Technische
Hochschule
Rosenheim

Module Guide

"International Management (M.A.)"

Document information

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1 Business Management

Module no./ Code	1
Module name	Business Management
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Compulsory
Courses of the module*, if applicable	1.1 Sustainable corporate management 1.2 Management simulation
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	None
Module responsibility	Prof Dr Kathrin Rößle
Name of the university teacher(s)	Prof Dr Felix Rößle Prof Dr Kathrin Prof Dr Valentin Schiefele
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Course 1.1: Written examination and / or examination paper Course 1.2: Written examination 90 - 120 min (80 %) and course-related examination paper (20 %)
Weighting of the grade in the overall grade	10 out of 90 ECTS= 11.11%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

1.1 Sustainable corporate management

No./ Code of the course	1.1

Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Felix Rößle
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written examination and / or examination paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• Students gain in-depth knowledge of sustainable corporate governance. In addition to ESG criteria, a particular focus is placed on financial sustainability.
b) Subject-Specific Competence – Skills	• Students are enabled to apply methods and instrument of sustainable corporate management independently and in a targeted manner. • You can routinely use modern software in the area of strategy and corporate management (e.g. Think-Cell) and gain an understanding of the end-to-end management of a company.
c) Personal Competence - Social Competence	• Students are able to work on complex projects in a team and communicate their results in a concise, analytically sound and target group-specific manner (both orally and in writing).
d) Personal Competence - Independence	• Students are enabled to critically analyse complex scientific or application-oriented issues and to process and solve them in an analytically sound and structured manner. They sharpen their understanding of an error culture, are able to obtain targeted feedback and integrate this into their learning process.
Contents of the course	1. Sustainable corporate governance 2. End-to-end corporate management 3. Concepts and methods of strategy and corporate management 4. Application of state-of-the-art software

Teaching and learning methods	Seminar-based teaching, case studies
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Case studies and exercises on the PC
Recommended reading list (Teaching and learning materials, literature)	Exploring Strategy, Richard Whittington, Gerry Johnson, Patrick Regnér, 12th edition, Pearson

1.2 Management simulation

No./ Code of the course	1.2
Module name	Management simulation
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory
Frequency of the course	Once a year (winter)
Name of the university lecturer	Prof Dr Valentin Schiefele
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written examination 90 - 120 min (80 %) and course-related examination paper (20 %)
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• After completing the module, students will be familiar with the problems of internationalising companies and will be able to recognise the depth and differentiation of these problems in a realistic business game. • They will be able to classify the strategic importance of internationalisation for the company's success and will have argumentation aids for complex internationalisation measures.
b) Subject-Specific Competence – Skills	• You will have the ability to analyse internationalisation problems and develop solutions for internationalisation in the context of a simulation game with competing companies and management teams. • In particular, students are able to use strategy tools to optimise companies globally and align their complexity to these extended problems. • Students are familiar with tools for developing international strategies (PESTE analysis, SWOT analysis, industry structure analysis) and are able to

	use them to prepare and design specific internationalisation processes. • In the context of internationalisation, they can rationally and responsibly formulate business goals and strategies, generate target-oriented decisions, establish causal relationships between decisions and their consequences and develop and analyse key figures.
c) Personal Competence - Social Competence	• Students have experience in interdisciplinary and networked thinking in all main entrepreneurial tasks and can conduct cross-functional discussions. • They are able to work together in a team, justify solutions to team members and defend them against criticism in plenary sessions. • Students are aware of the importance of emotionally supportive behaviour in team situations. • They are able to formulate and pursue entrepreneurial goals as a group, communicate in a team (listening, tolerance, activation) and develop the ideas of others.
d) Personal Competence - Independence	• Students are able to discuss their communication (metacommunication), evaluate their own mistakes and correct them. • Students can control their learning process by reviewing their periodic simulation results.
Contents of the course	In the business management game, the internationalisation process of companies is realistically modelled in a competitive environment. 1. The participants in the business game take over the management of a company and experience typical conflicts of objectives in corporate management at first hand 2. You will learn how to use business management methods and information tools and how to deal with uncertainty when making decisions as part of the internationalisation strategy. 3. They make decisions in a team - often under time pressure. The simulation game offers a high degree of learning transfer through hands-on experience, which the participants can put into practice in their company.
Teaching and learning methods	Business simulation: The participants form competing management boards of an industrial company and plan the areas of marketing / sales, purchasing, production, personnel and all areas of controlling and financing as a team. This takes place over a (simulated) period of 4 - 6 years. Based on annual economic and political scenarios, the teams develop strategies and specific action programmes that have to be broken down into specific decisions and actions of operational functional areas and implemented. Teaching units and supplementary group projects on

	PESTE and SWOT analyses and marketing support the participants in their decision-making. The content can be applied directly in the simulation and its consequences can be understood. Comprehensive business analyses of the annual results complete the close practical relevance.
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Support for teaching units through e-learning elements of the Learning Campus
Recommended reading list (Teaching and learning materials, literature)	Participant handbook

2 International Business

Module no./ Code	2
Module name	International Business
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Compulsory
If applicable, courses of the module*	1.1 International Strategic Management 2.2 Intercultural Management and Business Ethics
Frequency of the module	Once a year (possibly split WS and SS)
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	The module is also aimed at students of related degree programmes or Management in the Healthcare Industry o Business Informatics if language skills are to be taught as part of a foundation course.
Module responsibility	Prof Dr Carolin Fleischmann
Name of the university teacher(s)	See submodules
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time and 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	written exam and project
Weighting of the grade in the overall grade	10 out of 90 ECTS= 11.1%
Qualification goals of the course	
a) Subject matter learning goals	After completing the module, students will be able to • thoroughly explain the complexities of multinational organisations. • plan and develop activities of multinational organisations. • assess frameworks and strategies of internationalisation in selected companies.
b) Social and methodological learning goals	After completing this module, students will be able to • discover and reflect on cultural systems. • communicate effectively in an international business setting. • critically think about challenges in international business, and to develop and implement adequat strategies and actions.

Contents of the module	See submodules
Teaching and learning methods of the module	Seminar-based teaching, exercises, project work
Special features (e.g. online component, visits to practices, guest lectures, etc.)	Guest lectures, practical questions and case studies
Literature	See submodules

2.1 International Strategic Management

No./ Code of the course	2.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory
Frequency of the course	Summer term
Admission requirements	Bachelor's degree
Name of the university lecturer	Prof Dr Carolin Fleischmann Prof Dr Eckhard Lachmann
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time 90 h preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Examination paper, written exam
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject matter learning goals	After completing this module, students will be able to • analyse and assess the economic context of multinational organisations. • decide on strategies for multinational organisations. • use complex methods to manage the value chain. • assess strategic management tools for quality and cost, and use them critically. • choose and apply suitable methods and processes for each industry and task.
b) Social and methodological learning goals	After completing this module, students will be able to • recognise cultural behaviours in international business. • apply the basic rules of intercultural communication • transfer theories and frameworks to different business context and arrive at research-backed decisions.

Contents of the course	1. International Management: Frameworks, Strategies, Challenges
	2. Strategic Management: Internationalisation and Globalisation
	3. Holistic process model of internationalisation
	4. Process design including technical, organisational, business, and legal aspects.
	5. Methods and tools for optimising the international value chain
	6. International financial and currency management
	7. Case studies in International Management
Teaching and learning methods	Seminar-based teaching, exercises, case studies, practical project, excursions
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practical project
Recommended reading list (Teaching and learning materials, literature)	• Hill, C., Hult, G. T. (2020): International Business. Competing in the Global Marketplace, 13e, McGrawHill • PENG, M. (2014): Global Strategic Management, 3e, South-Western Cengage. • Cases and articles assigned in class

2.2 Intercultural Management and Business Ethics

No./ Code of the course	2.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory
Frequency of the course	Once a year
Admission requirements	None
Name of the university lecturer	Prof. Dr Carolin Fleischmann M.A. Julia Drexler
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Examination paper and written exam
Weighting of the grade in the overall module grade	50%

Qualification goals of the course	
a) Subject matter learning goals	After completing this module, students will be able to • apply their knowledge about culture, communication, and management in multinational business settings. • understand diversity and its implications in multinational organisations. • create an inclusive organisational culture that integrates stakeholders from different backgrounds in a goal-oriented way • understand cultural characteristics and act accordingly in cross-cultural interaction • assess the ethical behaviour of multinational organisations. • deal with the fundamentals and current questions and problems in the field of business ethics and explain and critically comment on them, taking into account the course content and the upcoming acute decisions
b) Social and methodological learning goals	After completing this module, students will be able to • think critically and analyze their behaviours. • communicate in an emotionally intelligent way • collaborate effectively in global virtual teams • become aware of their own values, reflect on them in the context of economic activity, derive actions from them and recognise and avoid misconduct control their learning process by reviewing and discussing the case studies.
Contents of the course	1. Culture: terminology, definitions, elements 2. Language in multinational organisations 3. Global and virtual team collaboration 4. Cross-cultural comparative management: cultural dimension frameworks 5. Culture, identity, and power 6. Ethics and Business Ethics 7. Intercultural training 8. Case studies
Teaching and learning methods	Seminar-based teaching, training, role plays, project work
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Guest lectures, practical questions and case studies
Recommended reading list (Teaching and learning materials, literature)	• Meyer, E.: The Culture Map: Decoding How People Think, Lead, and Get Things Done Across Cultures, 2016. (2) • Mahadevan, J.: A Very Short, Fairly Interesting and Reasonably Cheap Book About Cross-Cultural Management, 2017. • Cases and articles assigned in class

3 Data Driven Business Management & Controlling

Module no./ Code	3
Module name	Data Driven Business Management & Controlling
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Compulsory elective module
If applicable, courses of the module*	3.1 Working with Data: Research Methods in Business Administration 3.2 Portfolio Management & Controlling 3.3 Process mining
Frequency of the module	Once a year
Admission requirements	None
Applicability of the module for other degree programmes	With its fundamentally data-orientated focus, this subject forms an integrating subject bracket around all Master's subjects. This means that the content of this subject is fundamentally relevant for the entire Master's programme.
Module responsibility	Prof Dr Kathrin Rößle
Name of the university teacher(s)	See submodules
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Course 3.1: Examination study paper (40% of the credit points) Course 3.2: Written examination and/or examination pape (40% of the credit points) Course 3.3: Written examination (20% of the credit points)
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.1%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

3.1 Working with Data: Research Methods in Business Administration	
No./ Code of the course	3.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 3
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Stephanie Kapitza
Language of instruction/teaching	**English**
Number of ECTS credits allocated	4
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h preparation and follow-up work at home and in the team
SWS	3
Type of examination/ prerequisite for the awarding of credit points	Examination study work to check the application and transfer achievements (especially case-related)
Weighting of the grade in the overall module grade	40%
Qualification goals of the course	
a) Subject matter learning goals	After completing this module, students will be able to • use statistical methodology in terms of good scientific practice • analyse and evaluate • understand and interpret quantitative data • conduct a number of uni- and multivariate statistical analyses
b) Social and methodological learning goals	After completing this module, students will be able to • present and discuss empirical data • overcome statistical misconceptions • apply critical & analytical thinking • apply sharpened scientific communication skills
Contents of the course	1. Empirical Research foundations 2. Hypothesis Testing 3. Interpretation of parameters 4. Uni- and multivariate methods 5. Factor analysis (exploratory) 6. Linear regression
Teaching and learning methods	Seminar style (seminar teaching), case studies, presentations by participants, independent work on seminar topic guided by coaching

Special (e.g. online share, practical visits, guest speakers etc.)	Exercise research project including work with SPSS (statistics software)
Recommended reading list (Teaching and learning materials, literature)	• Roni, S.J., Djajadikerta, H.G. (2022) Data Analysis with SPSS for Survey-based Research, Berlin, Heidelberg, New York: Springer-Verlag. • Bortz, J., Döring, Nicola (2006). Forschungsmethoden und Evaluation für Human- und Sozialwissenschaftler, 4th edition, Berlin, Heidelberg, New York: Springer-Verlag. • Bühl, A. (2018). SPSS 16. introduction to modern data analysis from SPSS 25. Munich: Pearson Studium. • Bühner, M. (2010). Introduction to test and questionnaire construction. Munich: Pearson Studium

3.2 Portfolio Management & Controlling

No./ Code of the course	3.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 3
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Kathrin Rößle
Language of instruction/teaching	**English**
Number of ECTS credits allocated	4
Workload and its composition (e.g. self-study + contact time)	120 h total workload, of which 48 h attendance time and 72 h preparation and follow-up work at home and in the team
SWS	3
Type of examination/ prerequisite for the awarding of credit points	Written examination and/or examination paper
Weighting of the grade in the overall module grade	40%

Qualification goals of the course	
a) *Subject-Specific Competence – Knowledge*	• Students gain in-depth knowledge of portfolio management (e.g. data-driven optimisation of the product portfolio) and controlling.
b) *Subject-Specific Competence – Skills*	• A particular focus is on strategic decision-making through data analysis and advanced analytics. • Students are able to apply methods and instruments independently and purposefully. • You will be able to work routinely with state-of-the-art software in the area of portfolio management & controlling.
c) *Personal Competence - Social Competence*	• Students are able to work on complex topics in a team and communicate solutions in a concise, analytically sound and target group-specific manner (both orally an in writing).
d) *Personal Competence - Independence*	• Students are enabled to critically analyse complex scientific or application-oriented issues and to process and solve them in an analytically sound and structured manner. • They sharpen their understanding of an error culture, are able to obtain targeted feedback and integrate this into their learning process.
Contents of the course	1. Controlling 2. Portfolio Management 3. Concepts and methods of data analytics 4. Application of state-of-the-art software
Teaching and learning methods	Practical project, case study, seminar-based teaching
Special features (e.g. online content, visits to practices, guest speakers, etc.)	--
Recommended reading list (Teaching and learning materials, literature)	• Competing on analytics, Davenport / Harris, Harvard Business Press, 2017

