

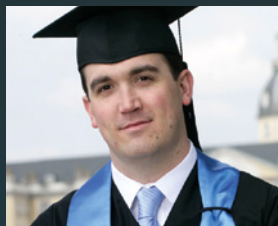
Production and Operations Management

Executive Master's Program
**Global Production, Digital Transformation
in Supply-Chain-Management and Logistics**



Become a HECTOR School Master

Leadership Know-How for Demanding Careers



»HECTOR School embodies international and cultural reach – aligned to our global marketplace, as well as, combines theory with practice – resulting in a new way of management thinking, and techniques to foster excellence. HECTOR School taught me how to think differently as a manager, and provided me with tools to support current and future successes of my company.«

David J. Judge

Alumnus of Intake 2007



»I have lively memories of my application interview for the HECTOR School and Prof. Kai Furman's promise: "We will make you push your limits." An inspiring international environment, people from different industries and working fields, and the link to a state-of-the-art understanding of production and logistic systems provided me with a solid basis for the progression of my professional career. A challenging and enriching experience – promise kept!«

Stefan Oehmke

Alumnus of Intake 2008

Voices



More Alumni

Executive Master's Program

Production and Operations Management

**STRATEGY & PEOPLE OPERATIONS RESEARCH
DECISION & RISK QUALITY MANAGEMENT
SMART MANUFACTURING & AUTOMATION
INDUSTRY 4.0 LIFECYCLE MANAGEMENT
PRESCRIPTIVE ANALYTICS SUPPLY NETWORK
MANAGEMENT FINANCE & VALUE SUPPLY
CHAINS VIRTUAL ENGINEERING INTERNATIONAL
PRODUCTION DISTRIBUTION NETWORKS
INNOVATION & PROJECTS COMPUTER
SCIENCE DIGITAL TWIN MARKETING & DATA**



Production technology and supply chain topics shape the future of the manufacturing industry. Major developments in the context of industry 4.0 require highly qualified engineers with comprehensive knowledge of state-of-the-art technology and methods to successfully realize innovative concepts. Only a multi-disciplinary approach can meet the requirements of today's interconnected flow of data, products, and money in production and logistics.

Graduates of the Master's program Production & Operations Management (POM) are able to analyze and optimize the efficiency of value-added processes within the operation of production and service systems. They can understand and analyze service and production processes, capture and formally describe requirements, frame boundary conditions and targets and achieve a targeted improvement by means of the skills they acquired in the master program concerning production management with a special focus on production processes, information technology, logistics and human resources as well as on the technical methods and tools required.

