

Project description

Title: German-Ukrainian Master Program in Logistics - GUMLog

Partner country: Ukraine

Project duration: 48 Months (01.01.2016 - 31.12.2019)

Total budget amount: € 465.947,35 (DAAD-Funding: € 280,000.00)

Applicant

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Other formless attachments:

1. Copies of cooperation agreements between universities (KNEU, ONMU+UNUH are in progress)
2. Table project overview
3. Confirmation of the head of the University of Bremen about the approval of the application

1. Project goals: Outcomes and Outputs

The main goal of the project “German-Ukrainian Master Program in Logistics” is a reciprocal development of curricula and establishment of master program in logistics in accordance with local context in Ukraine and in correspondence to the state-of-the-art in transport and logistics (Outcome 1).

In the course of project, the German side, represented by the Chair in Maritime Business and Logistics, the University of Bremen, will further enrich the expertise in development activities work with the developing country of Ukraine in the field of education in logistics (Outcome 2). This development work and its results are considered to be - in a long-term - a decisive contribution to the sustainable regional development of Ukraine in accordance to the Strategy on Sustainable Development “Ukraine 2020”, adopted in January 2015.

Furthermore, due to the open character of the proposed educational collaboration, the project consortia is strongly interested in permanent involvement of other institutions from academic and business world of logistics as well as appropriate representatives from administrative level to launch a long-term Ukrainian-German network of interdisciplinary-characterized experts in transport and logistics issues (Outcome 3).

The Outcome 1 is the main impact of the project, and the Outcomes 2 and 3 are so-called side-impacts generated through the achievement of project results, or so-called outputs. The relation within the interacting feedback loop of outcomes and outputs is shown in Figure 1 below.

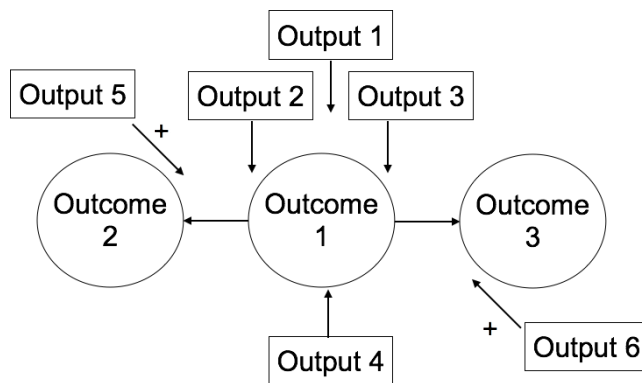


Figure 1 Interacting feedback loop of outcomes and outputs

After the finalization of the project “German-Ukrainian Master Program in Logistics” the following six results will be available.

Output 1: Old and new curricula subjects are analysed and developed based on mutual learning and with consideration of local logistics market needs and in accordance with the latest state-of-the-art in the thematic field.

Output 2: Teaching staff gained soft skills and knowledge on the relevant technical and teaching qualifications.

Output 3: Structural conditions have been created for the joint international master program at each university of project consortia in a dialogue with the responsible administrative interface at university, local and national level.

Output 4: Existed contacts within project consortia are enlarged and consolidated.

Output 5: North-Center-South dialogue within consortia and North-Center-South cooperation environment with external actors has been continuously growing since the project begin.

Output 6: Additional funding programs have been acquired.

2 Indicators of outcomes and outputs

Indicators of outcomes and outputs are defined using the SMART-criteria as shown in Table 1 below. The table summarizes the indicators on outcome level.