3.3 Process mining	
No./ Code of the course	3.3
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 3
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Heinrich Seidlmeier
Language of instruction/teaching	**English**

Number of ECTS credits allocated	2
Workload and its composition (e.g. self-study + contact time)	60 h total workload, of which 24 h attendance time and 36 h preparation and follow-up work at home and in the team
SWS	2
Type of examination/ prerequisite for the awarding of credit points	Written examination (60 - 90 min.)
Weighting of the grade in the overall module grade	20%
Qualification goals of the course	
a) *Subject-Specific Competence – Knowledge*	• Students recognise and understand process mining in depth as an important competence for achieving competitive advantages. • The methodological approach required for this, based on current scientific knowledge, is clear to them.
b) *Subject-Specific Competence – Skills*	• Students will be able to analyse and optimise business processes with the help of tools and in a methodologically sound manner. • They can take responsibility for smaller process mining projects. • They can also develop innovative solutions for companies.
c) *Personal Competence - Social Competence*	• Students are aware of the particular importance of social aspects in organisational change. • They can help to break down individual barriers.
d) *Personal Competence - Independence*	• Students can also independently approach and solve further problems and critically reflect on their possibilities and limitations.
Contents of the course	1. Basics of process mining 2. Short student presentations on fundamental topics of process mining 3. Practical introduction to a process mining tool 4. Case study 5. Optional: Further topics of process mining
Teaching and learning methods	Exercise on the computer, seminar lessons
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practical work (exercises, tasks, case studies) on the computer, guest lectures

Recommended reading list (Teaching and learning materials, literature)	- Aalst van der, W. M. P., Process Mining - Data Science in Action, 2nd edition, 2016 (Springer) - Aalst van der, W. M. P., Carmona, J. (Eds.), Process Mining Handbook, 2022 (Springer) - Dumas, M. et. al, Fundamentals of Business Process Management, 2nd edition, 2018 (Springer)* - Ferreira, D. R., A Primer on Process Mining, 2nd edition, 2020 (Springer)* - IEEE Task Force on Process Mining, Process Mining Manifesto, https://www.pads.rwth-aachen.de/cms/PADS/Forschung/Ressourcen/~qlum/Process-Mining-Manifest/lidx/1/ - Reinkemeyer, L. (Ed.), Process Mining in Action, 2020 (Springer)

4 Tax law and auditing

Module No./ Code	4
Module name	International tax law and auditing
Semester or trimester	Summer term
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Compulsory elective module
If applicable, courses of the module*	International tax law 4.2 Auditing
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Module responsibility	Prof Dr Stephan List and Dr Andreas Schwarz
Name of the university teacher(s)	Prof Dr Stephan List and Dr Andreas Schwarz
Teaching language	**German**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time and 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Student research project covering all sub-modules
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.1%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	Seminar event
Special features (e.g. online component, visits to practices, guest lectures, etc.)	Guest lectures by tax consultants/auditors on topics of practical relevance.
Literature	See submodules

4.1 International tax law

No./ Code of the course	4.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 4

Frequency of the course	Once a year
Admission requirements	none
Name of the university lecturer	Prof Dr Stephan List
Language of instruction/teaching	**German**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam study paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• Die Studierenden beherrschen die Grundlagen der Besteuerung grenzüberschreitender Sachverhalte und können damit Steuerkonzepte entwickeln.
b) Personal competence - Independence	• Durch Erarbeitung der Konzepte im Team werden die Diskussionsfähigkeit und Argumentationsfähigkeit gestärkt sowie Teamorientierung gelebt.
Contents of the course	1. Ziele des internationalen Steuerrechts 2. Maßnahmen zur Vermeidung internationaler Doppelbesteuerung – Analyse der Doppelbesteuerungsabkommen 3. Besteuerung inländischer Unternehmen bei Aktivitäten im Ausland 4. Besteuerung ausländischer Unternehmen mit Inländischen Aktivitäten
Teaching and learning methods	Seminar event
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Guest lectures by tax consultants/auditors on topics of practical relevance.
Recommended reading list (Teaching and learning materials, literature)	• Wilke, Kay-Michael: Textbook International Tax Law, 15th edition, NWB Verlag Herne 2020, ISBN 978-3-482 63965-4- 6 • Wilke (ed.): Fallsammlung Internationales Steuerrecht, 14th edition, NWB-Verlag Herne 2021, ISBN: 978-3-482-65914-0

4.2 Auditing

No./ Code of the course	4.2
Semester/Trimester	Semester

Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 4
Frequency of the course	Once a year
Admission requirements	none
Name of the university lecturer	Dr Andreas Schwarz
Language of instruction/teaching	**German**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam study paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• Die Studierenden werden die notwendigen theoretischen Kenntnisse und das fachspezifischen Wissen über die Rechnungslegung und Prüfung von Konzernen beherrschen, um Aufgabenstellungen selbständig bearbeiten und präsentieren zu können.
b) Personal competence - Independence	• Durch Erarbeitung der Konzepte im Team werden die Diskussionsfähigkeit und Argumentationsfähigkeit gestärkt sowie Teamorientierung gelebt.
Contents of the course	Orientierung an der aktuellen WPO für das Wirtschaftsprüferexamen
Teaching and learning methods	Seminar event
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Guest lectures by tax consultants/auditors on topics relevant to auditing in practice
Recommended reading list (Teaching and learning materials, literature)	• Institute of Public Auditors in Germany (ed.): WP-Handbuch 2020, Wirtschaftsprüfung und Rechnungslegung, 17th edition, Düsseldorf 2020, ISBN 978-3-8021-2493-8 • Institute of Public Auditors in Germany (ed.): International Financial Reporting Standards IFRS, 14th edition, Düsseldorf 2021, ISBN: 978-3-8021-2519-5 • IDW (ed.): IDW Auditing Standards, IDW Statements of Accounting, Volumes I - III, IDW-Verlag, Düsseldorf

5 Finance and Accounting

Module no./ Code	5
Module name	Finance and Accounting
Semester or trimester	Semester
Duration of the module	One semester
Type of course (compulsory, elective, etc.)	Compulsory elective module
If applicable, courses of the module*	5.1 International Finance 5.2 International Accounting
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Bernd Hacker
Name of the university teacher(s)	Prof Dr Bernd Hacker Prof Dr Valentin Schiefele LB Kevin Wolter LB Dr Oliver Borgards
Teaching language	**English / German**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time and 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Course 5.1: Written examination and / or examination paper Course 5.2: Written examination and / or examination paper
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.1%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	Seminar event
Special features (e.g. online component, visits to practices, guest lectures, etc.)	---
Literature	See submodules

5.1 International Finance

No./ Code of the course	5.1

Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 5
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Valentin Schiefele LB Dr Oliver Borgards
Language of instruction/teaching	**English / German**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	---
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• After completing this course, students will be familiar with key theories relating to the use, valuation and combination of corporate financial instruments.
b) Subject-Specific Competence – Skills	• After completing this course, students will be able to work on central issues of corporate finance and solve them in a theory-based manner.
c) Personal Competence - Social Competence	• Students complete their skills in teamwork and finding solutions together as a team.
d) Personal Competence - Independence	• Students hone their analytical skills and practise the structured development of theory-based solutions.
Contents of the course	1. Use and valuation of debt capital 2. Utilisation and valuation of equity 3. Capital structure theory 4. Portfolio theory
Teaching and learning methods	Seminar-based teaching
Special features (e.g. online content, visits to practices, guest speakers, etc.)	---
Recommended reading list (Teaching and learning materials, literature)	• Perridon / Steiner / Rathgeber, Finanzwirtschaft der Unternehmung • Kruschwitz / Husmann, Financing and Investment • Brealey / Myers / Allen, Principles of corporate finance • Copeland / Weston / Shastri, Financial theory and corporate policy

5.2 International Accounting	
No./ Code of the course	5.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 5
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Bernd Hacker LB Kevin Wolter
Language of instruction/teaching	**English / German**
Number of ECTS credits allocated	5

Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which
	  60 h attendance time and
	  90 h home preparation and follow-up work

SWS	4
Type of examination/ prerequisite for the awarding of credit points	
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) *Subject-Specific Competence – Knowledge*	• After completing this course, students will be familiar with key regulations, institutions and analysis options in the field of international accounting.
b) *Subject-Specific Competence – Skills*	• After completing this course, students will be able to work on central issues of international accounting and balance sheet analysis and solve them in an application-oriented manner.
c) *Personal Competence - Social Competence*	• Students complete their skills in teamwork and joint solutions as well as team presentations. • Excursions to companies focus on interaction with potential employers.
d) *Personal Competence - Independence*	• Students hone their analytical skills and practise the structured development of theory-based and application-oriented solutions in the field of international accounting.

Contents of the course	1. Organisational and institutional foundations of IFRS
	2. Content and application of IFRS
	3. Significant differences to HGB accounting
	4. Preparation of consolidated financial statements with
	5. Processing complex IFRS problems in case studies
	6. Analysing IFRS financial statements
Teaching and learning methods	Seminar-based teaching
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Regular excursions and guest speakers Online possible
Recommended reading list (Teaching and learning materials, literature)	• International GAAP 2021 by EY (2021) ebook • Financial Statements - International Accounting (IFRS) by Carsten Berkau (7th edition, 2022) ebook • International Financial Reporting Standards (IFRS): An Introduction by Ruth Picker, Ken J. Leo, and Janice Loftus (third edition, 2021) • Comparative International Accounting by Christopher Nobes and Robert Parker (13th edition, 2019) • Global Financial Accounting and Reporting: Principles and Analysis by Peter Walton and Walter Aerts (fourth edition, 2019)

6 European Economics and European Law

Module no./ Code	6
Module name	European Economics and European Law
Semester or trimester	Semester
Duration of the module	One semester
Type of course (compulsory, elective, etc.)	Compulsory elective module
If applicable, courses of the module*	6.1 European Economics 6.2 European Law
Frequency of the module	Once a year
Admission requirements	none
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Stephan Hornig
Name of the university teacher(s)	Prof Dr Stephan Hornig Prof Dr Andreas Kupsch
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time and 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Written examination and / or examination paper
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.1%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

6.1 European Economics

No./ Code of the course	6.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 6

Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Stephan Hornig
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written examination or examination paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• Students should learn to assess complex scientific interrelationships and estimate their effects in order to use them as a framework for entrepreneurial decisions in an international context. E.G: • Conceptual and historical foundations of the European Union, institutional architecture, fields of action and development perspectives, external relations • Scientific treatment of current, real macroeconomic or microeconomic crises and conflicts within Europe or with economic partner countries
b) Subject-Specific Competence – Skills	• Students learn to think in a complex and structured way beyond the national perspective and should develop a European awareness.
c) Personal Competence - Social Competence	• Students practise leadership behaviour and team orientation as part of group work. • As the seminar language is English, students consolidate their ability to work in international teams.
d) Personal Competence - Independence	• Students work independently on a new subject area on the basis of scientific methods and focus on a specific question as part of a seminar paper. • The students prepare and give a long (30-minute) presentation and discuss the results in plenary.

Contents of the course	The following topics, which are varied in line with current developments, are given as examples:
	
	Part I: Introduction
	    • Analytical Tools
	    • History and Institutions of European Economic Integration
	Part II: Selected Common EU Policies

	- The Common Market - Competition Policy - Industrial Policy - The Common Agricultural Policy - Regional Policy - Social Policy - Environmental Policy - Transport Policy Part III: Specific Trade Policies of the EU - Trade Relationships with the USA - Trade Relationships with China Part IV: Migration - Intra-EU migration - Migration into the EU via the Mediterranean Sea - Migration into the EU via Turkey/Greece - The Refugee Agreement between Turkey and the EU - Background and who Gains from it? Part V: Specific Policies of the EU - The European Green Deal - Background and Possible Effects - The Role of the European Union in Health Policy - The Role of the European Union in Defence Policy - The Future of the Schengen Agreement - Economic and Political Analysis - Economic-policy Measures against the Corona Crisis on the EU Level - The European Rule-of-Law Mechanism and Poland - The European Rule-of-Law Mechanism and Hungary - Brexit - Economic and Political Analysis - China's New Silk Road and the Implications for Europe - Advantages and Disadvantages of the EU-membership for Germany Part VI: European Monetary Integration - History of the European Monetary Integration - The European Monetary System - Costs and Benefits of a Common Currency - The European Monetary Integration and the Theory of Optimum Currency Areas - European Monetary Union: The Euro - Monetary and Fiscal Policy in a Monetary Union: The Operation of the Economic and Monetary Union (EMU)
Teaching and learning methods	Seminar lessons, seminar

Special features (e.g. online content, visits to practices, guest speakers, etc.)	• Constant, up-to-date reference of scientific abstraction and theories with practice-relevant questions • Guest lectures • Inclusion of professors from foreign (usually European) universities • Highly interactive teaching and learning atmosphere
Recommended reading list (Teaching and learning materials, literature)	• Baldwin, R., Wyplosz, C. (2019): The Economics of European Integration. 6th ed. New York: McGraw Hill. • Cini, M., Pérez-Solórzano Borragán, N. (2019): European Union Politics. 6th ed. Oxford: Oxford University Press. • De Grauwe, P. (2020): Economics of Monetary Union. 13th ed. Oxford et al: Oxford University Press. • McCormick, J. (2020): Understanding the European Union: A Concise Introduction. 8th ed. Houndmills, New York: Palgrave Macmillan. • Molle, W.T.M. (2017): The Economics of European Integration: Theory, Practice, Policy. 5th ed. Aldershot, Burlington: Ashgate.

