

Course catalogue

Department Business

Study Programme Master in Business Management

Degree awarded Master of Science (M.Sc.)

Effective as of:	
Course leader:	
Issued in printed form:	25.11.2025
Workload:	
Academic regulations:	4

Modules and course units

Module	Module coordinator
M1 Strategic Management	Prof. Dr. Ralf Dillerup
M2 Compliance & Ethics	Ulrike Weingart
M3 Research Methods	MBA Daniel Nill
M4 Business Management I	Prof. Dr. Roland Alter
M5 Innovation Management	Prof. Dr. Carolin Neffe
M6 Organizational Behaviour	Prof. Dr. Roland Alter
M7 Leadership	Prof. Dr. Susanne Wilpers
M8 Business Management Research and Transfer Study	Prof. Dr. Roland Alter
M9 Business Management II	Prof. Dr. Roland Alter
M12 Colloquium & Personality Competencies	Prof. Dr. Roland Alter
M10 Management Skills A	Prof. Dr. Roland Alter
M11 Management Skills B	Prof. Dr. Roland Alter
M13 Master Thesis	Prof. Dr. Roland Alter

General learning outcomes Master in Unternehmensführung / Master in Business Management

Module M1 153010 Strategic Management

Duration	1 Semester
Contact hours per week (45 mins each)	4
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Ralf Dillerup
Professional competence: In-depth knowledge and comprehension	Interactive lectures, exercises during class, projects and presentations on specific topics
Lerninhalte	• The nature of strategy • Strategic Management in different contexts and levels • Understanding strategy development and the Strategic Management process • Normative and corporate strategies • Strategic analysis of industries, markets, technologies, products, competitors, resources, capabilities, business models • SWOT analysis • Strategic choices at the corporate and business levels • Internationalisation strategies • Strategic decision-making and strategy implementation
Professional competence: In-depth knowledge and comprehension	Students demonstrate in-depth knowledge in the field of Strategic Management.
Professional competence: conative skills, analysis and synthesis of knowledge	Students apply subject-specific theories and concepts to complex tasks in the context of strategic issues in an analytically sound manner and reflect on the results, particularly with regard to environmental and ethical challenges. • apply theoretical concepts to real business problems • demonstrate analytical skills and problem-solving skills • search and source appropriate information to support strategic decision-making • diagnose core factors of strategies and business models • analyse major business functions which form the basis of strategy development • develop strategic options and actions • apply and implement strategies • communicate complex ideas accurately and effectively • demonstrate environmental and ethical awareness
Personal competence: Social abilities and skills	Students are able to systematically solve complex case studies in areas of Strategic Management in small groups and communicate their results in a manner appropriate to the target audience. In doing so, they demonstrate awareness of the specific challenges posed by economic, environmental and social aspects.
Personal competence: Independence / autonomy)	Students are able to define, reflect on and evaluate the objectives of their learning and working process and, in particular, organise and carry out the steps for dealing with complex strategic tasks or subtasks within a team on their own responsibility.

Competence levels according to GQF	7
Prerequisites (see below)	None
Module specifics	-
Scheduled	Block seminar according to timetable
Combined assessments	No combined examination

Course unit title M1.1 153011 Strategic Management

This course unit forms part of module M1, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Ralf Dillerup
Semester	1
Available in	each term
Mode of delivery	Lecture, seminar with exercise
Language of instruction	english
Course unit title (German)	Strategic Management
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Interactive lectures, exercises during class, projects and presentations on specific topics
Professional competence: In-depth knowledge and comprehension (Bloom)	Students demonstrate deep knowledge in the field of Strategic Management.
Professional competence : conative skills, analysis and synthesis of knowledge	Students apply subject-specific theories and concepts to complex tasks in the context of strategic issues in an analytically sound manner and reflect in the results, particularly with regard to environmental and ethical challenges • apply theoretical concepts to real business problems • demonstrate analytical and problem-solving skills • search and source appropriate information to support strategic decision-making • diagnose core factors of strategies and business models • analyse major business functions which form the basis of strategy development • develop strategic options and actions • apply and implement strategies • communicate complex ideas accurately and effectively • demonstrate environmental and ethical awareness
Personal competence: Social abilities and skills	Students are able to systematically solve complex case studies in areas of Strategic Management in small groups and communicate their results in a manner appropriate to the target audience. In doing so, they demonstrate awareness of the specific challenges posed by economic, environmental and social aspects.

