

**Study and Examination Regulations  
for the full-time Master's Degree Program  
Operational Excellence  
at Hof University of Applied Sciences**

**From 9th January 2017\***

***Only the German version of this document is legally binding.  
This English translation is for your convenience only.***

Based on the Article 13 Section 1(2) and Article 43 Section 5(2) of the Bavarian Higher Education Act (Bayerisches Hochschulgesetz BayHschG, BayRS 2210-1-1-WFK), Hof University of Applied Sciences hereby enacts the following study and examination regulations:

**Preliminary Note**

To ensure legibility and clarity of the study and examination regulations, these regulations waive to use both gender forms and separate notations for female and male persons. All references to one gender shall be deemed and construed to include the other gender as well.

**§ 1**

**Purpose of the Study and Examination Regulations**

<sup>1</sup>These regulations govern the admission criteria for the full-time Master's program in Operational Excellence, as well as its content and structure. <sup>2</sup>Furthermore, these regulations complement the guidelines for the examination for the Universities of Applied Sciences (Rahmenprüfungsordnung für die Fachhochschulen, RaPO, BayRS 2210-4-1-4-1-WFK) and the General Examination Regulations of Hof University of Applied Sciences (APO) by defining the specific examination regulations for this degree program.

**§ 2**

**Admission Requirements for the Master's Program**

- (1) <sup>1</sup>Admission requirements for the full time Master's program in Operational Excellence are
1. a successfully completed professional Bachelor's degree in Engineering or equivalent with a minimum of 180 credits (according to the European Credit Transfer System – ECTS) from a German or foreign university,
  2. the proof of eligibility for this specific degree program in accordance with § 3,
  3. work experience in accordance with Article 2.

<sup>2</sup> The examination board determines whether these requirements have been fulfilled or not.

(2) <sup>1</sup>After obtaining a professional qualification in accordance with Article 1 Section 1(1) applicants must have worked in a specialized professional or management position, in which they must have acquired experience in the area of supply chain management or production management. <sup>2</sup>The work experience according to Section 1 must have been at least for one year and have included at least 1500 working hours. <sup>3</sup>Positions that typically meet the requirements of Section 1 are in particular:

- Junior Lean Manager,
- Junior Project Manager,
- Junior Developer,
- Junior Manager Quality,
- Junior Technical Advisor,
- Junior Business Manager,
- Junior Operations Controller,
- Junior Product Manager,
- Junior Process Manager.

### **§ 3**

#### **Proof of eligibility for this specific Degree Program**

<sup>1</sup>Only those applicants who have completed a Bachelor's degree in accordance with § 2 Article 1 Section 1(1) with an overall minimum grade of 2.5 or equivalent, qualify for this Master's degree program. <sup>2</sup>The grading criterion in Section 1 is also met if applicants can provide proof of belonging to the top 50 percent of graduates in their prior degree program.

### **§ 4**

#### **Degree Program Objectives**

<sup>1</sup>The degree program is intended to provide the graduates listed in § 2 Article 1 Section 1 (1), after their first professional experience the tools to optimally and efficiently implement future company requirements in supply chain or production. <sup>2</sup>The graduates of the degree program shall be able to take up specialist and executive positions in supply chain management (SCM) and production fields in internationally operating companies. <sup>3</sup>The degree program mainly provides in-depth knowledge of SCM as well as process- and production management. <sup>4</sup>The international orientation of this program plays an important role in the acquisition of intercultural competence.

### **§ 5**

#### **Standard Duration of Study, Program structure**

(1) <sup>1</sup> The standard duration of study for the Master's program is four semesters. <sup>2</sup>The program is structured as a full-time course.

(2) <sup>1</sup> The Program generally comprises two compulsory internships, namely the module "Internship" with a duration of 900 hours (30 credits) and the module "Master's Thesis" with 900 hours (30 credits). <sup>2</sup>The module "Master Thesis" can in exceptional cases be completed in another form under the prerequisites of § 8 Article 3. Lecturers of Hof University of Applied Sciences will supervise and provide technical guidance to the students during their tenure of mandatory internship.