6.2 European Law

No./ Code of the course	6.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 6
Frequency of the course	Once a year
Name of the university lecturer	Professor Dr Andreas Kupsch
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written examination or examination paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• Students are familiar with the structure and legal nature of the EU. They are familiar with the sources of European law and forms of action and have developed an in-depth understanding of legislative competences and the legislative process in the EU. Students will have acquired solid knowledge of the legal framework of the European internal market, in particular the fundamental

	freedoms.
b) *Subject-Specific Competence – Skills*	• Students will be able to analyse economic issues with regard to their implications under European law. They will also be able to recognise and take appropriate account of the influence of European law on national law. They will be able to inform themselves independently about current developments in European law.
c) *Personal Competence - Social Competence*	• Students improve their ability to present complex issues in an understandable way, to defend their argumentative point of view and to respond appropriately to critical questions.
d) *Personal Competence - Independence*	• Students improve their ability to reduce complex issues to their core questions that are relevant to decision-making. They are able to filter out the information relevant to their specific question from a variety of data. They learn to independently define suitable application- or research-orientated goals and master the use of common research tools.
Teaching and learning methods	Seminar lessons, seminar
Special features (e.g. online content, visits to practices, guest speakers, etc.)	• Constant, up-to-date reference of scientific abstraction and theories with practice-relevant questions • Guest lectures • Inclusion of professors from foreign (usually European) universities • Highly interactive teaching and learning atmosphere
Recommended reading list (Teaching and learning materials, literature)	• Herdegen: European Law, 27th ed. 2021 • Hakenberg: European Law, 9th ed. 2021 • Purnhagen: European Law, 4th ed. 2022 • Schroeder: Basic course in European law, 7th ed. 2021 • Davies/van Munster/Düsterhöft: Understanding European Union Law, 8th ed. 2022

7 Strategic Marketing Management

Module no./ Code	7
Module name	Strategic Marketing Management
Semester or trimester	Winter term
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Compulsory elective module
If applicable, courses of the module*	7.1 International Marketing Management 7.2 Strategic Marketing Projects
Frequency of the module	Once a year
Admission requirements	Basic knowledge of marketing
Applicability of the module for other degree programmes	None
Module responsibility	Prof Dr Brigitte Kölzer
Name of the university teacher(s)	See submodules
Teaching language	**German / English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time and 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	The examination consists of two parts. • Written examination lasting 90-120 minutes for the components 7.1 to test the knowledge acquired in the subject area (50% of the credit points) • Examination study paper with final presentation in the partial performance 7.2 to check the application and transfer performance of the acquired knowledge (50% of the credit points)
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.1%
Qualification goals of the course	
a) *Subject-Specific Competence – Knowledge*	• After completing the module, students will know and understand the methods and special features of strategic marketing planning in international management, the possibilities and problems of international information procurement and understand the special features of the marketing planning process and the instruments of the marketing mix (in particular product, price, distribution and communication policy) in both medium-sized and internationally active

	• companies.
b) *Subject-Specific Competence – Skills*	• On completion of this module, students will be able to apply their knowledge to specific projects and plan and implement marketing and market entry strategies in an internationally active company in a targeted manner.
c) *Personal Competence - Social Competence*	• Students learn leadership behaviour and team orientation in group work and develop joint solutions through discussions and social exchange.
d) *Personal Competence - Independence*	• After completing the module, students will be able to independently analyse the initial situation of complex marketing projects, structure their content using project management methods, independently develop measures that can be implemented for a specific company and present them professionally.
Contents of the module	See submodules
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	• Interactive use of the e-learning platform Moodle / Learning Campus • Intensive integration of company projects, guest speakers and excursions
Literature	• See special literature on the courses of the module as well as basic literature on marketing: • Bruhn, M.: Marketing: Grundlagen für Studium und Praxis , 14th ed., Wiesbaden 2019. • Homburg, C./ Krohmer, H.: Marketing Management. Study edition: Strategy - Instruments - Implementation Corporate Management, 7th revised edition, Wiesbaden 2020 • Kotler P./ Keller L.-K.: Marketing-Management: Konzepte-Instrumente-Unternehmensfallstudien (Pearson Studium - Economic BWL) 15th ed. • Meffert, H./ Burmann, C./ Kirchgeorg, M.: Marketing: Grundlagen marktorientierter Unternehmensführung, 12th edition, Wiesbaden 2019.

7.1 International Marketing Management

No./ Code of the course	7.1
Semester/Trimester	Winter term
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 7
Frequency of the course	Once a year
Admission requirements	Basic knowledge of marketing

Name of the university lecturer	Prof Dr Markus Beinert
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written exam of 90-120 min.
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) *Subject-Specific Competence – Knowledge*	The students... • know the process of international marketing planning and the special features of the international marketing mix, • understand the differences and special features between international markets, • understand alternative international market development strategies and can evaluate them
b) *Subject-Specific Competence – Skills*	On completion of this module, students can: • Apply knowledge to specific projects and plan and implement targeted marketing and market entry strategies in a medium-sized company. • Carry out research in an international context and derive consequences for international marketing planning.
c) *Personal Competence - Social Competence*	• Students learn to reflect on the theoretical content through group work and interactive exercises. The students' discussion skills are strengthened by means of task discussions and case studies.
d) *Personal Competence - Independence*	• Through case studies and group work, participants learn to apply their theoretical knowledge to specific tasks in companies and to develop their own solutions to problems. The ability to organise themselves is strengthened through inverted classrooms - i.e. tasks in home preparation and follow-up work.

Contents of the course	Part A: International Marketing
	1. Introduction to International Marketing
	2. Strategic planning in international marketing
	a) Planning process in international marketing
	b) Information bases in internat. marketing
	c) Market selection and selection
	d) Market entry strategies
	e) Basic marketing strategies
	3. Operational planning of the international marketing mix
	a) Product policy and brand management
	b) Price and conditions policy
	c) Communication policy
	d) Distribution policy
	4. Special features of international market research
	5. Practice-orientated case studies
Teaching and learning methods	• Teaching the content in short thematic units with exercises and presentations • Inverted classroom - home-based development of theoretical content and discussion or application in class • Case studies for in-depth preparation and follow-up at home
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Guest speakers, case studies and practical examples
Recommended reading list (Teaching and learning materials, literature)	• Backhaus, K./ Büschken, J./ Voeth, M.: Internationales Marketing, 6th edition, Stuttgart 2010 • Berndt, R., Fantapié Altobelli, C., Sander, M.: Internationales Marketing-Management, 5th edition, Berlin, Heidelberg, New York 2016. • Hollensen, S.: Global Marketing, A Decision-oriented Approach, 7th ed., Pearson 2016. • Meffert, H./ Burmann, Chr./ Becker, Chr. : Internationales Marketing-Management, 4th edition, Wiesbaden 2010. • Zentes, J./ Swoboda, B./ Schramm-Klein, H.: Internationales Marketing, 3rd edition, Munich 2013.

7.2 Strategic Marketing Projects

No./ Code of the course	7.2
Semester/Trimester	Winter term
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 7

Frequency of the course	Once a year
Admission requirements	Basic knowledge of marketing
Name of the university lecturer	Prof Dr Brigitte Kölzer
Language of instruction/teaching	**German**
Number of ECTS credits allocated	5

Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which
	  60 h attendance time and
	  90 h home preparation and follow-up work

SWS	4
Type of examination/ prerequisite for the awarding of credit points	Examination thesis with final presentation
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• Die Studierenden verstehen die Herausforderungen de Anwendung theoretischer Kenntnisse auf praktische Fragestellungen im Marketing des Mittelstands und kennen die Vorgehensweise zur Bearbeitung von praktischen Marketingprojekten.
b) Subject-Specific Competence – Skills	• Die Studierenden können mit Abschluss dieses Moduls die Kenntnisse auf konkrete Projekte anwenden und Marketingstrategien und -instrumente in einem mittelständischen Unternehmen zielgerichtet planen und umsetzen.
c) Personal Competence - Social Competence	• Die Studierenden erlernen in der Projektarbeit in kleinen Gruppen Führungsverhalten, Kommunikationsfähigkeiten, Konfliktfähigkeit und Teamorientierung. Sie erarbeiten durch Diskussionen und sozialen Austausch gemeinsame kreative und strukturierte Lösungswege.
d) Personal Competence - Independence	• Die Studierenden können nach Abschluss des Moduls selbständig die Ausgangssituation von komplexen Projekten analysieren, mit Methoden des Projektmanagements inhaltlich strukturieren und eigenständig für ein konkretes Unternehmen umsetzbare Maßnahmen entwickeln sowie diese professionell präsentieren.

Contents of the course	1. Vorstellung der Praxisprojekte und Briefing durch die Auftraggeber
	2. Konzeptionelle Grundlagen der strategischen Marketingplanung im internationalen Kontext und Vorgehensweise zur Entwicklung von Strategien im Mittelstand inkl. Projektstrukturierung bzw. -management
	3. Strategische Situationsanalyse und Erarbeitung einer SWOT-Analyse für ein konkretes Unternehmen
	4. Entwicklung der Positionierung und der der Marketing- bzw. Markteintrittsstrategie für ein konkretes Unternehmen
	5. Entwicklung umsetzbarer Marketing-Maßnahmen für ein konkretes Unternehmen
	6. Präsentation der Konzepte
Teaching and learning methods	• Seminar-based teaching of selected course content, also via guest speakers from companies • Teaching presentation techniques and project management methods • Working on topics in project groups of approx. 3-6 people • Weekly coaching of the teams in their specific issues by the lecturer
Special features (e.g. online content, visits to practices, guest speakers, etc.)	• Company projects, guest lectures and excursions • Weekly coaching by lecturer and 2-3 presentations to the companies/clients • Support for teaching units through e-learning elements (Learning Campus / Moodle) such as wikis, online exercises, etc.
Recommended reading list (Teaching and learning materials, literature)	• Bruhn, M.: Marketing: Grundlagen für Studium und Praxis , 14th ed., Wiesbaden 2019. • Homburg, C./ Krohmer, H.: Marketing Management. Study edition: Strategy - Instruments - Implementation - Corporate Management, 7th revised edition, Wiesbaden 2020 • Kotler P./ Keller L.-K.: Marketing-Management: Konzepte-Instrumente-Unternehmensfallstudien (Pearson Studium - Economic BWL) 15th ed. • Meffert, H./ Burmann, C./ Kirchgeorg, M.: Marketing: Grundlagen marktorientierter Unternehmensführung, 12th edition, Wiesbaden 2019.

8 Change management

Module no./ Code	8
Module name	Change management
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Compulsory elective module
Courses of the module*, if applicable	8.1 Change management 8.2 Change management case studies
Frequency of the module	Once a year
Admission requirements	Knowledge in the areas of "personnel management" and "Organisation" is desirable
Applicability of the module for other degree programmes	--
Module responsibility	Prof Dr Bettina Schiessler
Name of the university teacher(s)	See submodules
Teaching language	**German**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time and 180 h preparation and follow-up work individually and in a team
SWS	8
Type of examination/ prerequisite for the awarding of credit points	The examination consists of two parts: 8.1: Written examination 90-120 min. or examination paper 8.2: Written examination 90-120 min. or examination paper
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.1%
Qualification goals of the course	
a) Subject matter learning goals	Die erlangten fachlichen Kenntnisse sowie persönlichen und methodischen Fähigkeiten befähigen die Teilnehmer, Veränderungsprozesse in Organisationen als Projektleiter oder Führungskräfte erfolgreich und aktiv zu gestalten • Die Teilnehmer lernen Gründe für Veränderungen kennen sowie die zunehmende Umweltdynamik und –komplexität zu verstehen und somit den organisationalen Wandel als einen kontinuierlichen und überlebensrelevanten Prozess zu begreifen • Sie lernen verschiedene Konzepte organisationalen Wandels und deren wissenschaftliche Grundlagen kennen. Die Studierenden erkennen Change