Personal competence: Independence / autonomy	Students are able to define, reflect on and evaluate the objectives of their learning and working process and, in particular, to plan, organise and carry out the steps for dealing with complex strategic case tasks or subtasks within a team on their own responsibility.
Competence levels according to GQF	7
Course unit contents	• The nature of strategy • Strategic Management in different contexts and levels • Understanding strategy development and the Strategic Management process • Normative and corporate strategies • Strategic analysis of industries, markets, technologies, products, competitors, resources, capabilities, business models • SWOT analysis • Strategic choices at the corporate and business levels • Internationalisation strategies • Strategic decision-making and strategy implementation
Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	• Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regnér, P. (2017). Exploring Strategy Text and Cases. 11th ed. Harlow: Pearson. • Relevant management journals: Harvard Business Review, Sloan Management Review and the Strategic Management Journal • Simulation software manuals • Other materials will be provided as needed • Copies of slides will be distributed at the beginning of the course
Scheduled	Block seminar, see online timetable
Combined assessments	No combined examination

Module M2 153020 Compliance & Ethics

Duration	1 Semester
Contact hours per week (45 mins each)	4
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Ulrike Weingart
Professional competence: In-depth knowledge and comprehension	Interactive lecture with integrated exercises and case studies
Lerninhalte	• Corporate governance, compliance, business ethics • Historical development of corporate governance and compliance • International basic structures of corporate governance • Special features of corporate governance in Germany • German Corporate Governance Code (DCGK) • Importance of compliance for corporate management • Responsibility and liability of corporate management • Compliance management and organisation • Fundamentals of general ethics and corporate ethics • Significance of values and goals in the context of corporate ethics • Corporate social responsibility and corporate citizenship as instruments of applied corporate ethics • Sustainability as a value in corporate management, sustainability management and communication
Professional competence: In-depth knowledge and comprehension	The course imparts knowledge and understanding of the most important legal and non-legal standards of corporate management. It aims to enable students to recognise and analyse problems related to corporate law and corporate ethics and to develop appropriate solutions. They will be able to question legal and ethical problems with an entrepreneurial mindset and make sound decisions. Students independently develop their own proposals outside of predefined solutions, evaluate them and apply them. Students also learn to evaluate and further develop active and passive critical and assessment skills through a feedback system integrated into the course. This encourages them to develop their professional personality and self-management skills. Students are encouraged to independently develop a personal system of professional values and goals that enables them to solve problems and conflicts that arise in everyday management in an appropriate manner.
Professional competence: cognitive skills, analysis and synthesis of knowledge	• Students recognise and understand the importance of compliance and ethics in the context of corporate government • Students are able to argue convincingly from a legal and ethical perspective • Students can identify and analyse legal and ethical problems and solve them appropriately using entrepreneurial thinking • Students can weigh up and assess pros and cons of alternative solutions to legal and ethical problems in a differentiated manner

Personal competence: Social abilities and skills	Students are able to adequately present the results of their legal and ethical analyses both in teams and individually in presentations and written reports.
Personal competence: Independence / autonomy)	Students successfully develop active and passive critical thinking skills.
Competence levels according to GQF 7	
Prerequisites (see below)	None
Module specifics	-
Scheduled	Block seminar according to semester timetable
Combined assessments	No combined examination

Course unit title M2.1 153021 Compliance & Ethics

This course unit forms part of module M2, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Fabian Brugger Ulrike Weingart
Semester	1
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Compliance & Ethik
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	None
Type of assessment	Course-specific paper / presentation
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Interactive lecture with integrated exercises and case studies
Professional competence: In-depth knowledge and comprehension (Bloom)	The course imparts knowledge and understanding of the most important legal and non-legal standards of corporate management. It aims to enable students to recognise and analyse corporate law and corporate ethics issues and to develop appropriate solutions. They will be able to question legal and ethical issues with an entrepreneurial mindset and make sound decisions. Students independently develop their own proposals outside of predefined solutions, evaluate them and apply them. Students also learn to evaluate and further develop active and passive critical and assessment skills through a feedback system integrated into the course. This encourages them to develop their professional personality and self-management skills. Students are encouraged to independently develop a personal system of professional values and goals that enables them to solve problems and conflicts that arise in everyday management in an appropriate manner.
Professional competence : conative skills, analysis and synthesis of knowledge	• Students recognise and understand the importance of compliance and ethics in the context of corporate governance • Students are able to argue convincingly from a legal and ethical perspectives • Students can identify and analyse legal and ethical problems and solve them appropriately using entrepreneurial thinking • Students can weigh up and assess pros and cons of alternative solutions to legal and ethical problems in a differentiated manner