Program Directors



Prof. Dr.-Ing. Kai Furmans

Institute for Material Handling and Logistics, KIT

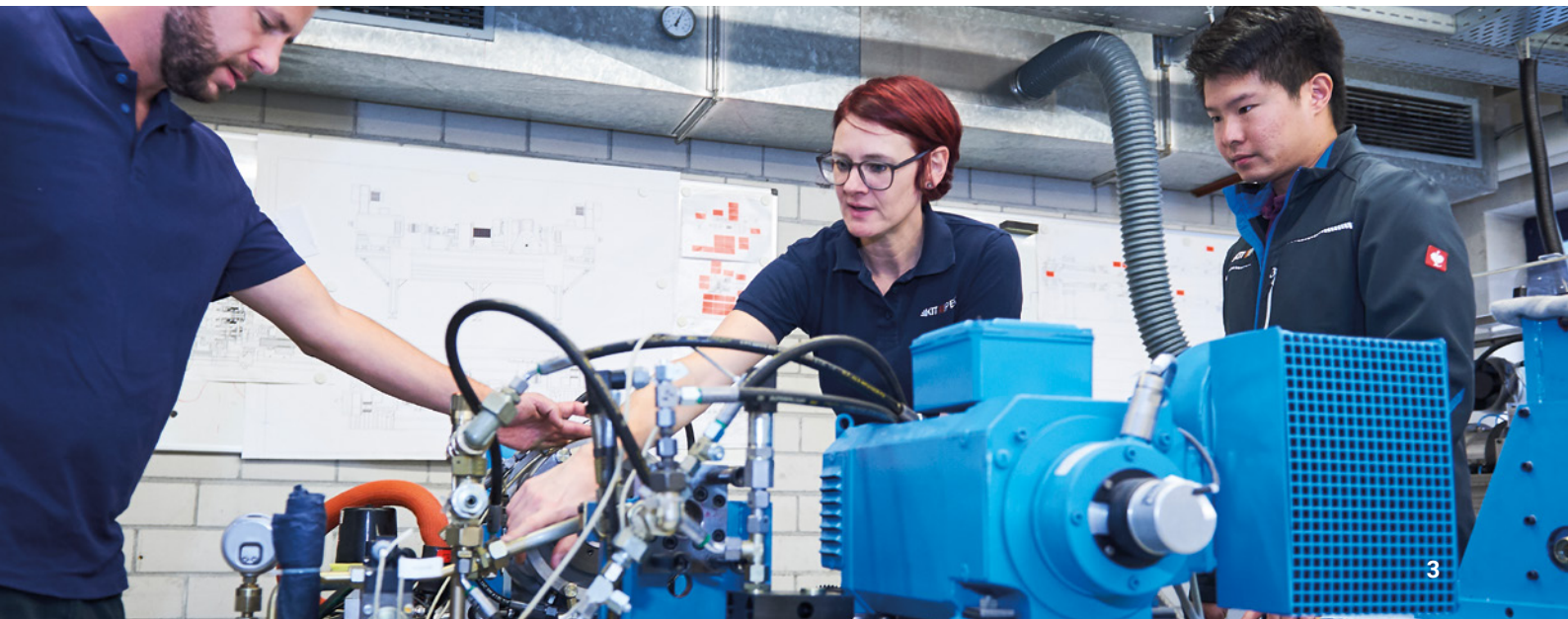
Prof. Dr. Stefan Nickel

Institute of Operations Research, KIT

The graduates are familiar with state-of-the-art concepts and methods and are able to apply them in problemsolving and to further develop them. Methods and techniques in conjunction with decision making are especially focused on in Operations Management.

In addition, graduates can identify the possibilities and limitations of formal methods and models as well as the challenges that represent the transmission between the modeled world and reality and handle them in a solution-driven way. Given that the flow of data, products and money are closely interconnected in production and logistics nowadays, graduates are able to solve problems by taking these three factors into account and applying multi-disciplinary solution approaches.

Furthermore, the master program shares five management modules with the other master programs. This fosters networking across industries and provides the participants with general knowledge in finance, accounting, marketing, international multiproject management, international law, and human resource management. In this way, they can consider the commercial implications of project decisions and develop a holistic view.



Set the Agenda for Innovation, Automation, Optimization, and Globalization



»The design and operation of production systems and supply chains is undergoing rapid change. Driven by new technology, as reflected by industry 4.0, the education of the past is no longer sufficient to guide companies through the changes. A master in POM equips participants with

the necessary competences, bridging the gap between up-to-date theories and advanced technologies.«

Prof. Dr.-Ing. Kai Furmans

Institute for Material Handling and Logistics, KIT | Program Director POM

EM 1: Collaborative Engineering in Production and Operations Management

Industrial management and engineering has a holistic character. So far, industrial engineering has been aimed at integrating man, material, equipment, and funds in production systems. Now, activities also focus on IT and technology infrastructure to control complex systems. Hence, the industrial engineer concept has expanded to include the concept of a "knowledge worker" in addition to an "efficiency expert" and "productivity expert".

Today, industrial engineering also deals with the development, optimization, installation, and management of holistic systems, consisting of man, materials, and infrastructure, for any type of production or service. This module enables graduates to understand all necessary concepts and underlying methods of industrial management. It focuses on deterministic and stochastic operations research, which is of great help for the planning process of logistic systems (modeling, simulation, etc.) as well as IT concepts and tools that accompany the product life cycle management process during the interface of product development and production.

EM 2: Digital Engineering Ecosystems

IT support for production systems is an essential part of state-of-the-art production systems. Virtual engineering, e.g., is the early, continuous, integrated support of the development process with regard to the adjustment, evaluation, and concreteness of the development results from all partners with the help of virtual prototypes.