	Management als ein interdisziplinäres Forschungs- und Praxisfeld, indem sie die wissenschaftlichen Grundlagen/Konzepte sowohl aus der Betriebswirtschaftslehre als auch insbesondere aus der Wirtschaftspsychologie erlernen und verstehen, diese zielgerichtet zu kombinieren.
	• Die Studierenden erlangen Kenntnisse, wie sie im Rahmen eines wissenschaftlich fundierten, ganzheitlichen Change-Management-Ansatzes Veränderungsprozesse erfolgreich planen und praktisch umsetzen können
	• Sie setzen sich mit den Barrieren organisationaler Veränderungen und deren Ursachen auseinander und lernen, mit den Widerständen und Emotionen von Mitarbeitern erfolgreich umzugehen
	• Sie erlangen vertiefende wissenschaftliche und praktische Kenntnisse darüber, wie erfolgreiche Veränderungskommunikation funktioniert und lernen die Bedeutung der Mitarbeiterpartizipation als einen wesentlichen Erfolgsfaktor kennen
	• Die Studierenden erlernen wesentliche Interventionsmethoden und Instrumente für die individuelle, situationsgerechte Anwendung in Veränderungsprozessen
b) Social and methodological learning goals	• Durch die aktive Teilnahme an einem mehrtägigen, interaktiven „Training für Change Manager" sammeln die Studierenden über die wissenschaftlichen Kenntnisse hinaus auch eigene praktische Erfahrungen im Change Management.
	• Im Rahmen der praktischen Umsetzung des Erlernten in simulierten Veränderungsprozessen bzw. Krisensituationen erweitern die Studierenden ihre individuellen persönlichen und methodischen Fähigkeiten. Das eigene Agieren in praxisnahen Situationen und das gemeinsame Reflektieren der erlebten Situationen in der Gruppe ermöglichen erfahrungsgeleitete, nachhaltige und individuelle Lernprozesse. Zudem wird durch das Training nicht nur die Selbsterkenntnis gefördert, sondern vor allem auch das Wahrnehmen/Verstehen/Akzeptieren anderer Teammitglieder und deren unterschiedlicher Verhaltensweisen und Einstellungen. Schließlich wird auch die Teamfähigkeit insgesamt gestärkt.
	• Durch Praxisberichte von Gastreferenten und die Bearbeitung von Fallstudien werden die individuelle Analyse- und Problemlösungsfähigkeit sowie die Diskussions- und Argumentationsfähigkeit der Studierenden gestärkt. UnternehmensvertreterInnen schildern aktuelle Veränderungsprozesse in ihren Unternehmen und diskutieren Lösungsmöglichkeiten und Strategien mit den Studierenden. Die Studierenden wenden ihre wissenschaftlichen Kenntnisse in konkreten realen Unternehmenssituationen erfolgreich an und lernen durch die vielfältigen Erfahrungsberichte

	der UnternehmensvertreterInnen auch, aus Fehlern erfolgreich zu lernen.
Contents of the module	See sub-modules in detail
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	• Training for change managers (duration: 2-3 days) • Guest lectures by experts from the field • Support for teaching units through e-learning elements in the Learning Campus (online exercises, working on case studies, interactive online group work, padlets, videos, etc.)
Literature	E.G. • Doppler, K./Lauterburg, C.: Change Management - Der Unternehmenswandel gestalten, Wiesbaden, 2019, 14th ed. • Frey, D./Gerkhardt, M./Fischer, P. et al.: Change Management in Organisations - Widerstände und Erfolgsfaktoren der Umsetzung, in: Rosenstiel, L. v./ Domsch, M./Regnet, E. (eds.): Führung von Mitarbeitern, Stuttgart, 2009, 6th ed., pp. 561-572 • French, W.L./Bell, C.H.: Organisationsentwicklung, Bern/Stuttgart, 1977 • Gebert, D.: Organisationsentwicklung, in: Schuler, H. (ed.): Organisationspsychologie, Bern, 2007, 4th ed., pp. 601-616 • Glasl, F.: Konfliktmanagement, Stuttgart, 2013, 11th ed. • Greif, S./Runde, B./Seeberg, I.: Successes and Failure in Change Management, Göttingen/Bern/Toronto/Seattle/Oxford/Prague, 2004 • Kotter, J.P.: Leading Change: Why Transformation Efforts Fail, Harvard Business Review, March/April, 1995, pp. 59-67 • Kotter, J.P.: Leading Change, Munich, 2016, 4th ed. • Kotter, J.P./Rathgeber, H.: The Penguin Principle - How change leads to success, Munich, 2015 • Landes, M./Steiner, E.: Psychological effects of change processes: Resistance, emotions, willingness to change and implications for managers; in: Landes, M./Steiner, E. (eds.) Psychology of Business, Wiesbaden, 2013, pp. 723-750 • Lewin, K.: Group Decision and Social Change, in: Maccoby, E., Newcomb, T./Hartley, E. (eds.): Readings in Social Psychology, New York, 1958, 3rd ed., pp. 197-211 • Rosenberg, M.B.: Nonviolent Communication, Paderborn, 2016, 12th ed. • Rosenstiel, L. von : Grundlagen der Organisationspsychologie, Stuttgart, 2007, 6th ed. • Schiessler, B.: The role of organisational development in change management, in: Landes, M./Steiner, E. (eds.): Psychologie der Wirtschaft, Wiesbaden, 2013, pp. 598-611

	• Schreyögg, G./Geiger, D.: Organisation - Grundlagen moderner Organisationsgestaltung, Wiesbaden, 2016, 6th ed. • Schreyögg, G./Noss, C.: Von der Episode zum fortwährenden Prozess - Wege jenseits der Gleichgewichtslogik im Organisatorischen Wandel, in: Schreyögg, G./Conrad, P. (eds.): Organisatorischer Wandel und Transformation, Wiesbaden, 2000, pp. 33-62 • Vahs, D.: Organisation, Stuttgart, 2015, 9th ed. • Journal Organisational Development • Further literature will be announced in the lectures

8.1 Change management

No./ Code of the course	8.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 8
Frequency of the course	Once a year
Admission requirements	See above
Name of the university lecturer	Prof Dr Bettina Schiessler
Language of instruction/teaching	**German**
Number of ECTS credits allocated	5

Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which
	  60 h attendance time and
	  90 h preparation and follow-up work individually and in a team

SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written examination 90-120 min. or examination paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject matter learning goals	• Die Teilnehmer lernen Gründe für Veränderungen kennen sowie die zunehmende Umweltdynamik und –komplexität zu verstehen und somit den organisationalen Wandel als einen kontinuierlichen und überlebensrelevanten Prozess zu begreifen • Sie erlernen verschiedene wissenschaftliche Grundlagen/Konzepte organisationalen Wandels - sowohl aus der Betriebswirtschaftslehre als auch aus der Wirtschaftspsychologie - und verstehen, diese zielgerichtet zu kombinieren • Die Studierenden erlangen Kenntnisse, wie sie im Rahmen eines ganzheitlichen, wissenschaftlich

	fundierten Change-Management-Ansatzes Veränderungsprozesse nachhaltig erfolgreich planen und umsetzen können • Sie setzen sich mit den Barrieren organisationaler Veränderungen und deren Ursachen auseinander und lernen, mit den Widerständen und Emotionen von Mitarbeitern erfolgreich umzugehen • Sie erlangen vertiefende Kenntnisse darüber, wie erfolgreiche Veränderungskommunikation erfolgt und lernen die Bedeutung der Mitarbeiterpartizipation kennen • Die Studierenden lernen verschiedene Interventionsmethoden und Instrumente für die individuelle, situationsgerechte Anwendung in Veränderungsprozessen kennen
b) Social and methodological learning goals	• See module description above
Contents of the course	1. Organisations and change 2. Structural-technological and social-scientific concepts of the management of organisational change and their scientific foundations 3. Requirements for modern change management 4. Approach as part of a holistic change management concept 5. Resistance and emotions of employees 6. How should communication in change processes be organised? 7. Participation - a key success factor 8. Familiarisation with a wide range of intervention methods/tools for successful, situation-based change management 9. Significant success and failure factors in change management 10. Successful project management in change processes
Teaching and learning methods	Seminar-style teaching, exercises, discussions, concrete case studies from practice, videos
Special features (e.g. online content, visits to practices, guest speakers, etc.)	• Seminar-style teaching, exercises, discussions, videos, case studies • Support for teaching units through e-learning elements in the Learning Campus (online exercises, working on case studies, interactive online group work, padlets, videos, etc.)

Recommended reading list (Teaching and learning materials, literature)	See module description above

8.2 Change management case studies	
No./ Code of the course	8.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in compulsory elective module 8
Frequency of the course	Once a year
Admission requirements	See above
Name of the university lecturer	Prof Dr Bettina Schiessler / LB Florian Blencke
Language of instruction/teaching	**German**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h preparation and follow-up work individually and in a team
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written examination 90-120 min. or examination paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) *Subject matter learning goals*	- Die Studierenden wenden ihre in Teilmodul 8.1 gewonnenen Change Management-Kenntnisse in Fallstudien konkret an - Durch Erfahrungsberichte von Experten (Gastvorträge) erhalten die Studierenden weitere Einblicke in die aktuelle betriebliche Praxis. Sie erlangen wesentliche Kenntnisse über die Anwendung des Erlernten anhand konkreter Praxisfälle und diskutieren verschiedene Lösungsstrategien und Handlungsalternativen - In einem „Training für Change Manager" (Dauer 2-3 Tage) erweitern die Studierenden ihre individuellen Fähigkeiten (Methoden- und Sozialkompetenzen) und Einstellungen zielgerichtet und nachhaltig, um Veränderungsprozesse in ihrer späteren betrieblichen Praxis erfolgreich gestalten zu können

b) *Social and methodological learning goals*	• Zielsetzung des Moduls ist es, die Studierenden bei de praktischen Umsetzung des in Teilmodul 1 Erlernten zu unterstützen und ihre individuellen Fähigkeiten entsprechend zu erweitern. • Durch die Bearbeitung von Fallstudien und die Praxisberichte von Gastreferenten mit anschließenden intensiven Diskussionsrunden sollen die individuelle Analyse- und Problemlösungsfähigkeit sowie die Diskussions- und Argumentationsfähigkeit sowie Moderationsfähigkeit der Studierenden gestärkt werden. • Im Rahmen der aktiven Teilnahme an einem mehrtägigen „Training für Change Manager" sammeln die Studierenden über die wissenschaftlichen Kenntnisse hinaus auch eigene praktische Erfahrungen und erweitern ihre persönlichen Fähigkeiten, Handlungsweisen und Einstellungen nachhaltig. Das eigene Agieren in praxisnahen Situationen und Reflektieren in der Gruppe ermöglicht erfahrungsgeleitete, individuelle Lernprozesse und fördert die Teamfähigkeit
Contents of the course	1. Gastvorträge von UnternehmensvertreterInnen zu verschiedenen Themen aus Teilmodul 1 vorbereiten, moderieren, diskutieren und nachbereiten 2. Bearbeiten und Diskutieren von Fallstudien zu den Themen aus Teilmodul 1 (anwendungsorientierte Umsetzung der Kenntnisse) 3. Interaktives Training zur Förderung der individuellen persönlichen Kompetenzen und Einstellungen, um Change-Prozesse als (Teil)Projektleiter und/oder Führungskräfte in der Praxis erfolgreich planen und umsetzen zu können
Teaching and learning methods	Working on case studies, exercises, guest lectures, discussions, interactive training
Special features (e.g. online content, visits to practices, guest speakers, etc.)	• Training (duration: 2-3 days) • Guest lectures by company representatives • Working on case studies, exercises, discussions, seminar-style teaching • Support for teaching units through e-learning elements in the Learning Campus (online exercises, working on case studies, interactive online group work, padlets, videos, etc.)
Recommended reading list (Teaching and learning materials, literature)	See module description above

9 Supply chain management

Module no./ Code	9
Module name	Supply Chain Management
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Compulsory elective module
If applicable, courses of the module*	9.1 Added value and sales management 9.2 Concepts in Creation and Development of Supply Chains
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Module responsibility	Prof Dr Ralph Kriechbaum
Name of the university teacher(s)	Prof Dr Ralph Kriechbaum, Prof Dr Eckhard Lachmann
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Written examination
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	see submodules
Contents of the module	see submodules
Teaching and learning methods of the module	see submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	see submodules
Literature	see submodules

9.1 Added Values and Sales Management

No./ Code of the course	9.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	One semester

Frequency of the course	Winter Semester
Name of the university lecturer	Prof Dr Ralph Krichbaum, Prof Dr Eckhard Lachmann
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5

Workload and its composition (e.g. self-study + contact time)	150 hours total workload, of
	  60 hours attendance in person and
	  90 hours of individual and team preparation, and study

SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written examination lasting 90 min
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject matter learning goals	• Participants will understand the challenges in added value processes • Students will understand the historical progression of successful added value management • They will be able to evaluate the outcomes of different processes in value chains • Students will learn to find ways of identifying the underlaying issues in supply chains in order to influence outcomes positively • They will understand the role of active management and leadership in managing supply chain activities • Differences and common patterns of internal and external activities within added value chains will be discussed • Students will understand the relationships and resulting tasks for management in procurement, storage, transport, distribution and disposal of products, services and administrative processes within added value management activities • Students will be capable of explaining the tools of Supply Chain Management and use them in a solution-oriented manner • Participants will understand the importance of strategic sales decisions especially in an international context • Students will be able to decide on the pros and cons of typical sales techniques • Students will learn to evaluate possible decision outcomes in sales management • They will understand the role of active international selling and the necessity of customer acquisition and customer care • Students will be capable of explaining the tools of Sales Management and use them in a solution-oriented manner

b) Social and methodological learning goals	• Ability to discuss problem-based questions in English in particular with an international background • Students will learn to work on case study problems, to find solutions, and to prepare presentations in English • Participants will present the outcome in front of the class, they have to justify their reasoning and will learn from each other by discussing different approaches
Contents of the course	1. Added value management 2. Operations Leadership 3. Supply and market management 4. Total Cost Management 5. Strategic Sales Management 6. Sales Techniques 7. International Selling
Teaching and learning methods	Presentation of material in teaching units structured as seminars Exercises for preparation and homework Repetition questions Deepening of the material based on practical cases Working on theory-based case studies and presenting answers to special questions
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practical excercises in simulations and experiments - both practical and mental Excursions to relevant companies in the region Discussions with entrepreneurs and leading managers on questions in Added Value and Sales Management
Recommended reading list (Teaching and learning materials, literature)	• Concept of the Corporation (Peter Drucker, 1946) • Out of the Crisis (W. Edwards Deming, 1950) • The Machine That Changed the World: The Story of Lean Production - Toyota's Secret Weapon in the Global Car Wars That Is Now Revolutionising World Industry (James Womack, Daniel Jones, Daniel Roos, 1991) • Lean Thinking: Banish Waste And Create Wealth In Your Corporation (James P. Womack Daniel T. Jones, 2003) • International Business: The Challenge of Global Competition, 13th ed. (Donald A. Ball, 2012) • Selling and Sales Management, 10th ed. (David Jobber / Geoff Lancaster, 2015) • How to Sell. Selling anything to anyone (Jo Qwen, 2010)