Personal competence: Social abilities and skills	Students can adequately present the results of their legal and ethical analyses both in teams and individually in presentations and written reports.
Personal competence: Independence / autonomy	Students successfully develop active and passive critical thinking skills
Competence levels according to GQF 7	
Course unit contents	• Corporate governance, compliance, corporate ethics • Historical development of corporate governance and compliance • International basic structures of corporate governance • Special features of corporate governance in Germany • German Corporate Governance Code (DCGK) • Importance of compliance for corporate management • Responsibility and liability of corporate management • Compliance management and organisation • Fundamentals of general ethics and corporate ethics • Importance of values and goals in the context of corporate ethics • Corporate social responsibility and corporate citizenship as instruments of applied corporate ethics • Sustainability as a value in corporate management, sustainability management and communication
Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	• Singer, P.: Ethics in the Real World, 2017
Scheduled	Block seminar according to the semester timetable
Combined assessments	No combined examination

Module M3 153030 Research Methods

Duration	1 Semester
Contact hours per week (45 mins each)	4
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	-
Module coordinator	MBA Daniel Nill
Professional competence: In-depth knowledge and comprehension	Interactive lectures, exercises, presentations
Lerninhalte	- Quantitative methods I: descriptive statistics, probabilities and distributions, inferential statistics - Quantitative methods II: correlation and covariance analysis, linear regression analysis, test of assumptions - Research project: research question, data collection and management, applying quantitative methods, interpretation and presentation of empirical results
Professional competence: In-depth knowledge and comprehension	Students demonstrate deep knowledge in their field: - Definition of research question - Literature overview and own contribution - Data analysis using statistical programmes (SPSS) - Data management
Professional competence: conative skills, analysis and synthesis of knowledge	Students are able to implement theories into business-relevant applications: - Practical use of theory for research questions - Defining and conducting a research project - Solving and analysing statistical problems
Personal competence: Social abilities and skills	Students gain the ability to systematically solve research case tasks in small groups and communicate their results in a way that is appropriate to the target audience, including reflection on the results: - Description of the methodology - Presenting and analysing empirical results - Conclusion and critical reflection
Personal competence: Independence / autonomy)	Ability to define, reflect on and evaluate the goals and work process for a research project (or work package) and carry it out.
Competence levels according to GQF	7
Prerequisites (see below)	-
Module specifics	Research methods form the foundation for subsequent modules and especially the master thesis.
Scheduled	Block seminar as communicated by semester schedule
Combined assessments	n.a.

Course unit title M3.1 153031 Research Methods

This course unit forms part of module M3, it is Compulsory.

Name of lecturer(s)	MBA Daniel Nill
Semester	1
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Research Methods
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific paper / presentation
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	Highly recommended to have basic knowledge in quantitative methods
Planned learning activities and teaching methods	Interactive lectures, exercises, presentations
Professional competence: In-depth knowledge and comprehension (Bloom)	Students demonstrate deep knowledge in their field: • Definition of research question • Literature overview and own contribution • Data analysis using statistical programmes (SPSS) • Data management
Professional competence : conative skills, analysis and synthesis of knowledge	Students implement theories into business: • Practical use of theory for research questions • Defining and conducting a research projects • Solving and analysing statistical problems
Personal competence: Social abilities and skills	Students gain the ability to systematically solve research case tasks in small groups and communicate their results in a way that is appropriate to the target audience, including reflection on the results: • Description of the methodology • Presenting and analysing empirical results • Conclusion and critical reflection
Personal competence: Independence / autonomy	Ability to define, reflect on and evaluate the goals and work process for a research project (or work package) and carry it out.
Competence levels according to GQF	7