### **§ 6**

#### **Modules**

(1) <sup>1</sup>The modules required for passing the master's examination, type and scope of the courses, types of examination including the time allotted for the completion of written exams and the evaluation according to the European Credit Transfer System (ECTS) are specified in the Appendix. <sup>2</sup>Teaching and examination language

is generally English. The teaching and examination language for the modules "German..." is German. For the modules "Internship" and "Master Thesis", students may choose to use German entirely or partly as the language of instruction and examination, however the choice of the language of instruction requires the agreement from the internship company concerned.<sup>3</sup>In the case of elective modules, which can be chosen from the range of other study programs, the teaching and examination language is determined by the regulations of the corresponding study and examination regulations.

(2) <sup>1</sup>Study and examination of the module "Internship" require the acquisition of 50 credits in the master's program. <sup>2</sup>Students who wish to complete this module at a company or at a company location in the German-speaking regions must also have proof of German proficiency at level B1 of the CEFR before starting the module; §2, Article 1 Section 2 shall apply accordingly. <sup>3</sup>A proof pursuant to Section 2 is not required if the university entrance qualification or a university or equivalent degree has been acquired in German or if the company in question informs the examining board in writing that the internal and external communication with the student during the internship would not be in German or only to minor extent in German.

(3) <sup>1</sup>For students who have neither acquired their university entrance qualification nor a university degree or equivalent qualification in German, the modules "German A2" and "German B1" are compulsory, unless they provide the examination board with evidence of German language skills at least at level A2 of the CEFR. <sup>2</sup>If they have German language skills at this level, they must complete the module "German B1" and one compulsory elective module of their choice; if they have German language skills at least at level B1 of the CEFR, they must complete two compulsory elective modules of their choice, whereby access to the modules "German C1.1" and "German C1.2" requires proof of German language skills at least at level B2 of the CEFR. <sup>3</sup>In all other cases, two elective modules must be selected. <sup>4</sup>Students who have obtained their university entrance qualification or a university degree or equivalent degree in German cannot select the modules "German ...".

(4) In addition to those listed in the Appendix, electives from other ifw master's course may also be chosen, provided the student fulfills the admission requirements specified in § 2 Article 1 Section 1 (1) and (2) of the relevant study and examination regulations.

(5) <sup>1</sup>Students are not entitled to being offered all the elective modules. <sup>2</sup>The offered courses shall be laid out in the curriculum by the Ifw Scientific Advisory Board, taking into account the demand and the capacities as well as the requirements of an efficient use of the available resources in agreement with the Examination Board.

## **§ 7**

### **Module Handbook, Study Plan**

(1) <sup>1</sup>The Institute for Continuing Education of the University of Applied Sciences Hof provides a module handbook. <sup>2</sup>The module handbook defines the teaching content and learning objectives of the modules in detail. <sup>3</sup>In addition, it contains, in particular, a detailed provision on the examinations listed in the Appendix. <sup>4</sup>Furthermore, the module handbook shall describe the workload of the students, the recommended prerequisites for participation and the usability of the modules. It shall give indications for the preparation and post-processing of the teaching and examination material, determine the duration of the modules as well as the frequency of the courses. <sup>5</sup>If the same module is offered several times in a semester, the module handbook determines the criteria for the distribution of students on the courses offered.

(2) <sup>1</sup>In addition, the Institute for Continuing Education of the Hof University of Applied Sciences provides a study plan. <sup>2</sup>The study plan provides detailed information about the courses offered by the institute and the recommended course of study.

(3) <sup>1</sup>The module handbook and study plan are approved by the Scientific Advisory Board of the Institute for Continuing Education of the University of Applied Sciences Hof in agreement with the Examination Board and

are to be published by the University. <sup>2</sup>The announcement of new regulations must take place latest by the beginning of the semester, in which the regulations are to be applied for the first time.

## **§ 8**

### **Master's Thesis**

- (1) In the master's thesis, students shall demonstrate their ability to apply the knowledge acquired during their studies in an independent application-oriented scientific work to solve a holistic technical problem.
- (2) <sup>1</sup>In principle, the master's thesis serves to deal with a concrete operational problem and is therefore prepared within the framework of a special related internship. <sup>2</sup>This consists of 900 hours (30 credits).
- (3) Upon request, notwithstanding with Section 2 the examination board may permit the Master's thesis to be written independent of a concrete operational problem and therefore outside an internship, provided that the practical relevance of the thesis is nevertheless ensured and the topic is suitable for a particular theoretical specialization.
- (4) The time from the proposal of the topic of the master thesis to the submission is six months.