Modern production and logistic systems strongly depend on an appropriate IT support during the complete lifecycle. Therefore, this module focuses on understanding, generating, and analyzing models from various domains. On this basis, evaluation and optimization methods are applied to new problems and extended. Methodological competences are combined with scientific work in the areas of product lifecycle management, simulation like digital twin and optimization.

| | |
|-------------|--|
| EM 1 | Collaborative Engineering in Production and Operations Management |
| Courses | Industrial Services, Data Structure and Algorithms for Intelligent Engineering, Operations Research: Decision Making with Linear Models & Networks, Processes, Resources, and Systems in Industrial Engineering |
| EM 2 | Digital Engineering Ecosystems |
| Courses | IoT Solutions for Product Lifecycle Management (PLM), Stochastic Models of Manufacturing Systems, Simulation of Production Systems and Digital Twin, Operations Research: Decision Making with Discrete & Nonlinear Models |
| EM 3 | Modern Operations Management for Supply Chain Networks |
| Courses | Production Engineering, Strategic Supply Network Management, Human Factors & Ergonomics, Technologies of Distribution Networks |
| EM 4 | Networks of Supply & Production Systems |
| Courses | Supply Network Management: Inventory Management in an Uncertain Environment, Information Technology for Logistic Systems, Global Production, Operational & Tactical Supply Network Management |
| EM 5 | Global Production & Distribution Systems |
| Courses | Quality Management, Supplier Management, Smart Manufacturing & Automation with Industry 4.0 |

| | |
|---------------------|--|
| Crash Course | Probability and Statistics |
| | We highly recommend all applicants to participate in the course to update the technical knowledge, as it might be the crucial factor for a successful degree at the HECTOR School. |

Curriculum may be subject to change.

Engineering Modules (EM)

State-of-the-Art Expertise in Production Systems & Supply Chains

EM 3: Modern Operations Management for Supply Chain Networks

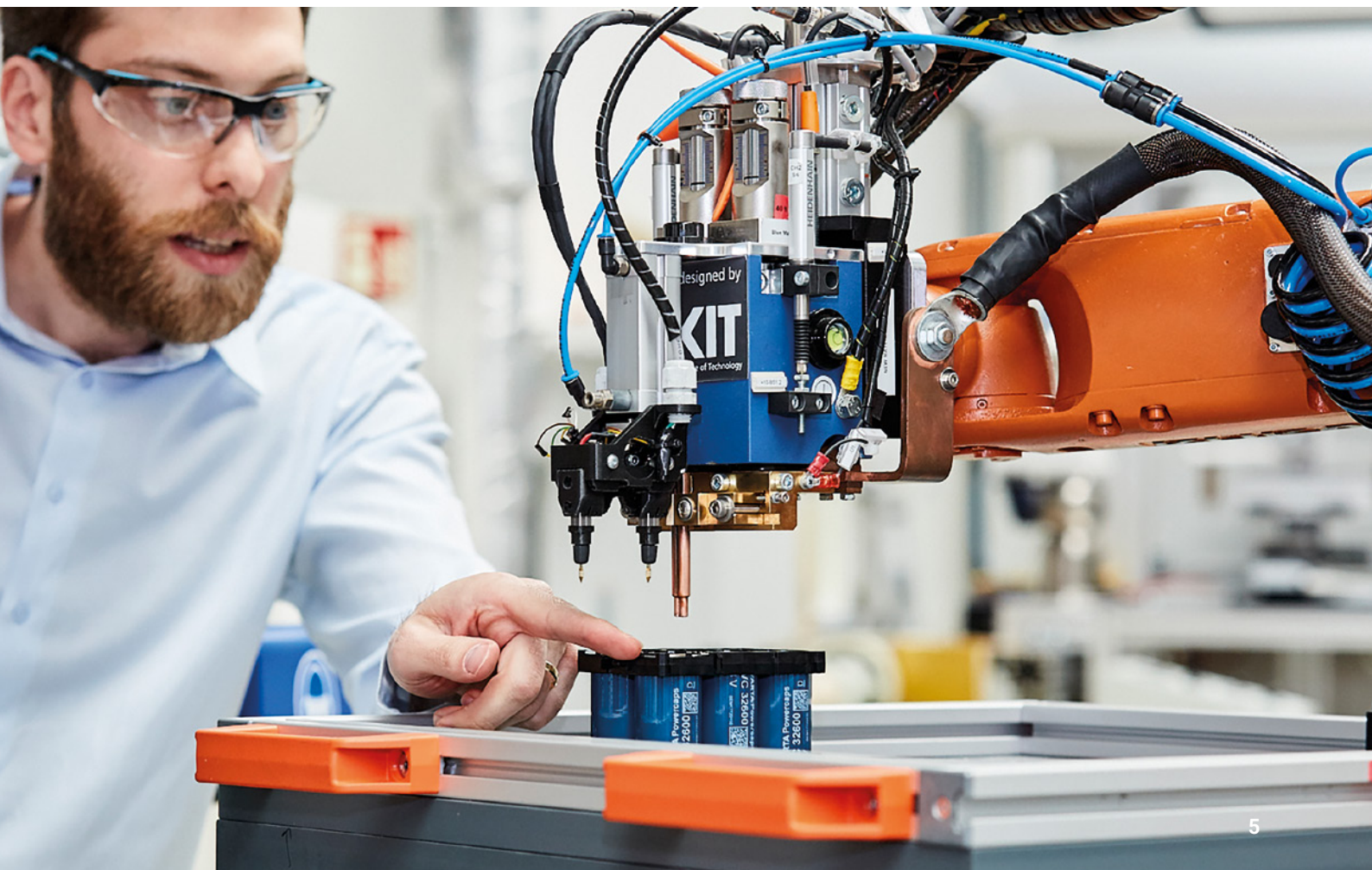
The ever-growing integration and globalization of production structures has led to the increasing importance of logistics for cost and performance development in operations networks. The design phase of products and processes is followed by the operations phase. Consequently, module EM3 focuses on the further development of the corresponding skills and competences in this field. Participants are to enhance their knowledge in order to be able to understand production and supply chain management taking into account human resources.