Course unit contents	- Quantitative methods I: descriptive statistics, probabilities and distributions, inferential statistics - Quantitative methods II: correlation and covariance analysis, linear regression analysis, test of assumptions - Research project: research question, data collection and management, applying quantitative methods, interpretation and presentation of empirical results
Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	- Studenmund, A.H. (2011) Using Econometrics. A Practical Guide, 6th Edition. Prentice Hall. - Mendenhall et al. (1993) Statistics for Management and Economics. 7th Edition. Duxbury Press. - Kirchgässner, G., Wolters, J. (2008) Introduction to Modern Time Analysis. Springer Verlag. - Greene, W.H. (2011) Econometric Analysis. 6th Edition. Prentice Hall. - Provided materials as needed
Scheduled	Block seminar as communicated by semester schedule
Combined assessments	n.a.

Module M4 153040 Business Management I

Duration	1 Semester
Contact hours per week (45 mins each)	8
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	10.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	Depending on the course: seminars, lectures, exercises, simulations, role plays, excursions
Lerninhalte	The compulsory course Levelling (M4.1) deals with the concepts of financial management and managerial accounting. This serves to equalise knowledge as a basis for advanced courses (such as the preparation of a business case). The M4.2 course, an elective in business management, offers a selection of lectures that cater to individual interests in the field of business management. The selection of courses offered varies from semester to semester. Topics include family business, sustainability and risk management. The elective for family business is presented as an example course M4.2.
Professional competence: In-depth knowledge and comprehension	Students deepen and broaden their knowledge and understanding in the areas of financial and management accounting and corporate management (elective).
Professional competence: cognitive skills, analysis and synthesis of knowledge	Students are able to apply the methodological and content-related knowledge they have acquired in analyses and the development of innovative solutions, and to critically reflect on their results.
Personal competence: Social abilities and skills	Students are able to systematically solve complex case studies in small groups and communicate their results in a targeted manner.
Personal competence: Independence / autonomy)	Students are able to define, reflect on and evaluate the objective for their learning and working process and, in particular, to plan, organise and carry out the steps for dealing with complex case studies or subtasks within a team on their own responsibility.
Competence levels according to GQF	7
Prerequisites (see below)	None
Module specifics	The levelling course provides the basis for finance elements in subsequent courses.
Scheduled	Block seminar, according to the online timetable
Combined assessments	No combined examination

Course unit title M4.1 153041 Elective 1: Levelling

This course unit forms part of module M4, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter Dr. Andreas Taschner
Semester	1
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	english
Course unit title (German)	Wahlpflicht 1: Nivellierung
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Lectures, exercises during class
Professional competence: In-depth knowledge and comprehension (Bloom)	This course is an introduction to the world of corporate figures. Students learn the fundamental concepts of financial management and managerial accounting, i.e. how to translate the complex world of a company into simple corporate figures. The emphasis of the course is on real-world application scenarios. Theoretical concepts and models are always mirrored against the requirements and expectations of business decision-makers and managers: What do managers need to know and understand in order to do their job? Concepts from managerial accounting and financial management are put into relation with typical management tasks such as planning and budgeting, making investment decisions, monitoring corporate and individual performance, analysing other companies (such as suppliers or corporate partners), and managing liquidity, for instance. Students can build on knowledge from previous studies (as far as already available), but will acquire a solid understanding of concepts even if they have not yet been exposed to finance and accounting topics before. The course focuses on the practical application of financial management/managerial accounting and their role in decision-making. Examples are explained and demonstrated step by step. Students work in groups on case studies (assignments). In doing so, they learn about basic concepts as well as how to set up and use real-life financial models.

