepare your documents and complete the forms of the portal. You can save an interim status and complete your application later, too.

Postgraduates (with academic degree stating 210 ECTS credit points)

Requirements

- academic degree with a grade of at least 2.5 (German grade equivalent to a 'good' or lower 2nd) ;
- the work experience (at least 1 year) after the first academic degree in the fields of business, administration, technology or IT, respectively and at least a further year until completing this MBA degree;
- documentary proof of English language skills equating at least with level C1 (CEFR) or equivalent (e. g. IELTS 7.0 and higher, CAE, BEC higher, TOEFL iBT 95 – 120 and other known tests;
- students with a grade lower than 2.5 (German grade equivalent to a 'good' or lower 2nd) need to take an admission test*;
- students whose degree states only 180 ECTS credit points have to take an oral exam.

Application – when all admission criteria are met

1. Application on the zfh Online Portal, submission of documents
2. Review of your documents, request of any additional documents → everything OK!
3. Approval of the zfh + invoice for tuition + application for enrolment at the Ludwigshafen University of Business and Society
4. Payment received by zfh + completed enrolment application → Enrolment
5. Welcome from Eva Nefen with the corresponding access data and information.

Students without academic degree

Requirements

- university entrance qualification (equivalent to the German Hochschulzugangsberechtigung);
- certificate of employment which proofs a significant executive work experience (at least 3 years) closely allied to the study program in the fields of business administration, technology or IT, respectively, as well as experience abroad;
- admission test*;
- documentary proof of English language skills equating at least with level C1 (CEFR) or equivalents.

Application – if the admission criteria are not all met or for professional qualification

1. Application on zfh Online Portal, submission of documents
2. Review of your documents → notification of necessity of suitability/determination exam for students online
3. Date for the admission test → The result is reported to zfh
4. Approval of the zfh + invoice for tuition + application for enrolment at the Ludwigshafen University of Business and Society
5. Payment received by zfh + completed enrolment application
6. Welcome from Eva Nefen with the corresponding access data and information.

*The admission test is scheduled individually with the applicants. It consists of a written exam and an interview. It takes place online!

Your investment: the tuition fees

The fee has to be paid before the beginning of the new semester – after successful admission or re-registration for the next semester. Once you are registered for the current semester you have the status of a regular student of the Ludwigshafen University of Business and Society and you will get a student card. You can also download a certificate of study any time after your registration online.

What you have to consider

Visa
This program is completely online. Therefore there is no need to apply for a visa as there won´t be any on-campus courses!

Health insurance
In order to enrol at the Ludwigshafen University, students generally need a German statutory health insurance. Under certain conditions, students can be exempted from compulsory insurance. For this purpose, it is necessary that they have equivalent private health insurance cover.

Support Options

For students living in Germany

The Federal Republic of Germany and the states support persons interested in education in financing their professional further and additional training. For an overview, see the database of the Federal Ministry for Economy and Technology at www.foerderdatenbank.de or the Deutscher Bildungsserver at www.iwwb.de/weiterbildung.html?seite=9. Financial support from foundations is available to distance learners under specific prerequisites as well. (www.stipendiumplus.de; www.deutschlandstipendium.de)

International students

Best inquire about the financial facilities for further training abroad in your country of residence. Find a few recommendations from us below:

- www.daad.de/deutschland/stipendium/en/ Advice and addresses for international students in Germany from the German Academic Exchange Service (DAAD).
- www.internationalscholarships.com: Database of international scholarships with search function based on specialisation, country of origin and study country.
- www.scholars4dev.com

Tax deductibility

Expenses arising to you for your professional further or additional training may be deductible from your income tax.

	Fee	Social contribution (each semester)*	Special fee
1.- 4. Semester (Study material, lectures, online support, support)	2.250 Euro	150,00 Euro*	
Technical literature (optional)			Ca. 100 Euro/semester
Total:	**9.000 Euro**	**600,00 Euro**	
Holiday Semester or additional semester		150,00 Euro	
Repetition Master's thesis			1.100 Euro

*as at winter semester 2026/27

Successful partners

Ludwigshafen University of Business and Society

The Ludwigshafen University of Business and Society has its core-comptences in business administration (since 1965) and social work and health care. About 4.500 students are studying and 90 professors as well as 250 lecturers are working here.



Library

The library offers a lot of possibilities for online research and finding e-books and e-journals due to several data banks she is subscribed to. You will get an introduction in the 1st semester in order to be able to use it for your research.
https://bib.hwg-lu.de/en.html

Graduate School Rhein-Neckar

As a subsidiary of HWG Ludwigshafen, the Graduate School Rhein-Neckar (GSRN), a non-profit limited company, bundles the university's further education activities and is responsible for the organisation of the MBA programs. The Ludwigshafen University of business and Society awards the MBA Certificate!
After successfully completing their studies, graduates stay in touch through an active alumni network, which enables them to establish further valuable contacts.

zfh – Zentrum für Fernstudien im Hochschulverbund

The zfh – Zentrum für Fernstudien im Hochschulverbund (Center for Distance Learning in the University Network) is an academic institution of the state of Rhineland-Palatinate located in Koblenz. On the basis of a state treaty between the federal states of Rhineland-Palatinate, Hesse and Saarland, it has been cooperating since 1998 with the 15 public universities of applied sciences of the three states and forms together with them the zfh university network. Furthermore, the zfh cooperates with other public universities of applied sciences from the federal states of Bavaria, Berlin, Brandenburg, North Rhine-Westphalia and Schleswig-Holstein. The zfh's experienced team promotes and supports higher education institutions in developing and implementing their distance learning courses. With a repertoire of over 100 part-time distance learning courses in business, technical and social science subjects, the zfh network is the largest provider of distance learning programs at state universities in Germany with an accredited academic degree. All zfh distance learning courses with the academic qualification of a Bachelor's or Master's degree are certified by the accreditation agencies ACQUIN, AHPGS, ASIIN, AQAS, FIBAA or ZEvA and are thus internationally recognised. In addition to the Bachelor's and Master's degree programs, there also exists an extensive range of further education modules with a university certificate. Currently, about 6,000 distance learning students are registered at the universities of the zfh network.

Contact

The Ludwigshafen University of Business and Society and zfh – Zentrum für Fernstudien im Hochschulverbund offers individual MBA online course in Logistics – International Management & Consulting. The program is supervised by the Graduate School Rhein-Neckar.

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The average age of the students is **36** years

Participants of different nationalities promote intercultural communication

83% of the students complete the distance learning program successfully

In 2020, students from China, Turkey, Denmark, USA, Netherlands have been enrolled in the program.

30% of the graduates of the past seven years are women

My Distance-Learning-Program



Mr. Makhlouf Benzahia, who lived in Bahrain und worked in Saudi-Arabia, about his experiences with the MBA Program Logistics – International Management & Consulting (LIMC) at Ludwigshafen University of Business and Society

"Joining LIMC program was one of the best decisions in my life"
"I have acquired knowledge that helped me work smarter, become efficient, open minded, embrace and create change within our organisation so we can remain a preferred logistics service provider in the chemical and petrochemical industry."
"Being back to university at the age of 42 was fun. I have enjoyed it very much and I don't doubt that I will be doing it all over again in the future!"