9.2 Concepts in Creation and Development of Supply Chains

No./ Code of the course	9.2
Semester/Trimester	Semester

Type of course (compulsory, optional, etc.)	One semester
Frequency of the course	Winter Semester
Name of the university lecturer	Prof Dr Ralph Kriechbaum
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation, and study
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Oral Exam lasting 30 min
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject matter learning goals	• Participants will be able to describe supply chains in their complexity overarching companies and added value processes • Students will understand the possibilities to create and develop supply chains • They will be understanding and utilising problem solving methods influences developed under the concepts of what American authors called "Lean Management" • Participants will be able to identify opportunities and initiate new concepts to develop multiple successful supply chain activities
b) Social and methodological learning goals	• Case studies in small groups will reinforce the discussion and argumentation skills of the students • Seminar-based presentation of course content in individual units • Interactive preparation of class topics in groups • Putting theoretical knowledge into practice using concrete case studies in group work • Lab Days will give opportunities to apply concepts
Contents of the course	1. Quality management within supply chain management 2. Inventory management within supply chain management 3. Concepts developed in the understanding of what American authors call Lean Management

Teaching and learning methods	Class room simulations to identfy challenges that may be overcome with the development of new supply chain concepts Lab work in interactive simulations of supply chain processes Excursions to relevant companies in the region.
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Guest lecturers from Japan and the United States of America integrated into class discussions with students Live interaction with professors from the United States and Japan (online and face to face).
Recommended reading list (Teaching and learning materials, literature)	• Learning to See: Value-Stream Mapping to Create Value and Eliminate Muda (Lean Enterprise Institute, Mike Rother, John Shook, 1999) • Zero Quality Control: Source Inspection and the Poka-Yoke System (Shigeo Shingo, Andrew Dillon) 1991 • Quality is Free (Philip Crosby, 1980) • A Revolution in Manufacturing: The SMED System: Single- minute Exchange of Die System (Shigeo Shingo, Andrew P. Dillon) • Managing to Learn (John Shook, 2008)

10 Innovation and Entrepreneurship

Module no./ Code	10
Module name	Innovation and Entrepreneurship
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	10.1 Innovation 10.2 Entrepreneurship
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	/
Module responsibility	Prof Dr Stephanie Kapitza
Name of the university teacher(s)	Prof Dr Stephanie Kapitza
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Written examination and / or examination paper
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	Seminar-based teaching, case studies
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

10.1 Innovation

No./ Code of the course	10.1 Innovation
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory

Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Stephanie Kapitza
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam study paper
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject matter learning goals	After completing this module, students will be able to • understand the importance of innovation and innovation management for successful and sustainable companies • recognise the innovation potential of their environment and implement it in the form of innovations in companies and corporations • apply and evaluate methods for the development and management of innovations • apply tools for the development of business model innovations
b) Social and methodological learning goals	After completing this module, students will be able to • develop and their own concepts in project work, • steer and manage their own learning process • discuss and argue with strengthened skills and work in a team orientated manner
Contents of the course	1. Recognise and evaluate innovative ideas 2. Steering and controlling innovation processes 3. Innovation strategies and case studies 4. Brainstorming methods, creative processes, knowledge management 5. Success strategies of innovative companies and start-ups 6. Business Model Generation and Innovation
Teaching and learning methods	Seminar style
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Excursions to companies, external speakers and/or case studies possible

Recommended reading list (Teaching and learning materials, literature)	• Bartl, Dietmut et al: Digital Innovation Playbook, Hamburg, 2016. • Chesbrough, Henry W.: Open innovation. The new imperative for creating and profiting from technology. Boston, 2007. • Lee, S. et al: Open innovation in small and medium enterprises - An intermediated network model, Research Policy, 39/2 (2010), pp. 290-300. • Gassmann, U., Granig, P., Innovationsmanagement, 12 Erfolgsstrategien für KMU, Carl Hanser Verlag, Munich 2013 • Verma, Rajesh / Bashir, Makhmoor: Why Business Model Innovation is the New Competitive Advantage, The IUP Journal of Business Strategy, 14 (2017), pp. 7 17. • Tesch, Jan F. (Eds.): Business Model Innovation in the Era of the Internet of Things. Studies on the Aspects of Evaluation, Decision Making and Tooling, Cham, 2019.

10.2 Entrepreneurship

No./ Code of the course	1.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Stephanie Kapitza
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Study-related examination work
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject matter learning goals:	After completing this module, students will be able to • students understand the importance of company start-ups for the national economy • apply central methods for the development of business models • Apply tools for the development, critical evaluation and placement of business ideas on the market. • carry out and interpret a full-flegded financial planning

	over the course of five years including profit and loss statement, cashflow statement and company valuation
b) Social and methodological learning goals:	After completing this module, students will be able to • develop their own concepts in project work, learn how to negotiate with the key interest groups involved in founding a company and present them professionally • discuss and argue with strengthened skills are and work in a team orientation manner
Contents of the course	1. Development and prototyping of a real business idea 2. Creation of a business plan in exercise groups, from the business idea to the market position to determining the necessary capital requirements 3. Visualisation and presentation of the concepts, defence in front of experts
Teaching and learning methods	Seminar style lectures, own case studies, presentations by participants, independent work on seminar topic guided by coaching
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Design Thinking Workshop, external speakers and/or coaches, online MOOC
Recommended reading list (Teaching and learning materials, literature)	• Osterwalder, A. / Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers and Challengers, New Jersey: John Wiley & Sons • Ries, Eric (2012): Lean Startup, 1st ed., Munich: Redline • Hahn, C. (2018): Financing start-up companies: Praxisbuch für erfolgreiche Gründer: Finanzierung, Besteuerung, Investor Relations. (2nd, fully updated and revised ed. 2018.). Wiesbaden: Springer Gabler • Nagl, A. (2009): Der Businessplan - Geschäftspläne professionell erstellen Mit Checklisten und Fallbeispielen 4th ed. Wiesbaden: Gabler • BayStartUP GmbH (ed.): Handbook Business Plan Creation - The Path to a Successful Company, 2021

11 Mindful leadership

Module No./ Code	11
Module name	Mindful Leadership
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
Courses of the module*, if applicable	11.1 Leadership 11.2 Mindful business
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Bettina Schiessler
Name of the university teacher(s)	Prof Dr Bettina Schiessler Dipl.-BW Kathrin Müller
Teaching language	**German**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Examination paper for both sub-modules
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	Seminar-based teaching, case studies
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

11.1 Leadership

No./ Code of the course	11.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module

Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Bettina Schiessler
Language of instruction/teaching	**German**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Examination thesis with final presentation
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject matter learning goals	• Die Studierenden wenden ihre Kenntnisse in Fallstudien konkret an • Durch Erfahrungsberichte von Experten (Gastvorträge) erhalten die Studierenden weitere Einblicke in die aktuelle betriebliche Praxis. Sie erlangen wesentliche Kenntnisse über die Anwendung des Erlernten anhand konkreter Praxisfälle und diskutieren verschiedene Lösungsstrategien und Handlungsalternativen • In vielseitigen Trainingssequenzen werden die Studierenden gecoacht und erweitern so ihre individuellen Fähigkeiten (Methoden- und Sozialkompetenzen) und Einstellungen zielgerichtet und nachhaltig.
b) Social and methodological learning goals	• Zielsetzung des Moduls ist es, die Studierenden bei de praktischen Umsetzung des Erlernten zu unterstützen und ihre individuellen Fähigkeiten entsprechend zu erweitern. • Durch die Bearbeitung von Fallstudien und die Praxisberichte von Gastreferenten mit anschließenden intensiven Diskussionsrunden sollen die individuelle Analyse- und Problemlösungsfähigkeit sowie die Diskussions- und Argumentationsfähigkeit sowie Moderationsfähigkeit der Studierenden gestärkt werden. • Im Rahmen der interaktiven Übungs- und Coachingsequenzen sammeln die Studierenden über die wissenschaftlichen Kenntnisse hinaus auch eigene praktische Erfahrungen und erweitern ihre persönlicher Fähigkeiten, Handlungsweisen und Einstellungen nachhaltig. Das eigene Agieren in praxisnahen Situationen und Reflektieren in der Gruppe ermöglicht erfahrungsgeleitete, individuelle Lernprozesse und fördert die Teamfähigkeit und Kompetenzen zur Reflektion

Contents of the course	1. Was ist Leadership?
	2. Worauf kommt es heute in der modernen Mitarbeiterführung an? Modernes Leadership
	3. Leadership-Skills
	4. Kommunikation und Gesprächsführung
	5. Personalentwicklung und Coaching
	6. Teams und Zusammenarbeit
	7. Diversity
	8. Ethik und Verantwortung im Management (Empowerment, Achtsamkeit, Empathie, Respekt, Wertschätzung, Resilienz…)
	9. Persönlichkeit und Selbstreflektion
	10. Kreativität und Ideenmanagement (Fehlerkultur schaffen, Veränderungsbereitschaft und -fähigkeit fördern, Vision)
Teaching and learning methods	--
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practical presentations and guest speakers, practical case studies, experiential learning through practical exercises
Recommended reading list (Teaching and learning materials, literature)	et al. • Seliger, R. (2008). The jungle book of leadership. A navigation system for managers. Carl-Auer. • Krusche, B. (2008). Paradoxes of leadership. Tasks and functions for sustainable management. Carl-Auer. • Simon, F.B. (2009). Together we are stupid! The intelligence of companies, managers and markets. Carl Auer. • Arnold, F. (2010). Learning from the best. Carl Hanser Verlag. • Malik, F. (2006). Lead, perform, live. Heyne. • Pfläging, N. (2009). The 12 new laws of leadership. The code: Why management is dispensable. Campus. • Pfläging, N. (2006). Leading with flexible goals: Beyond Budgeting in practice. Campus. • Narjes, F. & Feltz, N. (2010). Fishing for Careers: Career management between planning and opportunity • Radatz, S. (2001). Counselling without advice. Systemic coaching for managers and counsellors. Vienna: ISCT. • König, E. & Volmer, G. (2012). Handbook of systemic coaching. Landsberg: Beltz. • Looss, W. (2006). In private: Coaching for managers. Bergisch Gladbach: EHP. • Müller, G. (2006). Systemic coaching in management. The practical book for newcomers and professionals. Landsberg: Beltz. • Maslach, C. & Leiter, M.P. (1997). The Truth About

	Burnout: How Organisations Cause Personal Stress and What to Do About It. Jossey-Bass. • Leiter, M.P. & Maslach, C. (1999). Six Areas of Worklife: A Model of the Organisational Context of Burnout. Journal of Health and Human Services Administration, 21(4), 472-489.

11.2 Mindful business

No./ Code of the course	11.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Dipl.-BW Kathrin Müller
Language of instruction/teaching	**German**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Examination thesis with final presentation
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence – Knowledge	• Die Studierenden verstehen die neurowissenschaftlichen Grundlagen und Vorteile der Achtsamkeitspraxis für Mensch und Unternehmen. Sie können die erlernten theoretischen Kenntnisse auf praktische Fragestellungen in einer achtsamen Unternehmenskultur anwenden und verstehen es, achtsam zu Führen.
b) Subject-Specific Competence – Skills	• Die Studierenden können mit Abschluss dieses Moduls die Kenntnisse auf konkrete Projekte anwenden und in Unternehmen zielgerichtet planen und umsetzen. Sie sind in der Lage, Achtsamkeitsübungen anzuleiten und entsprechende Konzepte im Unternehmen zu implementieren.
c) Personal Competence - Social Competence	• Die Studierenden erlernen in der Projektarbeit in kleinen Gruppen Führungsverhalten, achtsame Kommunikationsfähigkeiten, Konfliktfähigkeit und Teamorientierung. Sie erarbeiten durch Diskussionen und sozialen Austausch gemeinsame kreative und strukturierte Lösungswege.

d) Personal Competence - Independence	• Die Studierenden können nach Abschluss des Moduls selbständig Achtsamkeitsübungen durchführen und anleiten. Sie können eigenständig für ein konkretes Unternehmen umsetzbare Maßnahmen entwickeln sowie diese professionell präsentieren und im Unternehmen implementieren.
Contents of the course	1. Grundlagen der Achtsamkeit 2. Achtsamkeit im Unternehmenskontext 3. Vorstellung der Projektarbeiten (nach Möglichkeit mit Praxispartnern) 4. Mindful Business 5. Stärkenorientiertes Arbeiten 6. Achtsame Kommunikation 7. Empathie und Mitgefühl in der Wirtschaft 8. Mindful Leadership 9. Präsentationen der Projekte
Teaching and learning methods	Seminar-based teaching, interactive training
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practical presentations and guest speakers, practical case studies
Recommended reading list (Teaching and learning materials, literature)	• Amberg, Martina: Mindfulness as a leadership skill: An introduction for managers and HR managers, Wiesbaden, 2016 • Black, Anna: Mindfulness at work, Stuttgart, 2018 • Kabat-Zinn, John: Healthy through meditation: The big book of self-healing with MBSR, Munich, 2019 • Marturano, Janice: Mindful Leadership: A path to mindful leadership competence, Freiburg im Breisgau, 2015 • Narbeshuber, Esther/ Narbeshuber, Johannes: Mindful Leader: How we take charge of our lives and let serenity lead us to success, Munich, 2019 • Nhat Hanh, Thich: Mindful speaking - mindful listening: The art of conscious communication, Munich, 2019 • Ott, Ulrich: Meditation for sceptics: A neuroscientist explains the path to the self, Munich, 2019 • Singer, Tanja/ Ricard, Matthieu: Compassion in business: A groundbreaking research report, Munich, 2015 • Tan, Chade-Meng: Search Inside Yourself: Optimise your life through mindfulness, Leipzig, 2015