Table 1 Indicators on output level

Outcome	No	Program indicator	
Outcome 1 Master program is developed in line with local context and actual state-of-the-art	1.1	Qualitative aspects like	
	1.1.1	Thematic specialization	
		1.1.2	Case studies connected to local logistics environment
		1.1.3	Actual trends
		1.1.4	Contribution from external industry experts
		1.1.5	Development aspects like sustainability, green concepts and resource efficiency
	1.2	Knowledge transferred by	
	1.2.1	Personal communication	
		1.2.2	Web-based communication
	Outcome 2 Expertise in development activities is gained by German side	2.1	Collaboration on topics incorporating
2.1.1		Sustainable development strategy "Ukraine 2020"	
		2.1.2	Green logistics concepts
		2.1.3	Energy efficiency approaches
		2.1.4	Best practices of governance for logistics clusters in transition economies
		2.1.5	Social sustainable supply chain management issues
		2.1.6	Impact of logistics on the sustainable regional development
		2.1.7	Regional characteristics of Kiev, Uman and Odessa as logistics systems
2.2		Triple helix collaboration with three types of external institutions, including	
2.2.1		Academia (Type: other universities, research institutions, etc.)	
		2.2.2	Administration (Type: ministries, associations, local administration, etc.)
		2.2.3	Industry (Type: actors within global, national and local supply chains)
2.3		Quadruple helix - inclusion of Ukrainian society into project activities	
Outcome 3 A long-term Ukrainian-German network in transport and logistics is established	3.1	Number of network participants since begin of the project, differentiated by	
	3.1.1	Status (new/old)	
		3.1.2	Geographical dimension (North-Center-South)
		3.1.3	Share of external participants
		3.1.4	Thematic key areas
	3.2	Network activities	
	3.3	Consolidation & visibility of network through	
	3.3.1	Acquisition	
		3.3.2	Research activities
		3.3.3	Licensing of curriculum
		3.3.4	Engagement of guest professors
3.3.5		Post-project collaboration at joint licensed program	
3.3.6		Trainings offered to local logistics companies	

Indicators of outputs are defined using the SMART-criteria as shown in Table 2 on next page.

Table 2 Indicator on results' level

Output	No	Indicator on output level	Goal	
Output Curricula subjects analysed developed.	1	1.1	Quantitative characteristics, differed by	
		1.1.1	New or improved subjects	Max. 40 %
		1.1.2	Subjects in regard to the logistics market demand analysis	100 %
		1.1.3	Practical internship concepts	Min. 3
		1.1.4	Literature sources within last 3 years for curricula development	Min. 50 %
		1.1.5	Subjects with online-lecture in English and/or Ukrainian	Min. 4 á partner
		1.1.6	Business cases of German and Ukrainian logistics companies	Min. 5 á partner
		1.1.7	Practical exercising using simulation software (AnyLogic, SIMUL8, etc.)	1 á partner
		1.1.8	Integrated web-based interfaces (learning cards tools, wiki, etc.)	1 á subject
	1.1.9	Innovative teaching technologies: role games, open cafe, etc.	1 á subject	
	1.2	Qualitative characteristics		
	1.2.1	Share of contribution by partner	25 %	
	1.2.2	Standardized feedback from students & companies & administration	Always	
Output Teaching staff has gained soft skills and knowledge on the relevant technical and teaching qualifications.	2.1	Subjects as identified training needs and offers	Max. 5 á partner	
	2.2	Knowledge transfer through		
	2.2.1	Personal visits	min. 1 á year	
	2.2.2	Type of events (workshops, conferences, summer schools, train-the-trainer, working meeting, academic excursions, guest lectures, etc.)	Min. 2 á year	
	2.2.3	Participated / educated (postgraduate) students (man/women)	Min. 50%	
	2.2.4	Participated professors (man/women)	Max. 50%	
	2.2.5	Share of exchanged young researchers (max. 35 y.o., sex)	Min. 50%	
	2.2.6	Number of courses trained	5 á partner	
2.3	Web-based sources (video-lectures, webinars, online publications etc.)	Min. 4 á partner		
2.3	Qualitative characteristics of qualified persons	Report		
Output Structural conditions have been created.	3.1	Triple helix collaboration with three types of external institutions, including	Report	
	3.1.1	Academia (Type: other universities, research institutions, etc)	Report	
	3.1.2	Administration (Type: ministries, associations, local administration, etc.)	Report	
	3.1.3	Industry (Type: actors within global, national and local supply chains)	Report	
	3.2	Licensing of elaborated master program (ease, duration, etc.)	Report	
	3.3	Importance of educational project on university level, differed by		
	3.3.1	Visibility (e.g. on university website / internalisation strategy, etc.)	Report	
3.3.2	Ease of decision making			
3.3.3	Support with accommodation for guest students	Report		
Output Existed contacts are enlarged and consolidated.	4.1	Intensity and number of joint activities (internal/external stakeholders)		
	4.2.1	Mutual elaboration of lectures or seminars	Min. 5 á partner	
	4.2.2	Mutual trainings in companies or administration (with/without certificates)	Min. 1 á year	
	4.2.3	Ties within the engaged faculty/department/university	Report	
	4.2.4	Ties to other universities	Report	
4.2	Signed cooperation agreements with companies and other universities	1 á partner á year		
Output North-Center-South dialogue has been growing.	5.1	Number of relations within the North-Center-South, participants	Report	
	5.2	Visibility through mass & social media reports	Report	
	5.3	Intensity of dissemination by author (activity of North/Center/South core)	Report	
	5.4	Joint subjects in logistics same for North/Center/South location	Report	
Output Additional funding programs have been acquired.	6.1	Number of prepared proposals	Min. 1 á year	
	6.2	Selected and tried funding programs	Report	
	6.3	Share of successful proposals	Report	
	6.4	Companies donations	Report	
	6.5	Support by local/national administration authorities	Report	
	6.6	Applied-research projects/training with/for companies	Report	