Professional competence : conative skills, analysis and synthesis of knowledge	• Students identify and summarise problems, questions, or issues • Students undertake appropriate quantitative or qualitative analysis • Students identify, assess, and analyse the quality of supporting data/evidence • Students identify and assess conclusions, implications, and consequences • Students identify corporate responsibility and ethical issues • Students understand the differing interests and viewpoints of stakeholders
Personal competence: Social abilities and skills	Students gain the ability to systematically solve financial analysis tasks in small groups and communicate their results in a way that is appropriate to the target audience, including reflection on the results.
Personal competence: Independence / autonomy	Students gain the ability to define, reflect and evaluate the goals and work process for a research project (or work package) and carry it out.
Competence levels according to GQF	7
Course unit contents	• Introduction to financial and managerial accounting • Financial statements • Analysing and interpreting financial statements, financial KPIs • Planning and budgeting • Operations and accounting • Performance management, operational KPIs • Fundamentals of corporate finance • Financial management, liquidity management, financial planning • Capital investment decisions
Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	See syllabus
Scheduled	Block seminar, see semester timetable
Combined assessments	n.a.

Course unit title M4.2 153042 Elective 2

This course unit forms part of module M4, it is Compulsory.

Name of lecturer(s)	
Semester	1
Available in	each term
Mode of delivery	Lecture, seminar with exercise
Language of instruction	german english
Course unit title (German)	Wahlpflicht 2
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Interactive lectures, exercises, case studies, presentations
Professional competence: In-depth knowledge and comprehension (Bloom)	Students deepen and expand their knowledge and understanding of theories and concepts with respect to management of family businesses.
Professional competence : conative skills, analysis and synthesis of knowledge	On completion of this course, students will be able to: • Explore the challenges of defining family businesses • Identify and analyse the critical fundamental philosophies and values associated with family entrepreneurship • Identify and analyse why family businesses are special • Appraise the specific issues pertaining to the formation, structure, culture, governance and tax concerns of family enterprises • Identify and analyse the typical SWOT profile in family enterprises and derive basic conclusions for management in these fields
Personal competence: Social abilities and skills	Students are able to systematically solve complex tasks in the management of family businesses in teams and to communicate in a focused manner. In addition to their teamwork skills, they also demonstrate awareness of specific challenges of economic, environmental and ethical aspects through critical reflection.

Personal competence: Independence / autonomy	Students are able to define, reflect on and evaluate the objectives for their learning and working process and, in particular, to independently plan, organise and carry out the work steps for case tasks or subtasks in a team. Students also learn to evaluate and develop their active and passive criticism and assessment skills through a feedback system integrated into the course. This provides them with incentives for their professional personality development and self-management. Students are encouraged to independently develop a personal as well as professional value and goal system, which enables them to solve occurring challenges and conflicts (also in the professional) everyday life in an appropriate way.
Competence levels according to GQF	7
Course unit contents	Family-owned businesses matter. They account for about two-thirds of all businesses and contribute between 70 to 90 per cent of global GDP and 50 to 80 per cent of employment in most countries worldwide. Baden-Württemberg has an exceptionally high concentration of leading family businesses known as "Hidden Champions". In the Family Business course, students learn to recognise and analyse typical strengths and challenges and to develop assessment criteria for their own application process in a family business. The two seminar blocks deal primarily with the three topics (1) Why are family businesses special? (2) Strengths and opportunities in family businesses (e.g. "Familiyness") and (3) Challenges, weaknesses and threats in family businesses.
Recommended optional programme components	-
Additional specifics	None
Recommended or required reading	• Allen, Matt R; Gartner, William B. (Ed.): Family Entrepreneurship. Insights from Leading Experts on Successful Multi-Generational Entrepreneurial Families, Springer 2021 • Kormann, Hermut, Suberg, Birgit (ed): Topics of Family Business Governance. Insights on Structures, Strategies, and Executives, 2021 • Rüsen, Tom; Kleve, Heiko; von Schlippe, Arist; Managing Business Family Dynasties. Between Family, Organisation, and Network. Springer, 2021 • Saiz-Álvarez, José Manuel; Leitao, Joao; Palma-Ruiz, Jesús Manuel: Entrepreneurship and Family Business Vitality - Surviving and Flourishing in the Long Term, Cham, Switzerland 2020 • Family Business Review • Journal of Family Business Strategy
Scheduled	Block seminar, see online timetable
Combined assessments	No combined examination