12 Diversity, Equity and Inclusion

Module no./ Code	12
Module name	Diversity, Equity and Inclusion
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	12.1 Diversity, Equity and Inclusion 12.2 Case Study DEI
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Bettina Schiessler
Name of the university teacher(s)	Nicole Schostak
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time 180 h home preparation and follow-up work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Written exam. Presentation, written work, oral participation
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	To develop a deep understanding of the significance of DEI in the modern workplace and to be able to foster diversity management in a holistic, strategic way
Contents of the module	All aspects of diversity management
Teaching and learning methods of the module	Lecture, individual and group work
Special features (e.g. online component, visits to practices, guest lectures, etc.)	Compulsory attendance, no online part, guest lectures
Literature	See modules

12.1 Diversity, Equity and Inclusion

No./ Code of the course	12.1
Semester/Trimester	Semester

Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Nicole Schostak
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
To develop a deep understanding of the significance of DEI in the modern workplace and to be able to foster diversity management in a holistic, strategic way	
Contents of the course	1. What do diversity, equity, and inclusion mean, and how are these concepts interconnected? 2. Why do sustainable companies need to have a DEI strategy? 3. What are the challenges and pitfalls facing DEI initiatives and strategies? 4. Unconscious bias: meaning and influence on decisions behaviour, and organizational structure; anti-bias methods 5. The impact of social stratification and hierarchy on the workplace 6. How can DEI progress be measured in a company? 7. How to recruit and retain diverse employees?
Teaching and learning methods	Lecture, group and individual work
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Compulsory attendance, guest lectures
Recommended reading list (Teaching and learning materials, literature)	Selection: Why diversity matters even more	McKinsey https://www.mckinsey.com/about-us/diversity/overview The Business Case For Diversity is Now Overwhelming. Here's Why	World Economic Forum

12.2 Case Study DEI	
No./ Code of the course	12.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Nicole Schostak
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 60 h attendance time and 90 h home preparation and follow-up work
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Presentation, term paper, oral participation, attendance
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
To gain a comprehensive understanding of the importance of DEI in the modern workplace by analysing case studies, identifying key success factors, and critically evaluating strategies.	
Contents of the course	Analyse and reflect on the DEI strategies of various companies, with a focus on different aspects.
Teaching and learning methods	Lecture, group and individual work, case studies
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Compulsory attendance, guest lectures
Recommended reading list (Teaching and learning materials, literature)	Please visit the websites of different companies and search for DEI.

13 Human Resource Management

Module no./ Code	13
Module name	Human Resource Management
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	13.1 Behaviour in Organisations 13.2 Strategic Human Resource Management
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Bettina Schiessler
Name of the university teacher(s)	Leann Mischel
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	--
SWS	8
Type of examination/ prerequisite for the awarding of credit points	
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	see submodules
Contents of the module	see submodules
Teaching and learning methods of the module	see submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	see submodules
Literature	see submodules

13.1 Behaviour in Organisations

No./ Code of the course	13.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module

Frequency of the course	Once a year
Name of the university lecturer	Leann Mischel
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	Cases (10%), final presentation (70%), news applications (10%), participation (10%)
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Cases (10%), final presentation (70%), news applications (10%), participation (10%)
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
Students should be prepared to read, write, and discuss cases, current topics in the news, and apply course concepts to organisations.	
Contents of the course	This course focuses on the dynamics of individual, interpersonal, group, and organizational processes that people encounter in formal organisations. The objective of this course is to help you understand and manage these processes more effectively. Emphasis is also placed on employee motivation, satisfaction, and productivity. In short, this course will prepare you to manage employees and make sense of organisations. Specific learning objectives include: • Increase awareness of your own and other people's behavioral patterns and the implications of this for effective performance in organisations; • Understand and gain first-hand experience in applying course concepts and theories to all types of organisations, including your own • Become a more informed evaluator of organisations as current or future employees and employers.
Teaching and learning methods	Lecture and exercise
Special features (e.g. online content, visits to practices, guest speakers, etc.)	None
Recommended reading list (Teaching and learning materials, literature)	https://courses.lumenlearning.com/wm-organizationalbehavior/?utm_referrer=https%3A%2F%2Flumenlearning.com%2F
13.2 Strategic Human Resource Management	
No./ Code of the course	13.2
Semester/Trimester	Semester

Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	VHB course
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	--
SWS	4
Type of examination/ prerequisite for the awarding of credit points	--
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
In this course, the basic understanding of human resource management (HRM) will be taken to a deeper level. After a short introduction, we present the core functions of HRM. Then, a more sophisticated view on HR from a strategic perspective will be taught. We highlight interdependencies between HR and corporate strategy and, lastly, emphasise the effect of the external environment on HR and show trends in strategic HRM.	
Contents of the course	• The "Introduction" will give you insights into fundamentals such as strategy and HRM. Further, it will introduce an approach towards strategic HRM. • In "Functions of HRM" you will get taught in performance measurement as well as in (re)structuring functions of HRM. • Why employees can be seen as strategic resources and how the HR strategy can be aligned with the corporate strategy, is what you will learn in "Strategy orientation in HRM". • In "Professional strategic HRM" we will take a closer look on how to professionalize HRM by discussing the development of professional knowledge, conceptual models of HRM, organizational institutionalization, and controlling. • The last section is about "Frameworks and trends in strategic HRM". Here you will get insights into how globalisation, demography, society, and technology influence HRM.
Teaching and learning methods	--
Special features (e.g. online content, visits to practices, guest speakers, etc.)	--
Recommended reading list (Teaching and learning materials, literature)	--

14 International Sales Management and selected Sales Topics

Module no./ Code	14
Module name	International Sales Management and selected Sales Topics
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	14.1 International Sales Management 14.2 Sponsorship-linked marketing
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Eckhard Lachmann
Name of the university teacher(s)	Prof Dr Eckhard Lachmann
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	--
SWS	8
Type of examination/ prerequisite for the awarding of credit points	--
Weighting of the grade in the overall grade	--
Qualification goals of the module	--
Contents of the module	--
Teaching and learning methods of the module	--
Special features (e.g. online component, visits to practices, guest lectures, etc.)	--
Literature	--

14.1 International Sales Management

No./ Code of the course	14.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module

Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Eckhard Lachmann
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	--
SWS	4
Type of examination/ prerequisite for the awarding of credit points	--
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
--	
Contents of the course	--
Teaching and learning methods	--
Special features (e.g. online content, visits to practices, guest speakers, etc.)	--
Recommended reading list (Teaching and learning materials, literature)	--

14.2 Sponsorship-linked marketing

No./ Code of the course	14.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Eckhard Lachmann
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	--
SWS	4
Type of examination/ prerequisite for the awarding of credit points	--
Weighting of the grade in the overall module grade	50%

Qualification goals of the course	
--	
Contents of the course	--
Teaching and learning methods	--
Special features (e.g. online content, visits to practices, guest speakers, etc.)	--
Recommended reading list (Teaching and learning materials, literature)	--

15 Management Consulting

Module No./ Code	15
Module name	Management Consulting
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	15.1 Management consulting 15.2 Management Consulting and Case Studies
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Julia Lettinger
Name of the university teacher(s)	Julia Lettinger
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	168 h total workload, of which 42 h Presence 42 h Case Study Group work 84 h Preparation and follow-up
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Module 1: Oral examination Module 2: Examination thesis + presentation
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

15.1 Management consulting

No./ Code of the course	15.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module

Frequency of the course	Once a year
Name of the university lecturer	Julia Lettinger Cindy Pfitzmann (guest lecturer)
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	42 h Presence 42 h Preparation and follow-up
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Oral examination (individual examination)
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	

- Prepare for a role in management consulting, in-house consulting and strategy departments.
- Learn to tackle business challenges with a strategic step-by-step approach.
- Learn how to survive case study interviews when interviewing for consulting roles.

Contents of the course	Apply theory of module 1 in a real case scenario: 1. Introduction to management consulting 2. Strategic goal setting 3. Strategic analysis (status quo analysis) 4. Strategic options (problem solving and strategy formulation) 5. Strategic decision criteria (strategic choice & implementation) 6. Limits of classic strategic management & new approaches
Teaching and learning methods	Case study (Solve a real management consulting case as part of a group)
Special features (e.g. online content, visits to practices, guest speakers, etc.)	100% online (live)
Recommended reading list (Teaching and learning materials, literature)	• The 80 most important management and consulting tools, Dirk Lippold • Strategic Management, Martin Welge et al. • Business Model Generation, Alexander Osterwalder • Effectuation, Michael Faschingbauer • Creative Strategy, William Duggan • Good Strategy/Bad Strategy, Richard Rumelt • Playing to Win: How Strategy Really Works, Roger Martin and A.G. Lafley • Online course "Business and Product Strategy

	Creation", Julia Lettinger (on the Udemy teaching platform), Link: https://www.udemy.com/course/business-product-strategy-creation

15.2 Management Consulting and Case Studies

No./ Code of the course	15.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Julia Lettinger
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	42 h Case Study Group work 42 h Preparation and follow-up
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Examination paper + presentation (group work)
Weighting of the grade in the overall module grade	50%

Qualification goals of the course

- Deepen what has been taught in module 1 through hands-on-application in a real case
- Learn how to do consulting presentations to senior leaders (slides design + presentation style)
- Practice to work within a team of international consultants and learn cross-cultural collaboration.

Contents of the course	Apply theory of module 1 in a real case scenario: 1. Introduction to management consulting 2. Strategic goal setting 3. Strategic analysis (status quo analysis) 4. Strategic options (problem solving and strategy formulation) 5. Strategic decision criteria (strategic choice & implementation) 6. Limits of classic strategic management & new approaches
Teaching and learning methods	Case study (Solve a real management consulting case as

	part of a group)
Special features (e.g. online content, visits to practices, guest speakers, etc.)	100% online (live)
Recommended reading list (Teaching and learning materials, literature)	• The 80 most important management and consulting tools, Dirk Lippold • Strategic Management, Martin Welge et al. • Business Model Generation, Alexander Osterwalder • Effectuation, Michael Faschingbauer • Creative Strategy, William Duggan • Good Strategy/Bad Strategy, Richard Rumelt • Playing to Win: How Strategy Really Works, Roger Martin and A.G. Lafley • Online course "Business and Product Strategy Creation", Julia Lettinger (on the Udemy teaching platform), Link: https://www.udemy.com/course/business-product-strategy-creation

17 SAP

Module no./ Code	17
Module name	SAP
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	17.1 Logistics Processes in SAP 17.2 Managing Finance Processes in SAP
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Andreas Krüger, Prof Dr Bernhard Holaubek
Name of the university teacher(s)	Prof Dr Andreas Krüger, Prof Dr Bernhard Holaubek
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	--
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Examination thesis and presentation
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

17.1 Logistics Processes in SAP

No./ Code of the course	17.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module

Frequency of the course	Einmal jährlich / Once a year
Name of the university lecturer	Prof Dr Bernhard Holaubek
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	--
SWS	4
Type of examination/ prerequisite for the awarding of credit points	There are two individual grades in this part of the module: Individual grade 1: 20-minute mid-term presentation (40% Individual grade 2: written seminar paper to be delivered by the end of the semester (60%)
Weighting of the grade in the overall module grade	50%

Qualification goals of the course

- Participants will know and understand the central integration points of business processes with the core logistic modules and processes of a company and the design options (customising) of such systems. They will practice and implement this using S/4 HANA as an example. They understand the role of key logistic organisational units and master data objects in this context such as plants, BOM and routing.

- Students will be able to develop individual special topics independently and, in collaboration with "(virtual) users from the specialist areas", implement selected topics into concrete solutions. Particular attention is paid to the ability to transform technical topics into concrete IT-technical solution approaches. The participant must therefore demonstrate that they are able to independently apply the theoretical knowledge imparted in the first part of the event using exampl practical logistic problems in the second part of the event. They particularly understand the importance of integrating logistical processes like procurement, production or maintenance with the accounting processes in SAP S/4 HANA.

Contents of the course	In addition to the introductory consideration of basic approaches from the area of operational standard software (history, system types, options for intervention in the system design,...), various key logistical topics (e.g. from the areas of materials management, production and maintenance) are selected. An introduction to a specific operational standard system (in our case SAP) is given. On the basis of the knowledge acquired in this way about dealing with the example system used, individual project groups (moderated by the lecturer and, if necessary, in collaboration with "subject specialists" from other departments) will then develop concrete IT-technical solutions to individual business problems and present

	them in the form of functional prototypes in the available S/4HANA system. The prototypes are located in the maintenance environment due to the possibility of solving corresponding logistical sub-problems. The prototypes created in this way must be presented in the form of a presentation and subjected to critical consideration.
Teaching and learning methods	Lecture and exercise
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Hands-on training with the latest SAP solutions
Recommended reading list (Teaching and learning materials, literature)	• Vishal Khandalkar/Falguni Thompson/Guillermo B. Vazquez: Logistics with SAP S/4HANA: Rheinwerk Verlag GmbH, 2022 • Karl Liebstückel: Maintenance with SAP S/4HANA - Customizing: Rheinwerk Verlag GmbH, 2020

17.2 Managing Finance Processes in SAP

No./ Code of the course	17.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Einmal jährlich / Once a year
Name of the university lecturer	Prof Dr Andreas Krüger
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	--
SWS	4
Type of examination/ prerequisite for the awarding of credit points	There are two individual grades in this part of the module: Individual grade 1: 20-minute mid-term presentation (40% Individual grade 2: written seminar paper to be delivered by the end of the semester (60%)
Weighting of the grade in the overall module grade	50%

Qualification goals of the course

- Participants will understand the central integration points of business processes with the core financial modules and processes of a company. They will understand the role and setup of the main organisational structures in an integrated ERP system based on the characteristics and reporting requirements of a company. They will practice and implement this using S/4 HANA as a example. They understand the role of key organizational units such as cost centres, profit centres or segments.