The following Table 3 shows the overview of sub-targets of the project for each year. The detailed indicators are given in the table project overview. The form of reporting is the annual report.

Table 3 Overview of sub-targets and their indicators

2016		2017	
Project sub-target 1: Comparative analysis of qualification requirements of logistics market in Ukraine is fulfilled		Project sub-target 1: Subjects are under development	
Measures & Indicators	4	Measures & Indicators	9
Project sub-target 2: Exchange of experience and knowledge is in progress		Project sub-target 2: Exchange of experience and knowledge is in progress	
Measures & Indicators	11	Measures & Indicators	15
Project sub-target 3: Dissemination is in progress		Project sub-target 3: Dissemination is in progress	
Measures & Indicators	9	Measures & Indicators	11
Project sub-target 4: German-Ukrainian network is under		Project sub-target 4: German-Ukrainian network is under consolidation	
Measures & Indicators	7	Measures & Indicators	7
Project sub-target 5: North-Center-South dialogue is under		Project sub-target 5: North-Center-South dialogue is under development	
Measures & Indicators	5	Measures & Indicators	6
Project sub-target 6: Joint acquisition of additional funds is in progress		Project sub-target 6: Joint acquisition of additional funds is in progress	
Measures & Indicators	5	Measures & Indicators	3
2018		2019	
Project sub-target 1: Joint master program is outlined		Project sub-target 1: Master program is opened	
Measures & Indicators	8	Measures	5
Project sub-target 2: Exchange of experience and knowledge is in progress		Project sub-target 2: Exchange of experience and knowledge is fulfilled and will be continued	
Measures & Indicators	10	Measures & Indicators	13
Project sub-target 3: Dissemination is in progress		Project sub-target 3: Dissemination is fulfilled	
Measures & Indicators	8	Measures & Indicators	3
Project sub-target 4: German-Ukrainian network is under		Project sub-target 4: German-Ukrainian network is consolidated	
Measures & Indicators	10	Measures & Indicators	4
Project sub-target 5: North-Center-South dialogue is under		Project sub-target 5: North-Center-South dialogue is set	
Measures & Indicators	6	Measures & Indicators	6
Project sub-target 6: Joint acquisition of additional funds is in progress		Project sub-target 6: Joint acquisition of additional funds is in progress	
Measures & Indicators	4	Measures & Indicators	3

5. Project concept

Within the duration of four years the project partners plan to improve the quality of logistics subjects and set a master program with the approval of the Ministry of Education and Science in Ukraine as a master program at every of three universities in Ukraine. The curriculum is to be improved and partly new developed in a North-Center-South dialogue and in cooperation with the Chair in Maritime Business and Logistics at the University of Bremen.

The development of master program curricula is based on the already given subjects and competences at each university, which are listed in Figure 2 below. Figure 2 shows a subjects overview within 1,5-year master program according to Ukrainian standards. At the moment only at the Uni-UNUH there is a licensed master program in logistics. Normally, a 1,5-year master program has a workload of 90 credits according the European Credit Transfer System (ECTS) and encompasses fifteen logistics subjects: five normative-humanitarian (so-called "Others"), five normative-professional, and ten selective subjects. Depending on the needs' and offers' assessment results the consortia has to establish working groups to improve a curricula according the schematically shown relation in Figure 2: one side will be responsible for four to five subject.