Module M5 153050 Innovation Management

Duration	1 Semester
Contact hours per week (45 mins each)	4
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Carolin Neffe
Professional competence: In-depth knowledge and comprehension	• Defining and managing innovation • Types of innovation • Identifying business needs/customer needs/challenges • Design thinking • Critical thinking • Working with personal challenges • communication/presentation skills
Lerninhalte	This course provides a comprehensive introduction to the core theories, tools, and practices of Innovation Management, while emphasising the personal growth required to thrive in a rapidly changing world. Students will explore key concepts such as the innovation lifecycle, disruptive innovation, and open vs. closed innovation. Through interactive workshops and hands-on activities, students will learn essential methodologies like design thinking while applying them to real-world challenges. The course highlights the strategic role of leadership, organisational culture, and creativity in fostering innovation. Students will develop critical problem-solving, collaboration, and communication skills, preparing them to lead innovative projects in diverse environments. A strong focus is placed on self-reflection and personal growth, empowering students to cultivate resilience, adaptability, and a growth mindset. By the end of the course, students will have created actionable innovation strategies and prototypes while gaining deeper insights into their personal development as future innovators and leaders.
Professional competence: In-depth knowledge and comprehension	Students demonstrate ethical and sustainability awareness.
Professional competence: cognitive skills, analysis and synthesis of knowledge	Students demonstrate deep knowledge and analytical skills in their field. Students successfully apply theoretical concepts to business problems.
Personal competence: Social abilities and skills	
Personal competence: Independence / autonomy)	Students communicate complex ideas accurately and effectively.
Competence levels according to GQF	7
Prerequisites (see below)	There are no other requirements except the course on levelling.
Module specifics	-
Scheduled	Block seminar, according to the semester timetable
Combined assessments	

Course unit title M5.1 153051 Innovation Management

This course unit forms part of module M5, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Carolin Neffe
Semester	1
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Innovation Management
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	There are no other requirements except the compulsory course on levelling.
Planned learning activities and teaching methods	Interactive lectures with exercises and case studies on Innovation Management, followed by a business case study
Professional competence: In-depth knowledge and comprehension (Bloom)	Students possess detailed and specialised knowledge in the field of Innovation Management and the creation of business cases.
Professional competence : conative skills, analysis and synthesis of knowledge	Students apply subject-specific theories and concepts of Innovation Management and finance/controllers in an analytically sound manner to develop a detailed business case. They reflect on their results, particularly with regard to economic, environmental and ethical requirements.
Personal competence: Social abilities and skills	Students are able to systematically solve the complex task of new product planning/evaluation in small groups and communicate their results in a targeted manner. In doing so, they demonstrate awareness of specific challenges posed by economic, environmental and ethical requirements.
Personal competence: Independence / autonomy	Students are able to define, reflect on and evaluate the objectives for their learning and working process and, in particular, to plan, organise and carry out the steps for the complex new product planning/evaluation process or subtasks within a team on their own responsibility.
Competence levels according to GQF	7
Course unit contents	- Models and concepts of Innovation Management - Reviewing innovative ideas for their suitability (market/resource-oriented) - Preparing a detailed, number-based business case

Recommended optional programme components	-
Additional specifics	None
Recommended or required reading	See syllabus
Scheduled	Block seminar, as specified in the semester timetable
Combined assessments	Will be published in the first three weeks of lectures, provided that the course is divided into two parts (Innovation Management/Business Case).

Module M6 153060 Organizational Behaviour

Duration	1 Semester
Contact hours per week (45 mins each)	4
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	Interactive lectures, case studies, exercises during class, role plays
Lerninhalte	The course builds on the design of structures and processes as an instrument of corporate governance in the context of normative, strategic and operational management. Structures and processes serve to balance the company both within and outside the system from a dynamic perspective. Change management ensures that the desired changes to structures and processes are achieved in terms of effectiveness and efficiency. Special focus is placed on the connection between organisational design and organisational development in order to incorporate the personal side of change processes and thus a key aspect of Organisational Behaviour. Strategic organisational change is closely related to specific (triggering) situational circumstances and at the same time influences them. Examples include the design of the management organisation of a growing company or the design of the business model, and in particular the value chain, which are discussed in depth. Decisions in the context of the design of structures and processes, and in particular in connection with business models, are reflected in elements of normative leadership.
Professional competence: In-depth knowledge and comprehension	Students demonstrate deep knowledge in the field of Organisational Behaviour
Professional competence: cognitive skills, analysis and synthesis of knowledge	Students apply theoretical concepts to real business problems. Students demonstrate analytical skills and problem-solving skills.
Personal competence: Social abilities and skills	Students communicate complex ideas accurately and effectively. Students demonstrate environmental and ethical awareness.
Personal competence: Independence / autonomy)	Students are able to define, reflect on and evaluate the objectives for their learning and working process and, in particular, to plan, organise and carry out the steps for dealing with complex case tasks or subtasks in a team on their own responsibility.
Competence levels according to GQF	7
Prerequisites (see below)	None
Module specifics	Close connection to the Leadership course
Scheduled	Block seminar
Combined assessments	No combined examination