- Students know and understand the various processes of external accounting and their connection

to the internal accounting processes as they occur in traditional companies. They are familiar with the specific requirements of international companies regarding necessary finance processes and can plan the resulting implementation tasks. They particularly understand the importance of integrating logistical processes like purchasing or sales with the accounting processes in SAP S/4 HANA.

- Students are capable of identifying optimisation and automation potentials in accounting processes and developing solution proposals. They learn to create financial reports and interpret them in the context of corporate management.

Contents of the course	After an introduction to the most important components of a modern finance application in an integrated ERP system, the structural setup of external accounting based on key characteristics of a company is discussed. The seminar groups then take over the responsibility of setting up a part of an integrated process between logistical modules and the central finance module of SAP S/4HANA. They have access to a SAP system with demo content, in which they can practice and experience the SAP standard functionality. Each group will first understand the business processes and how they are implemented in SAP S/4HANA standard, before transferring this knowledge into the design of a solution for a sample company.
Teaching and learning methods	Lecture and exercise
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Hands-on training with the latest SAP solutions
Recommended reading list (Teaching and learning materials, literature)	Jonas Tritschler/Stefan Walz/Reinhard Rupp/Nertila Mucka: Financial Accounting with SAP S/4HANA: Business User Guide, 2019 Thomas Kunze/Daniela Reinelt/Kathrin Schmalzing: SAP S/4HANA Finance - Customizing: Implementing FI/CO successfully, 2020

18 Negotiations within an International Surrounding

Module No./ Code	18
Module name	Negotiations within an International Surrounding
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	18.1 Mastering Negotiation Strategies: Psychological and Tactical Approaches 18.2 Intercultural Dynamics and Applied Negotiation Practices
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Claudia Christine Heitmann
Name of the university teacher(s)	Claudia Christine Heitmann
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 110 h attendance time and 190 h preparation and follow-up work at home and in the team
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Exam study paper & project work
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

18.1 Mastering Negotiation Strategies: Psychological and Tactical Approaches

No./ Code of the course	18.1
Semester/Trimester	Semester

Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Claudia Christine Heitmann
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 55 h attendance time and 95 h preparation and follow-up work at home and in the team
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam study paper & project work
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a. Subject-Specific Competence - Knowledge	Students acquire in-depth knowledge of negotiation theories and strategies, focusing on psychological and tactical aspects. They understand: • The Harvard Negotiation Concept and its principles. • The importance of anchoring, BATNA, and ZOPA/NOPA. • Questioning techniques and active listening as essential negotiation tools. • The DiSG model for adapting to different negotiation personalities. • The role of psychological influence in negotiations, including biases and cognitive effects.
b) Subject-Specific Competence - Skills	Students can apply their knowledge to systematically prepare, conduct, and evaluate negotiations. This includes: • Preparing for complex business negotiations in structured and strategic ways. • Using different negotiation strategies and tactics effectively in various contexts. • Extracting lessons learned from past negotiations and applying them to future cases. • Comparing different research methods described in scientific papers. • Presenting research processes and findings of negotiation-related studies. • Critically evaluating research studies and their results • Outlining possible key aspects for future research in negotiation science.

c) *Personal Competence - Social Competence*	Through group work, presentations, and role plays, students improve their ability to: • Work effectively in teams and handle different negotiation styles. • Communicate persuasively and apply negotiation tactics in a business environment. • Recognise and use different theories in complex face-to-face negotiations within an international business context.
d) *Personal Competence - Independence*	Students develop the ability to: • Prepare and lead professional negotiations, both individually and within a team. • Analyse and reflect on negotiation performances for self-improvement. • Take responsibility for their negotiation strategies and outcomes.
Contents of the course	1. Focus on psychological and tactical aspects of negotiation 2. Theories: Harvard Negotiation Concept, Anchoring, BATNA, ZOPA/NOPA 3. Application of questioning techniques, active listening, and argumentation strategies 4. Influence of personality types (DISG model) on negotiation styles 5. Practical implementation through case studies, role plays, and feedback sessions
Teaching and learning methods	Case studies; presentations of practical cases; analysis of scientific essay and its presentation
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practical face-to-face session with mandatory presence with group work
Recommended reading list (Teaching and learning materials, literature)	• Dauth, G. "Professionell verhandeln mit DiSG - Mit dem Persönlichkeitsprofil zum Top-Verhandler"; 2019 Weinheim, 2 editions; Wiley-VCH Verlag & Co. • Fisher, R.; Ury, W; Patton, B. "The Harvard Concept - The Unbeatable Method for Negotiation Results"; 2021 Munich, 6th edition; Penguin Random House • Fisher, R.; Ury, W; Patton, B. "Getting to YES - Negotiating Agreement without giving in"; 2011 New York, 3rd Edition; Penguin Group • Fisher, R.; Shapiro, D. "Beyond Reasons: Using Emotions As You Negotiate" / "Erfolgreich verhandeln mit Gefühl und Verstand"; (2005). Campus Publishing House • Kahnemann, D. "Schnelles Denken, Langsames Denken"; 2011 Munich, 21st edition; Siedler Verlag

	• Mnookin, R. H. "Negotiating with the devil - The Harvar concept for nasty cases"; 2011 Frankfurt am Main, Campus Verlag • Nasher, J. "Deal - You give me what I want!"; 2015 Munich, 14th edition; Wilhelm Goldmann Verlag • Voss, C.; Raz, T. "Kompromisslos Verhandeln - Die Strategien und Methoden des Verhandlungsführers des FBI"; 2022 Munich, 6th edition; Redline Verlag

18.2 Intercultural Dynamics and Applied Negotiation Practices

No./ Code of the course	18.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Claudia Christine Heitmann
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 h total workload, of which 55 h attendance time and 95 h preparation and follow-up work at home and in the team
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam study paper & project work
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
a) Subject-Specific Competence - Knowledge	Students acquire deep insights into the impact of cultural differences on negotiation processes. They understand: • The influence of intercultural factors (e.g., Hofstede's dimensions) on negotiation strategies. • The importance of balancing task- and relationship-oriented approaches in different cultures. • Task vs. relationship level in negotiations across cultures. • The role of high- and low-context communication styles in international business interactions.

b) Subject-Specific Competence - Skills	Students gain the ability to apply their knowledge in real-world negotiations by: - Focusing on intercultural and personal specialities in negotiations. - Distinguishing between intercultural and personal behaviour in international business. - Analysing scientific papers based on methods, goals, and results. - Applying theoretical frameworks to practical negotiation cases with an intercultural perspective. - Critically engaging with academic literature and empirical findings. - In addition, students will: - Analyse and present a scientific research paper related to negotiation. - Develop skills in academic research, critical thinking, and structured argumentation. - Compare different research methodologies and assess their validity and applicability. - Examine scientific studies on gender differences in negotiation behaviour, evaluating how men and women may approach negotiations differently in terms of strategy, assertiveness, and outcomes. - Investigate the impact of negotiation formats (face-to-face vs. remote negotiations) by analyzing research on how communication channels influence negotiation dynamics, trust-building, and decision-making.
c) Personal Competence - Social Competence	Students refine their ability to: - Navigate complex international business negotiations with sensitivity to cultural differences. - Effectively collaborate in diverse teams and handle culturally diverse negotiation counterparts. - Manage conflicts in cross-cultural settings using adaptive communication techniques.
d) Personal Competence - Independence	Students develop: - The ability to approach intercultural negotiations independently and strategically. - A strong awareness of their own cultural biases and negotiation styles. - Confidence in applying negotiation theories to real-world cases. - Competence in presenting and defending academic findings in a structured and analytical manner.

Contents of the course	1. Focus on intercultural aspects and applied negotiation techniques
	2. Theories: Hofstede's cultural dimensions, task- vs. relationship-oriented negotiation
	3. Scientific analysis of gender differences in negotiation behaviour
	4. Examination of face-to-face vs. remote negotiations
	5. Development of research and critical thinking skills through academic paper analysis
	6. Application in practical exercises, role plays, and team discussions
Teaching and learning methods	Case studies; presentations of practical cases; analysis of scientific essay and its presentation
Special features (e.g. online content, visits to practices, guest speakers, etc.)	research study presentations (remote)
Recommended reading list (Teaching and learning materials, literature)	• **Bowles, Hannah Riley; Babcock, Linda; Lai, Lei (2007).** *Social incentives for gender differences in the propensity to initiate negotiations: Sometimes it does hurt to ask.* In: *Organisational Behavior and Human Decision Processes*, 103(1), 84-103. • **Bowles, Hannah Riley; Babcock, Linda (2013).** *How Can Women Escape the Compensation Negotiation Dilemma? Relational Accounts Are One Answer.* In: *Psychology of Women Quarterly*, 37(1), 80-96. • **Demiral, Elif E.; Addley, Macie; Taylor, Erin (2025).** *Closing the gender negotiation gap: The power of entitlements.* In: *Journal of Economic Psychology*, 106, 102786. • **Galin, Amira; Gross, Miron; Gosalker, Gavriel (2007).** *E-negotiation versus face-to-face negotiation: What has changed - if anything?* In: *Computers in Human Behaviour*, 23, 787-797. • **Geiger, Ingmar; Salmen, Andreas; Zerres, Alfred (2024).** *Is the buyer really king? A meta-analysis of the buyer advantage in sales negotiation.* In: *Industrial Marketing Management*, 123, 372-385. • **Gelfand, Michele J.; Dyer, Naomi (2000).** *A Cultural Perspective on Negotiation: Progress,*

Pitfalls, and Prospects.
In: *Applied Psychology: An International Review*, 49(1), 62-99.

- **Gelfand, Michele J.; Brett, Jeanne; Gunia, Brian C.; Imai, Lynn; Huang, Tsai-Jung; Hsu, Bi-Fen (2013).**
  Toward a Culture-by-Context Perspective on Negotiation: Negotiating Teams in the United States and Taiwan.
  In: *Journal of Applied Psychology*, 98(3), 504-513.

- **Graham, John L.; Hernández Requejo, William (2009).**
  Managing Face-To-Face International Negotiations.
  In: *Organizational Dynamics*, 38(2), 167-177.

- **Haselhuhn, Michael P.; Wong, Elaine M.; Ormiston, Margaret E.; Inesi, M. Ena; Galinsky, Adam D. (2014).**
  Negotiating face-to-face: Men's facial structure predicts negotiation performance.
  In: *The Leadership Quarterly*, 25, 835-845.

- **Stuhlmacher, Alice F.; Citera, Maryalice; Willis, Toni (2007).**
  Gender Differences in Virtual Negotiation: Theory and Research.
  In: *Springer Science + Business Media*.

- **Tuncel, Ece; Kong, Dejun Tony; McLean Parks, Judi; van Kleef, Gerben A. (2020).**
  Face threat sensitivity in distributive negotiations: Effects on negotiator self-esteem and demands.
  In: *Organizational Behavior and Human Decision Processes*, 161, 255-273.

19 Project Management

Module No./ Code	19
Module name	Project Management
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	19.1 Project Management Frameworks & Methodologies 19.2 Project Execution & Agile Collaboration
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Dr Sarah-Mira Ruder
Name of the university teacher(s)	Dr Sarah-Mira Ruder
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 h total workload, of which 120 h attendance time 180 h home preparation and follow-up work, project work
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Exam study paper Prerequisite for the award of credit points: Successful submission of a project proposal including timetable and tool selection as well as two short presentations and a final presentation.
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.11%
Qualification goals of the module	See submodules
Contents of the module	See submodules
Teaching and learning methods of the module	See submodules
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See submodules
Literature	See submodules

19.1 Project Management Frameworks & Methodologies

No./ Code of the course	19.1
Semester/Trimester	Semester

Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Dr Sarah-Mira Ruder
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	Workload: 56 UE Contact time: 16 units (lectures, exercises, presentations) Self-study: 40 units (preparation and follow-up, project work)
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam study paper Prerequisite for the award of credit points: Successful submission of a project proposal including timetable and tool selection.
Weighting of the grade in the overall module grade	50%
Qualification goals of the course	
After completing the course, students will be able to • Analyse and apply different project management frameworks and methods • Evaluate the use of agile, hybrid and classic approaches • Use project management tools in a targeted manner to manage and control projects • Identify challenges in practice and develop suitable solutions	
Contents of the course	1. Introduction to future-orientated project management 2. Project initiation and project planning 3. Project implementation and project completion 4. Agile methods and hybrid approaches
Teaching and learning methods	• Lectures with interactive discussions • Group work with practical applications • Case studies
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practice-orientated case studies
Recommended reading list (Teaching and learning materials, literature)	• Kerzner, H. (2022). *Project management: A systems approach to planning, scheduling, and controlling*. Wiley. • PMI (2021). *A guide to the project management body of knowledge (PMBOK guide)*, 7th edition. Project Management Institute.