Semesters

1	Normative "Others"	Normative "Others"	Subject 4	Normative "Others"	Subject 4	Normative "Others"	Subject 4	Normative "Others"
2	Subject 3	Subject 3	Subject 3	Subject 3	Practical Internship			
3	Subject 1	Subject 2	Subject 1	Subject 2	Subject 1	Subject 2	Subject 1	Subject 2

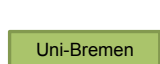

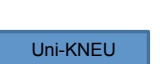

 <p>Subjects today offered: 17 Production Logistics Sourcing & Production Logistics Distribution Logistics Supply Chain Management Transport Economics Teaching Project Logistics Consumer Driven Value Networks Challenges in SC Management Innovation-oriented Logistics Cluster Operations Research Intermediate Logistics Revenue Management Managing the Global Supply Chain Advanced Seminar Logistics Teaching Project Logistics Computational Logistics Management Meso-logistics and network management</p>	 <p>Subjects today offered: 9 Warehousing Product market infrastructure Operations Management Logistics Management of international distribution channels Organizational development company Transport systems Distribution logistics Logistics management</p>	 <p>Subjects today offered: 13 Bases of Logistics Logistics Management Intermodal and Multimodal Transportation Operation Management Quality Management Risk Management in Logistics Supply Chain Management Port Logistics Logistics in Maritime Service Logistics Global Supply Chain Management International Logistics Maritime Logistics</p>	 <p>Subjects today offered: 14 International transportation Risk management in logistics Commercial logistics The information systems and technologies in logistics Management of business process in logistics Logistics consulting Logistics outsourcing Logistics infrastructure The innovation and investment technologies in logistics Transport logistics The financial flows in logistics systems Supply Chain Management Design of logistics systems Logistics management</p>
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Figure 2 Concept of joint curriculum development

Altogether there are four work packages (WP), which are under the leadership of one different partner to guarantee a balanced work distribution in consortia. Thus, WP1 Coordination & Management, led by Uni-HB encompasses a continuous coordination and management of all project activities to ensure in-time realization of set project activities. WP2 Analysis & Conceptualization, led by Uni-UNUH, includes assessments elements of Ukrainian local market needs, expectation other regional stakeholders in terms of master program, as well as assessments of training needs and offers within the project consortia. The detailed WP2 steps are described in table project overview (see attachment 2). WP3 Transfer, led by ONMU, is devoted to the design and permanent monitoring of knowledge transfer, taken place by personal and web-based contacts. A special attention will be devoted to the creation of long-term working-learning spaces at each university. This flexible and at site available learning-working environment should contribute to the speed and motivation of students and lecturer to exchange and absorb new knowledge. Finally, WP 4 Dissemination, led by Uni-KNEU is in charge of permanent communication of project results to increase the visibility of project and the size of German-Ukrainian network for transport and logistics in long-term. The dissemination implies identification of a stakeholder audience segments, compilation of contact lists, usage of variety of media.

6 Involvement of German and Ukrainian scientists

Covering different parts of Ukraine the collaboration between the Ukrainian consortia partners gives a base for a so-called North-Center-South dialogue within consortia and North-Center-South cooperation environment with external actors, especially young scientists and researchers. This dialogue and environment allow the transfer and outputs' dissemination to both centralized and decentralized external partners' institutional structures within the transition economy over two big cities in North (Kyiv), rural center (Uman), and South (Odessa).

The collaboration within the consortia and with external stakeholders is based on the principles mutual respect, and inclusion.

The project teams at each university consist of professors (1-2), lecturers (1-3), research associates (1-3), student workers, and administrative-technical staff. Each team has been formed in order to ensure the participation of different age and sex groups at the project.

An important role of the project consists in encouraging students and young researchers to absorb new knowledge in logistics. Due to this purpose, at least a half of personal exchange is devoted to young people under 35 years old. Furthermore, this goal group will be engaged in all appropriate project activities, including the permanent usage of working-learning environment to be created. Furthermore, the feedback of young generation will be continuously included into curriculum improvement.

7. Short description of cooperation history in project consortia

There is about a ten-year cooperation history between Bremen side (in the name of Prof. Dr. Hans-Dietrich Haasis), and the universities in Kyiv and Odessa. The university in Uman is a new partner resulted from the preparatory mission of Prof. Dr. Hans-Dietrich Haasis and Prof. Dr. Irina Dovbischuk in June 9-15, 2015. In the framework of this mission a range of universities, research institutions and logistics companies were visited in Kyiv, Uman, and Odessa. The possibility of joint elaboration of one master program in logistics was for the first time in detail personally discussed on 11th of June with Uni-KNEU, on 13th June - Uni-UNUH, and on 15th of June with ONMU.