Course unit title M6.1 153061 Organizational Behaviour

This course unit forms part of module M6, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	2
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Organizational Behaviour
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Interactive lectures, case studies, exercises during class, role plays
Professional competence: In-depth knowledge and comprehension (Bloom)	Students demonstrate deep knowledge in the field of Organisational Behaviour
Professional competence : conative skills, analysis and synthesis of knowledge	Students apply theoretical concepts to real business problems. Students demonstrate analytical skills and problem-solving skills.
Personal competence: Social abilities and skills	Students communicate complex ideas accurately and effectively. Students demonstrate environmental and ethical awareness.
Personal competence: Independence / autonomy	Students are able to define, reflect on and evaluate the objectives for their learning and working process and, in particular, to plan, organise and carry out the steps for dealing with complex case tasks or subtasks in a team on their own responsibility.
Competence levels according to GQF	7

Course unit contents	The course builds on the design of structures and processes as an instrument of corporate governance in the context of normative, strategic and organisational management. Structures and processes serve to balance the company both within and outside the system from a dynamic perspective. Change management ensures that the desired changes to structures and processes are achieved in terms of effectiveness and efficiency. Special focus is placed on the connection between organisational design and organisational development in order to incorporate the personal side of change processes and thus a key aspect of Organisational Behaviour. Strategic organisational change is closely related to specific (triggering) situational circumstances and at the same time influences them. Examples include the design of the management organisation of a growing company or the design of the business model, and in particular the value chain, which are discussed in depth. Decisions in the context of the design of structures and processes, and in particular in connection with business models, are reflected in elements of normative leadership.
Recommended optional programme components	Module M7 Leadership
Additional specifics	None
Recommended or required reading	• Mullins, L.: Organisational Behaviour in the Workplace, aktuelle Auflage, Harlow • Journal articles, case study materials
Scheduled	Block seminar
Combined assessments	No combined examination

Module M7 153070 Leadership

Duration	1 Semester
Contact hours per week (45 mins each)	4
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	Credits will only be awarded if the assessment has been passed successfully.
Module coordinator	Prof. Dr. Susanne Wilpers
Professional competence: In-depth knowledge and comprehension	Lectures and seminars on leadership, group projects, case study analyses, interactive workshops, role plays, self-reflection tasks, psychological tests and peer feedback sessions
Lerninhalte	The course provides comprehensive insight into historical and modern leadership theories and their practical trends. Students learn about transactional and transformational leadership styles in order to understand their effects and applications. Through case studies, they reflect on real-life leadership situations and their theoretical foundations. They are given tools for self-assessment and development of their leadership skills, with a focus on teamwork and conflict management. In addition, the importance of culture, ethics and diversity in today's globalised working world is emphasised.
Professional competence: In-depth knowledge and comprehension	Students gain deep insights into leadership theories such as transactional and transformational approaches and their impact on motivation and teamwork. The importance of emotional intelligence, ethical principles and social responsibility in leadership roles is emphasised, as is the adaptation of these concepts to diverse work contexts. They learn to actively promote innovation and change management and evaluate their knowledge through case studies, discussions and presentations.
Professional competence: conative skills, analysis and synthesis of knowledge	Students practise practical leadership skills and decision-making abilities by applying theories to real-world problems. Interactive methods such as workshops and role plays hone their communication and conflict management skills. Self-reflection and group projects promote personal development and strategic skills in leadership roles.
Personal competence: Social abilities and skills	Students learn to optimise teamwork by integrating different perspectives and improve their communication and feedback culture through group projects. They practise resolving conflicts emphatically and ethically and create a working environment that stimulates creativity and innovation.
Personal competence: Independence / autonomy)	Students practise independent decision-making and taking responsibility in leadership roles, as well as self-directed learning for their continuous development. Through self-reflection, they recognise their leadership qualities and styles, learn to proactively address challenges and find creative solutions. They are encouraged to bring initiative and innovative spirit to their projects.
Competence levels according to GQF	7
Prerequisites (see below)	None