19.2 Project Execution & Agile Collaboration

No./ Code of the course	19.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Dr Sarah-Mira Ruder
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	Workload: 56 UE Contact time: 16 units (lectures, exercises, presentations) Self-study: 40 units (preparation and follow-up, project work)
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Exam study paper Prerequisite for the award of credit points: Two short presentations and one final presentation.
Weighting of the grade in the overall module grade	50%

Qualification goals of the course
After completing the course, students will be able to • Manage and execute projects efficiently • Apply agile methods in practice • Promote and effectively organise collaboration in agile teams • Overcome challenges in agile project implementation

Contents of the course	• Digitalisation and project management 4.0 • International project management • Project management vision 2030
Teaching and learning methods	• Interactive lectures • Group work with agile methods • Practical case studies
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Practice-orientated case studies
Recommended reading list (Teaching and learning materials, literature)	• PMI (2024). Pulse of the profession: Future of project work. • Schwaber, K., & Sutherland, J. (2020). The scrum guide.

20 Artificial Intelligence in Business

Module No./ Code	20
Module name	Artificial Intelligence in Business
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	20.1 Understanding Human-AI Collaboration: Challenges and Opportunities 20.2 Perspectives on AI in Business
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Carolin Fleischmann Tilman Nols
Name of the university teacher(s)	Prof Dr Carolin Fleischmann Tilman Nols
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	300 hours total workload: 100 hours in class (online and in-person) 200 hours independent study
SWS	8
Type of examination/ prerequisite for the awarding of credit points	project work and exam
Weighting of the grade in the overall grade	10 out of 90 ECTS = 11.1%
Qualification goals of the module	See modules 20.1 and 20.2
Contents of the module	See modules 20.1 and 20.2
Teaching and learning methods of the module	See modules 20.1 and 20.2
Special features (e.g. online component, visits to practices, guest lectures, etc.)	See modules 20.1 and 20.2
Literature	See modules 20.1 and 20.2

20.1 Understanding Human-AI Collaboration: Challenges and Opportunities

No./ Code of the course	20.1
Semester/Trimester	Semester

Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Tilman Nols
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	• 30% Independent Study • 70% contact time (online & in-class)
SWS	4
Type of examination/ prerequisite for the awarding of credit points	50% Exam 50% Group Project Work
Weighting of the grade in the overall module grade	50%

Qualification goals of the course

Understanding the facets and implications of Industry 4.0 including Artificial Intelligence (AI) on society and organisations
Understanding the challenges and opportunities of Human-AI collaboration across various contexts and multi-disciplinary perspectives
Navigating and managing AI-driven business transformations focusing on well-being and performance
Navigating socio-and technical intervention strategies to improve Human-AI collaboration using holistic and multi-level approaches

Contents of the course	1. Industry 4.0 from a Large-Scale Holistic Perspective Reviewing the 4th industrial revolution and its impact on society (e.g., change of jobs, innovation) and organisations (e.g., skills, HR), to understand the relevance of holistic perspectives. 2. Human-AI Interaction: A Critical Review and Practical Examples Diving into human factors, organisational psychology and computer science to grasp the theoretical basics of human-AI interaction and its most common pitfalls. 3. Socio-Technical Intervention Strategies to Improve Human-AI Interaction Navigating both technology (e.g., transparency) and socio (e.g., training, trust) influences on human-AI interaction to improve performance. 4. Leadership And Change In A Digital Era Understanding the critical but changing and evolving role of leadership in digital transformations related to Industry 4.0. 5. Human-AI teams Reviewing current state-of-the-art literature on human-AI teams, their differences to classical human-AI

	interaction, as well as their strengths and weaknesses. • Ethics, AI, and its Impact on the Quality of Life Learning about the importance of responsible and ethical AI and understanding the implications of Industry 4.0 for the well-being of human (workers).
Teaching and learning methods	• Lectures • Academic Literature • Case Studies • Group Assignment (Pitch & Report) • Exam (multiple choice)
Special features (e.g. online content, visits to practices, guest speakers, etc.)	• At least one guest speaker is confirmed • Online Lectures during the week
Recommended reading list (Teaching and learning materials, literature)	Articles distributed in class

20.2 Perspectives on AI in Business

No./ Code of the course	20.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Carolin Fleischmann
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	150 hours total workload: 50 hours in class (online and in-person) 100 hours independent study
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Project Work
Weighting of the grade in the overall module grade	50%

Qualification goals of the course

After completing this module, students will be able to:
• Critically evaluate current developments in AI for business
• Assess AI's impact on different industries (e.g. technology, health care, real estate, entrepreneurship, etc.) and business functions (e.g. marketing, finance, HR, etc.)
• Professionally use AI tools in business
• Practice collaboration, communication and leadership in teams
• Present complex solutions in an engaging and persuasive manner

Contents of the course	1. AI and the future of business 2. Current developments in AI 3. AI's impact on diffent industries 4. AI's impact on business functions 5. High impact AI tools for business
Teaching and learning methods	Class discussions, presentations, class blogs, seminar
Special features (e.g. online content, visits to practices, guest speakers, etc.)	Online discussions, guest speakers
Recommended reading list (Teaching and learning materials, literature)	• Current research and news articles on AI in business

21 Circular Economy & Closed-Loop Supply Chains

Module no./ Code	21
Module name	Circular Economy & Closed-Loop Supply Chains
Semester or trimester	Semester
Duration of the module	1 semester
Type of course (compulsory, elective, etc.)	Choice
If applicable, courses of the module*	21.1 Theory Circular Economy & Closed-Loop Supply Chains 21.2 Tutorial Circular Economy & Closed-Loop Supply Chains
Frequency of the module	Once a year
Admission requirements	No specific requirements
Applicability of the module for other degree programmes	none
Person responsible for the module	Prof Dr Maik Steinmetz
Name of the university teacher(s)	Prof Dr Maik Steinmetz
Teaching language	**English**
Number of ECTS credits allocated	10
Total workload and its composition (e.g. self-study + contact time)	Presence: 120 h Self-study: 180 h Total: 300 h
SWS	8
Type of examination/ prerequisite for the awarding of credit points	Written exam at the end of the semester
Weighting of the grade in the overall grade	50%
Qualification goals of the course	
See below	
Contents of the course	The content of the module "Circular Economy and Closed-Loop Supply Chains" focuses on understanding and applying the principles of circular economy in the context of supply chain management. The module explores the concept of a circular economy, which aims to minimise resource consumption, reduce waste generation, and create a regenerative and sustainable economic system. It also delves into closed-loop supply

	chains, which enable the efficient reuse, remanufacturing, and recycling of products and materials.
Teaching and learning methods of the module	--
Special features (e.g. online component, visits to practices, guest lectures, etc.)	The lecture and tutorial are supported by guest lectures from the field.
Literature	--

21.1 Theory Circular Economy & Closed-Loop Supply Chains

No./ Code of the course	21.1
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Maik Steinmetz
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	Presence: 60 h Self-study: 90 h Total: 150 h
SWS	4
Type of examination/ prerequisite for the awarding of credit points	Written exam at the end of the semester
Weighting of the grade in the overall module grade	50%

Qualification goals of the course
Students should be able to: 1. Demonstrate a comprehensive understanding of the principles and concepts of a circular economy. 2. Explain the key components and benefits of closed-loop supply chains. 3. Understand the environmental, economic, and social implications of transitioning to a circular economy. 4. Describe the role of design for circularity in product development and its impact on closed-loop supply chains. 5. Identify different strategies and technologies for material recovery, recycling, and upcycling in a circular economy. 6. Analyse the challenges and opportunities associated with implementing closed-loop supply chains and circular economy practices. 7. Recognise the role of policy frameworks and regulations in promoting and supporting the transition to a circular economy. 8. Critically evaluate case studies and examples of successful circular economy initiatives and closed-loop supply chain implementations. By achieving these knowledge-based learning outcomes, students will have a solid understanding of the theoretical foundations and key concepts related to circular economy and closed-loop supply chains. They will be equipped with the necessary knowledge to analyse,

evaluate, and contribute to the development and implementation of sustainable practices in various industries.

Contents of the course	The content of the module "Circular Economy and Closed-Loop Supply Chains" focuses on understanding and applying the principles of circular economy in the context of supply chain management. The module explores the concept of a circular economy, which aims to minimise resource consumption, reduce waste generation, and create a regenerative and sustainable economic system. It also delves into closed-loop supply chains, which enable the efficient reuse, remanufacturing, and recycling of products and materials.
Teaching and learning methods	Lecture, group work and case studies
Special features (e.g. online content, visits to practices, guest speakers, etc.)	--
Recommended reading list (Teaching and learning materials, literature)	• Lacy, Peter ; Long, Jessica ; Spindler, Wesley: The Circular Economy Handbook : Realising the Circular Advantage. Singapore: Springer Nature, 2019 ISBN 978-1-349-95968-6. pp. 1-350 • Zeng X, Ogunseitan OA, Nakamura S, et al. Reshaping global policies for circular economy. Circular Economy, 2022, 1(1): 100003. https://doi.org/10.1016/j.cec.2022.100003 • Ferguson, Mark E. ; Souza, Gilvan C.: Closed-Loop Supply Chains : New Developments to Improve the Sustainability of Business Practices. Boca Raton, Fla: CRC Press, 2010 ISBN 978-1-420-09526-5. pp. 1-257

21.2 Tutorial Circular Economy & Closed-Loop Supply Chains

No./ Code of the course	21.2
Semester/Trimester	Semester
Type of course (compulsory, elective, etc.)	Compulsory in the compulsory elective module
Frequency of the course	Once a year
Name of the university lecturer	Prof Dr Maik Steinmetz
Language of instruction/teaching	**English**
Number of ECTS credits allocated	5
Workload and its composition (e.g. self-study + contact time)	Presence: 60 h Self-study: 90 h Total: 150 h
SWS	4

Type of examination/ prerequisite for the awarding of credit points	Written exam at the end of the semester
Weighting of the grade in the overall module grade	50%

Qualification goals of the course

Students should be able to:
1. Demonstrate a comprehensive understanding of the principles and concepts of a circular economy.
2. Explain the key components and benefits of closed-loop supply chains.
3. Understand the environmental, economic, and social implications of transitioning to a circular economy.
4. Describe the role of design for circularity in product development and its impact on closed-loop supply chains.
5. Identify different strategies and technologies for material recovery, recycling, and upcycling in a circular economy.
6. Analyse the challenges and opportunities associated with implementing closed-loop supply chains and circular economy practices.
7. Recognise the role of policy frameworks and regulations in promoting and supporting the transition to a circular economy.
8. Critically evaluate case studies and examples of successful circular economy initiatives and closed-loop supply chain implementations.

By achieving these knowledge-based learning outcomes, students will have a solid understanding of the theoretical foundations and key concepts related to circular economy and closed-loop supply chains. They will be equipped with the necessary knowledge to analyse, evaluate, and contribute to the development and implementation of sustainable practices in various industries.

Contents of the course	The content of the module "Circular Economy and Closed-Loop Supply Chains" focuses on understanding and applying the principles of circular economy in the context of supply chain management. The module explores the concept of a circular economy, which aims to minimise resource consumption, reduce waste generation, and create a regenerative and sustainable economic system. It also delves into closed-loop supply chains, which enable the efficient reuse, remanufacturing, and recycling of products and materials.
Teaching and learning methods	Group work and case studies
Special features (e.g. online content, visits to practices, guest speakers, etc.)	--

Recommended reading list (Teaching and learning materials, literature)	- Lacy, Peter ; Long, Jessica ; Spindler, Wesley: The Circular Economy Handbook : Realising the Circular Advantage. Singapore: Springer Nature, 2019 ISBN 978-1-349-95968-6. pp. 1-350 - Zeng X, Ogunseitan OA, Nakamura S, et al. Reshaping global policies for circular economy. Circular Economy, 2022, 1(1): 100003. https://doi.org/10.1016/j.cec.2022.100003 - Ferguson, Mark E. ; Souza, Gilvan C.: Closed-Loop Supply Chains : New Developments to Improve the Sustainability of Business Practices. Boca Raton, Fla: CRC Press, 2010 ISBN 978-1-420-09526-5. pp. 1-257

Master's thesis

Module no./ Code	--
Module name	Master's thesis
Semester or trimester	Summer or winter semester
Duration of the module	6 months after issue
Type of course (compulsory, elective, etc.)	Compulsory
If applicable, courses of the module*	--
Frequency of the module	Every semester
Admission requirements	Attainment of at least 30 ECTS from the previous semesters and completion of the 3rd semester
Applicability of the module for other degree programmes	--
Module responsibility	Head of degree programme, Prof. Dr Bettina Schiessler
Name of the university teacher(s)	2 lecturers, at least 1 lecturer is a full-time professor at TH Ro and the faculty of the BW faculty
Teaching language	**German or English (summary in German mandatory)**
Number of ECTS credits allocated	30
Total workload and its composition (e.g. self-study + contact time)	900 h total workload
SWS	--
Type of examination/ prerequisite for the awarding of credit points	graded, written documentation + defence/oral examination
Weighting of the grade in the overall grade	30 of 90 ECTS = 33.3%
Qualification goals of the module	The student demonstrates the following qualifications within the scope of the given topic:
Contents of the module	Practically and / or theoretically orientated, scientific work in the field of business administration, economics or management.
Teaching and learning methods of the module	Independent, scientific development of solutions for a given topic
Special features (e.g. online component, visits to practices, guest lectures, etc.)	--
Literature	Depending on the topic