At the same time, mapping the physical world onto the world of controlling has to be understood. On this basis, this module concentrates on applying the lessons learned as well as on the further development of the methodology and its integration in the teamwork at the production company.

EM 4: Networks of Supply & Production Systems

Today's competitive environment regarding supply chains has dramatically changed. Emerging economies such as China have become key players and have changed the view on modern network systems. Supply Chain Management plays a key role in Production & Operations Management. Having understood the individual objects in the added value chain, these have to be combined in the supply chain. This includes the internationalization of values added processes, their distribution to physical and dispositive processes as well as methods for their planning and control.

Therefore, new models have to be generated and existing models need to be further developed and adapted. Multi-disciplinary analysis of the production logistics point of view and its mathematical modeling are of particular significance. In this way, the participants can derive profound statements relating to the performance of novel network structures.



Engineering Modules (EM)

International Module in China



Global Education for Global Players

EM 5: International Module in China – Global Production & Distribution Systems

Made in China is becoming more and more important for companies operating globally. In 1990, China produced less than 3% of global manufacturing output by value. Nowadays its share is nearly a quarter. The white heat of China's ascent-formed supply chains that reach deep into South-East Asia. Global players therefore continually extend their production sites in China. At the same time, the demand for engineers with highly developed technological know-how and the ability to meet the different on-site requirements is rapidly growing.

Due to this, the final engineering module takes place in Suzhou and Shanghai (China) in cooperation with GAMI and AMTC. It includes the compact transfer of knowledge in the form of lectures, case studies as well as excursions and company tours. The latter will provide participants with profound insights into the practical implementations in a Chinese production environment. The module does not only provide state-of-the-art knowledge transfer on-site, but also allows the useful exchange with professionals and executives working in China.



Management Modules (MM)

Economic Know-How for Successful Managers

Big Picture Management Modules

Management is becoming increasingly complex and networked in data-driven companies (INFORMATION). Therefore, engineers and managers must obtain a holistic understanding of all corporate divisions to be able to make complex decisions (DECISIONS & RISK), see innovation as an integrated system (CORPORATE INNOVATION & INTRAPRENEURSHIP) from the perspective of the market (MARKETING), the employees (STRATEGY & PEOPLE), and the company (FINANCE & VALUE).

All Master's Programs share five management modules conveying the latest theories and methods in management. Participants from different branches and international locations can exchange their expertise, discuss current technological and commercial challenges from different viewpoints and build up a sustainable network of peers.