Some key information on participating universities is summarized in the following Table 4. A detailed pre-history of collaboration and some specific for the elaboration of joint master program features are listed afterwards.

Table 4 Involved universities - an overview

	Uni-HB	Uni-KNEU	ONMU	Uni-UNUH
Involved institution	Chair in Maritime Business and	Chair of Marketing	Chair of Management and Marketing in Marine Transport	Faculty of Management
Founded	1971	1906	1930	1844
Cooperation since		about 2007	about 2006	2015
Students	20,000.00	20,000.00	4,000.00	6,000,00
Professors	290	200	150	263
Research associates	2300	1100	350	350
Finals degrees	Bachelor, master, legal studies, doctor	Bachelor, master, doctor	Bachelor, master, doctor	Bachelor, master, doctor
Internalisation	yes	no	yes	yes

Uni-HB: Since 1994 the Chair in Maritime Business and Logistics holds extensive experiences in the field of logistics teaching and research. Within the last years numerous projects regarding transport and logistics were acquired and realized. The comprehensive networking and perfect cooperation between the Chair in Maritime Business and Logistics and the local Research Cluster of Dynamics in Logistics - LogDynamics creates a fertile ground for the elaboration of educational curriculum in line with the state-of-the-art research in LogDynamics Research Cluster. Furthermore, the University of Bremen has a center for multimedia in education (ZMML, Zentrum für Multimedia in der Lehre), which provides a web-based platform for elaboration of online lectures and educational content for the improvement of the curriculum quality of the educational programs. The educational project will be coordinated by Prof. Dr. Irina Dovbischuk, a deputy professor and research coordinator, a native of Uman, Ukraine. In a case of positive approval of project proposal it is intended to engage one more research associate to contribute to the project fulfilment.

Uni-KNEU: The cooperation of Kiev National Economic University and the German side lasts for more than 10 years. At the beginning the cooperation took place on a personal level between Dr. Prof Irina Reshetnikova (Department of Marketing, KNEU) and Dr. Prof Axel Sell (University of Bremen, Institute for

World Economics and International Management). Dr. Prof. Irina Reshetnikova participated at the conferences, organised by Dr. Prof. Axel Sell. Besides she has organized a series of meetings for Prof. Dr. Axel Sell (Uni-HB) and Stefan Barenberg (Uni-HB) with the directors of the national companies during they stay in Kiev. Results of the in-depth interviews were included in the Stefan Barenberg (Uni-HB) thesis and articles in the scientific journals. Later on in 2008 the cooperation activities were continued with Dr. Prof. Hans-Dietrich Haasis. In 2009, by initiation of Dr. Prof. Hans Dietrich Haasis, the first cooperation agreement was signed, which allowed to organise 1 semester training of students from KNEU at the University of Bremen. During the cooperation period of three year (2010-2012) more than 10 students of KNEU studied at the University of Bremen. Furthermore, Prof. Hans-Dietrich Haasis and other professors of the University of Bremen did series of lectures for the students of KNEU during 2010-2012. In turn, lecturers from KNEU delivered lectures for students of the University of Bremen in 2010 and 2012. Due to some personal changes at both universities cooperation activities were not further developed in years 2013-2014. On March 23, 2015 the workshop on "Economic prospects for Ukraine after the Association Agreement with the EU" was organised by Dr. Prof. Axel Sell at the University of Bremen. The perspective of European integration were discussed by Prof. Dr. Axel Sell (Uni-HB), Dr. Oleksandr Sushchenko (Uni-KNEU), Stefan Barenberg (Uni-HB), Dr. Oleksandr Dyma (Uni-KNEU), Prof. Dr. Jutta Günther (Uni-HB), and Prof. Dr. Karl Wohlmuth (Uni-HB). At this workshop Prof. Dr. Dovbischuk got to know the Uni-KNEU representatives and was informed on the reasons of cooperation decrease in years 2013-2014. From this time point the bilateral cooperation has been gaining even greater speeds.