## **§ 9**

### **Academic Degree**

Based on the passing of the master's examination Hof University of Applied Sciences awards students a Master of Business Administration and Engineering (M.B.A.and Eng) degree.

## **§ 10**

### **Examination Board**

<sup>1</sup>The Institute for Continuing Education of the Hof University of Applied Sciences establishes an examination board for the full-time master's degree program in Operational Excellence. <sup>2</sup>The examination board consists of a chairperson and two further members. <sup>3</sup>The members of the examination board are elected by the Scientific Advisory Board of the Institute for Continuing Education of the University of Applied Sciences Hof.

## **§ 11**

### **Coming into force**

*The original rules have not been reproduced as they are no longer of significance for the applicability of the present version. This version is effective from 1st October 2019.*

### Appendix (for § 6 Section 1)

1	2	3	4	5
Module groups and numbers	Module	Credits	Course type	Examination
<b>Basic modules</b>				
1	Applied Economics and Research on German Market	5	SU, Ü	KI90
2	Communication and Negotiation Skills	5	SU, Ü	KI90
3	Leadership and Change Management	5	SU, Ü	Präs20 with concept paper
4	Strategic and Financial Framework	5	SU, Ü	Koll25
5	Internship	30	Pr	PrB
6	Master's Thesis	30	Pr	AA
<b>Core modules</b>				
7	Factory Planning and Engineering	5	SU, Ü	KI90
8	Production Process Excellence	5	SU, Ü	StA with Koll25 <sup>1</sup>
9	Quality Management	5	SU, Ü	KI90
10	Supply Chain Management	5	SU, Ü	mdIP20
11	Industry 4.0/ Data Management (Data Processing, Data Collection and Data Transport)	5	SU, Ü	KI90 <sup>2</sup>
12	Production Execution and Logistics	5	SU, Ü	KI90
<b>Compulsory elective modules</b>				
13	Information and Process Management	5	SU, Ü	KI90
14	Corporate Strategy and Controlling	5	SU, Ü	KI90
15	Project Management	5	SU, Ü	KI90
16	Procurement Management and Risk Management	5	SU, Ü	KI90
17	Industrial Marketing and Sales Strategies	5	SU, Ü	KI90
18	Recent Trends in Operational Excellence	5	SU, Ü	P <sup>3</sup>
19	German A2	5	SU, Ü	KI90 and mdIP15 <sup>4</sup>
20	German B1	5	SU, Ü	KI90 and mdIP15 <sup>4</sup>
21	German B2.1	5	SU, Ü	KI90 and mdIP15 <sup>4</sup>
22	German B2.2	5	SU, Ü	KI90 and mdIP15 <sup>4</sup>
23	German C1.1	5	SU, Ü	KI90 and mdIP15 <sup>4</sup>
24	German C1.2	5	SU, Ü	KI90 and mdIP15 <sup>4</sup>

**Annotations:**

<sup>1</sup> Admission to the exam requires 75% attendance during the course.

<sup>2</sup> Admission to the exam requires 80% attendance for the tutorial (Übung).

<sup>3</sup> KI90, CP90, StA (also with Präs15) or Ref30. The details are stated in the module handbook.

<sup>4</sup> Admission to the exams requires 75% attendance during the course.

**Translation of Abbreviations:**

AA	Final Thesis
CP	Computer aided Exam*
KI	Written Exam*
Koll	Seminar* (Presentation of approx. 15 minutes with subsequent questions on the subject of the presentation)
mdIP	Oral Examination*
P	Examination
Pr	Internship
PrB	Internship Report (not graded, but evaluated as “successfully completed” or “not successfully completed”)
Präs	Presentation* (PPT)
Ref	Presentation*
StA	Course Assignment <sup>+</sup>
SU	Lecture or seminar
Ü	Tutorial (Übung)

\* With indication of the examination duration in minutes.

<sup>+</sup> Regular processing time 50 hours, when combined with seminar 40 hours.