MM 1: Marketing & Information

Many of today's most successful businesses excel in satisfying customer needs because their decisions are based on data instead of good feeling. This is what this module is about: One focus is on how to use data for designing customer solutions (and get paid according to their value) and the other focus is a more general one at issues surrounding the use of (big) data for business decision-making.

MM 2: Finance & Value

Modern corporate governance is based on the creation of values. In the Finance & Value module, students learn essential methods of measuring, processing, and communicating the value added by corporate decisions that enable effective planning, management, and monitoring of corporate activity and corporate units. External value-based communication makes it possible to win stakeholders who are committed to the company over the long term.

MM 3: Decisions & Risk

Management implies making decisions. A valid data warehouse forms the basis for these decisions. The aim of this module is to give students a toolkit of various quantitative decision-making models so that the possibilities and limitations of methodical decision-making support (among others also optimization methods) can be used efficiently in the day-to-day running of projects.

MM 4: Innovation & Projects

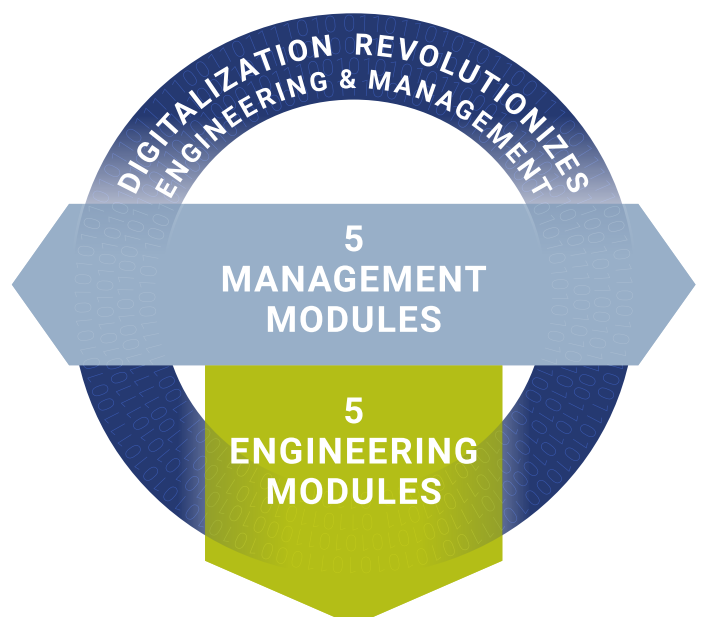
Numerous paradigm shifts are currently being driven by the development and extensive use of new technologies. Profound changes in rapidly changing markets flow directly from this. Consequently, apart from classic project management, new management tools and methods are required because agility and innovation are some of the success factors in the current business climate. The module thus focuses on one of KIT's unique selling points: technology-driven innovation.

| | |
|---------|--|
| MM 1 | Marketing & Information |
| Courses | Data Driven Marketing, Information Systems Management, Big Data Methods, Legal Aspects of Information |
| MM 2 | Finance & Value |
| Courses | Management Accounting, Sustainability, Strategic Financial Management, Case Studies |
| MM 3 | Decisions & Risk |
| Courses | Decision Modeling (+Computer Tutorials), Risk Aware Decisions (+Case Studies+Finance), Interactive Decisions, Robust and Stochastic Optimization |
| MM 4 | Innovation & Projects |
| Courses | Technology Driven Innovation, International Intellectual Property Law, Project Management, Multi-Project Management in an International Setting |
| MM 5 | Strategy & People |
| Courses | Strategic Management, Managerial Economics, Business Organization and Corporate Law, Strategic Human Resource Management, Leadership and Conflict Management |

Curriculum may be subject to change.

MM 5: Strategy & People

The key to corporate success lies in the correct strategy. But how do you recognize opportunities, develop a viable concept, and successfully implement it? In times of scarce human capital, it is more important than ever before to ensure employees are a perfect fit for their position and to motivate them to implement the strategy together. The module imparts state-of-the-art management techniques and know-how on evidence-based human resources management, people analytics, and leadership approaches.





Technology & Management Know-How

Quality Made by the Karlsruhe Institute of Technology (KIT)

The HECTOR School is the Technology Business School of the Karlsruhe Institute of Technology (KIT). It is named after Dr. Hans-Werner Hector, one of the co-founders of SAP SE.