The specific feature of Uni-KNEU-Uni-HB collaboration is that it is already fulfilled between different departments on both sides. Thus, apart from the Chair in Maritime Business and Logistics (Uni-HB) and Department of Marketing (Uni-KNEU) there is a cooperation development between the Chair in Finance (Uni-KNEU), initiated by Dr. Alexander Sushchenko with Prof. Dr. André W. Heinemann, Department 7 Business Studies and Economics (Uni-HB). In the fall of 2016 in Kiev, it is scheduled to organize a German-Ukrainian workshop on the state of fiscal policy in Germany and Ukraine. One additional cooperation relation between the Uni-KNEU and the Uni-HB is between the Chair in Marketing (Uni-KNEU), initiated by Dr. Oleksandr Dyma and the Chair of Economics, Innovation and Structural Economics (Uni-HB), represented by Prof. Dr. Jutta Güntner. Dr. Dyma and Dr. Jutta discuss to launch a summer school "Economies in transition" in 2016.

ONMU: Cooperation between Odessa National Maritime University and the University of Bremen has also more than 10 years strong relationship. Cooperation started during the Logistics Congress in Kiev in 2006. In personal level it was cooperation between Dr. Prof. Postan, Dr. Prof. Hans-Dietrich Haasis and Prof. Dr. Scholz-Reiter. In 2006 the first agreement was signed between Odessa National Maritime University and the University of Bremen. In 2008 Dr. Prof. Postan delivered lectures for PhD students in International Graduate School at the University of Bremen. Dr. Prof. Postan participated at four International Conference "Dynamics in Logistics" (LDIC) from 2007 to 2014 in Bremen. Furthermore, Dr. Baryshnikova cooperated with the assistant of Prof. Dr. Haasis very intensively. Both institutions participated at the Logistics Congress in Kiev during 2006-2012 and took part at the International Conference "Dynamics in Logistics" in 2008. Dr. Baryshnikova is a member of Ukrainian Logistic Association (ULA) to provide a network of logistics companies for the assessments needs in the framework of the project. In 2012-2014 ONMU with University of Bremen, ISL and EUA participated in the international project LOG4GREEN (www.log4green.eu).

During the project LOG4GREEN and according to the goals of the project in Odessa was organized a maritime transport-logistic cluster that included main stakeholders of the region (such as Odessa, Illichevsk, Yznyi Ports, Shipping Company "UkrFerry", JSC "PLASKE" and others). Dr. Baryshnikova met Prof. Dr. Dovbischuk during one joint LOG4GREEN and InTraRegio (one anothe FP7 Uni-HB research project) in 2014 and discussed for the first time the possibility of cooperation in educational projects.

Uni-UNUH: The Uman National University of Horticulture's history goes back to 1844, when the only Main School of Horticulture was founded in the Russian Empire. The University has developed cooperation with many national institutions and universities around the world. Uni-UNUH is a regular participant of international, national, regional and local exhibitions of scientific and educational achievements. It was initially visited on the 13th of June 2015 due to the fact of the existence of an educational program in logistics since 2010 at this university. Despite of the first meeting the team of the Faculty for International

Relations and Logistics was very well prepared and mostly experienced in the realization of the logistics educational master programs in accordance with Ukrainian standards. Due to this experience and high motivation Uni-UNUH was included into project consortia.

The project consortia mutually contributed to the project concept generation in remote and online mode. All together four multi-hour skype conferences were realized on 19th, 23rd, 24th, 25th, 26th, 27th and 28th of June. The project description was mutually written using Google Drive cloud within only two calendar weeks 25 and 26.

Signatures

Applicant

University of Bremen (Uni-HB)
Chair in Maritime Business and Logistics

Univ.-Prof. Dr. Hans-Dietrich Haasis

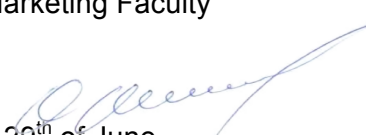


-Bremen, 29th of June-----

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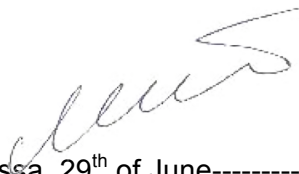


-Kiyv, 29th of June-----

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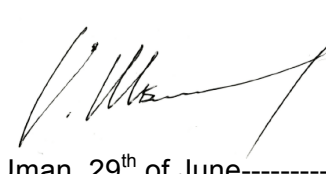


-Odessa, 29th of June-----

Partner university "Center"

Uman National University of Horticulture
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Chair of Management of Foreign Economic
Activity and Logistics

Prof. Dr. Oleksandr Shkolnyi



-Uman, 29th of June-----