The school aims to provide professionals with state-of-the-art technological expertise and management know-how within part-time education programs. The HECTOR School fosters lifelong learning within industry. Participants are supported in their career development with executive Master's degree programs, certificate courses, and customized partner programs.

The benefits of the executive Master's programs are numerous for participants as well as for the companies they work for:

- **Unique Holistic Approach:** A combination of technology expertise and management know-how.
- **State-of-the-Art Knowledge:** Direct transfer from the Karlsruhe Institute of Technology (KIT) research.
- **Part-Time Structure:** Allows participants to continue with their demanding careers whilst acquiring new skills.
- **Master Thesis to set up Innovation Projects:** Companies gain outstanding added value through the consultation of such projects by professors from KIT.
- **Excellent Networking Opportunities:** Professional networking is fostered across industries and on an international scale.

Portrait of the



HECTOR School



Employability Ranking 2022

#1

#10

#46

Germany

Europe

Worldwide

Executive Education @HECTOR School

Technology Transfer & Innovation

from the internationally renowned university - the KIT.

Power of Networks

benefit from a comprehensive professional network of academics and industry partners worldwide.

Part-Time Programs

allow for simultaneous work and study for participants and their companies.

Management & Engineering

combined makes our programs unique

and ensures long term sustainability and competitiveness.

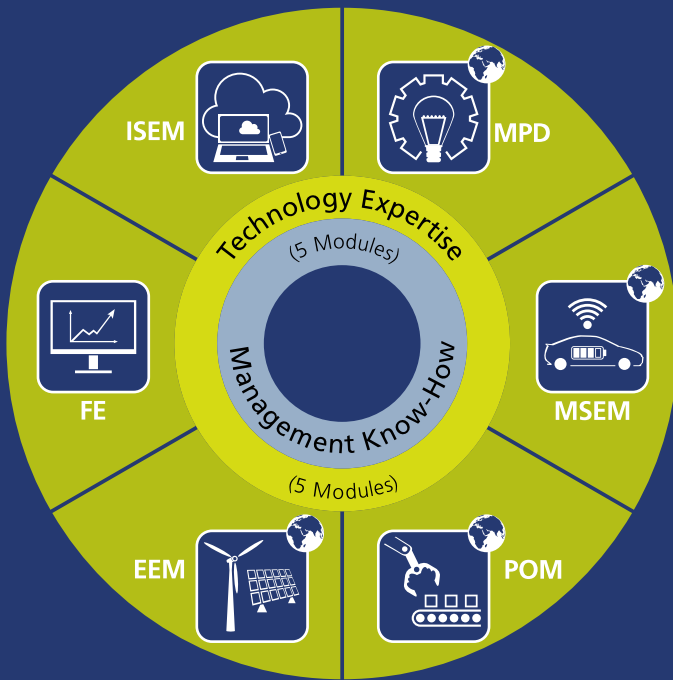
4 REASONS

for the Technology Business School of the KIT




Executive Master of Science Programs

Cutting Edge Technology Combined with the Latest Management Expertise



- EEM** Energy Engineering & Management
- FE** Financial Engineering
- ISEM** Information Systems Engineering & Management
- MPD** Management of Product Development
- MSEM** Mobility Systems Engineering & Management
- POM** Production & Operations Management

 = including module at another international location

Key Facts

Part-Time Master’s Program, English-Taught, Duration of 20 Months

Academic Degree

Master of Science (M.Sc.) from the KIT

Accreditation

The KIT is system-accredited by AAQ.



All HECTOR School Master’s Programs are accredited by the internal quality assurance system of the KIT.

Admission Requirements

A first academic degree: e.g. Bachelor, Master or Diploma

At least 1-2 years work experience (depending on the level of the first degree, recommended > 3 years)

If English is not your mother tongue nor has it been the language of instruction for the last five years, language proficiency is required, e.g. test certificate (e.g. TOEFL score of at least 570 PBT; 230 CBT; 90 iBT or IELTS at least 6,5 points) or appropriate proof of C1 level.

Program Structure

Part-time, 10 x 2-week modules

Duration of approx. 20 months

Master thesis = project work in the company

5 Engineering and 5 Management Modules

Teaching language: English

Yearly program start: October

Academic Calendar

Job-Compatible Format and an Ideal Work-Study Balance

| September 2024 | | | | | | | October 2024 | | | | | | | November 2024 | | | | | | | December 2024 | | | | | | | | |
|----------------|-----|-----|-----|-----|-----|-----|---------------|-----|-----|-----|-----|-----|-----|---------------|-----|-----|-----|-----|-----|-----|---------------|-----|-----|-----|-----|-----|-----|----|----|
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| | | | | | | 01 | | 01 | 02 | 03 | 04 | 05 | 06 | | | | | | 01 | 02 | 03 | | | | | | 01 | | |
| 02 | 03 | 04 | 05 | 06 | 07 | 08 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | | |
| 09 | 10 | 11 | 12 | 13 | 14 | 15 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | EM1 | 12 | 13 | 14 | 15 | 16 | 17 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | | |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | | |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 | 28 | 29 | 30 | 31 | 25 | 26 | 27 | 28 | 29 | 30 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | | | | | | |
| MM1 | | | | | | | | | | | | | | | | | | | | | | 30 | 31 | | | | | | |
| January 2025 | | | | | | | February 2025 | | | | | | | March 2025 | | | | | | | April 2025 | | | | | | | | |
| Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | | |
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| 06 | 07 | 08 | 09 | 10 | 11 | 12 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | | |
| MM2 | 14 | 15 | 16 | 17 | 18 | 19 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | | |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 | EM2 | 18 | 19 | 20 | 21 | 22 | 23 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | | |
| 27 | 28 | 29 | 30 | 31 | 24 | 25 | 26 | 27 | 28 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 28 | 29 | 30 | | | | | | | | | | |
| | | | | | | | | | | | | | | MM3 | | | | | | | | | | | | | | | |
| May 2025 | | | | | | | June 2025 | | | | | | | July 2025 | | | | | | | August 2025 | | | | | | | | |
| Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | | |
| | | | 01 | 02 | 03 | 04 | | | | | | | 01 | | | 01 | 02 | 03 | 04 | 05 | 06 | | | | | | 01 | 02 | 03 |
| 05 | 06 | 07 | 08 | 09 | 10 | 11 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | | |
| EM3 | 13 | 14 | 15 | 16 | 17 | 18 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | EM4 | 15 | 16 | 17 | 18 | 19 | 20 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | | |
| 26 | 27 | 28 | 29 | 30 | 31 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 28 | 29 | 30 | 31 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | |
| | | | | | | | 30 | | | | | | | | | | | | | | | | | | | | | | |
| September 2025 | | | | | | | October 2025 | | | | | | | November 2025 | | | | | | | December 2025 | | | | | | | | |
| Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | | |
| 01 | 02 | 03 | 04 | 05 | 06 | 07 | | | 01 | 02 | 03 | 04 | 05 | | | | | | 01 | 02 | MM5 | 02 | 03 | 04 | 05 | 06 | 07 | | |
| MM4 | 09 | 10 | 11 | 12 | 13 | 14 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | | |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | | |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 | EM5 | 21 | 22 | 23 | 24 | 25 | 26 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | | |
| 29 | 30 | 27 | 28 | 29 | 30 | 31 | | | | | | | | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 29 | 30 | 31 | | | | | | |

- Welcome Event
- MM Management Modules
- EM Engineering Modules
- Exams

Please note: Dates are subject to change.

The academic calendar for each program starts annually in October. It consists of 10 modules, each with a duration of 2 weeks.

All programs conclude with a **Master Thesis**:

>> 9 months project work **MPD, POM, MSEM, EEM**

>> 6 months project work **ISEM, FE**

Intake
2024

Our Programs



Course Guide Book



Timetable



HECTOR SCHOOL

OF ENGINEERING & MANAGEMENT

Do you have questions? We are looking forward to assisting you.



International Department of the Karlsruhe Institute of Technology (KIT) gGmbH

Schlossplatz 19 | 76131 Karlsruhe/Germany

Phone +49 (0)721-608 47880

Fax +49 (0)721-608 47882

E-mail info@hectorschool.kit.edu

Web www.hectorschool.kit.edu

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