Module specifics	Close connection to the course on organisational behaviour
Scheduled	Block seminar
Combined assessments	No combined examination

Course unit title M7.1 153071 Leadership

This course unit forms part of module M7, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Susanne Wilpers
Semester	2
Available in	each term
Mode of delivery	Lecture, seminar with exercise
Language of instruction	english
Course unit title (German)	Leadership
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	Regular integration of guest lecturers and/or excursions to trade fairs
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Lectures, seminars, group projects, case study analyses, interactive workshops, role plays, self-reflection tasks, psychological tests and peer feedback sessions
Professional competence: In-depth knowledge and comprehension (Bloom)	Students gain a deep understanding of key leadership theories and models, including transactional and transformational approaches. They recognise the importance of different leadership styles and their influence on employee motivation and team effectiveness. The role of emotional intelligence in leadership and the importance of ethical principles and social responsibility are emphasised. A focus is placed on adapting leadership approaches in intercultural and diverse work environments. Students learn how innovation and change management can be promoted through effective leadership. Assessment is based on the application of theories to case studies and critical thinking in discussions and presentations.
Professional competence : conative skills, analysis and synthesis of knowledge	Students develop practical skills in applying leadership theories to solve real-world leadership problems. They practise critical analysis and decision-making skills to effectively manage complex leadership scenarios. Through interactive workshops and role plays, they improve their communication and conflict resolution skills in leadership situations. The use of self-reflection tools promotes understanding of personal leadership styles and the development of emotional intelligence. Project work and group discussions enable students to deepen their teamwork and strategic thinking skills in leadership roles.

Personal competence: Social abilities and skills	Students learn to work effectively in teams, integrating different perspectives and backgrounds. They develop effective communication and active listening skills, which are crucial for promoting an inclusive and respectful working environment. Through group projects and peer feedback, they improve their ability to give and receive constructive feedback. They practise identifying and resolving conflicts, with an emphasis on emphatic and ethically sound decision-making. Students also learn how to create an inspiring and motivating environment that fosters creativity and innovation.
Personal competence: Independence / autonomy	Students learn to make independent decisions and take personal responsibility in leadership roles. They develop the ability to learn independently and continuously work on their personal and professional development. The course promotes self-reflection, enabling students to gain a deeper understanding of their strengths, weaknesses and leadership styles. They learn to proactively tackle challenges and develop creative solutions to complex problems. Students are encouraged to show initiative and demonstrate innovative thinking in their projects and discussions.
Competence levels according to GQF 7	
Course unit contents	The course provides a comprehensive overview of classical and contemporary leadership theories, enabling students to understand historical developments and current trends in leadership practice. A detailed description of transactional and transformational leadership is provided in order to understand the differences, applications and effects of these two popular leadership styles. Using case studies, students analyse leadership decisions in real-world business situations to understand and critically reflect on practical applications of theory. Students are provided with tools for self-assessment and leadership development to help them recognise and improve their own leadership styles. Strategies for promoting teamwork and effectively managing conflicts are developed, teaching students how to create productive and harmonious working environments. The role of culture, ethics and diversity in leadership is emphasised to provide a deeper understanding of the importance of these aspects in the globalised world of work.
Recommended optional programme components	Module 6 Organisational Behaviour
Additional specifics	Regular integration of guest lecturers, COILs (Collaborative International Learning) with partner universities, and excursions
Recommended or required reading	• Northouse, (current edition). Leadership: Theory and Practice • Robbins, Judge & Campbell, (current edition). Organisational Behaviour. Pearson • Relevant management journals: Harvard Business Review • Provided materials as needed
Scheduled	Block seminar
Combined assessments	No combined examination

Module M8 153080 Business Management Research and Transfer Study

Duration	1 Semester
Contact hours per week (45 mins each)	8
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	10.0
Preconditions for obtaining ECTS credits	Credits will only be awarded if the assessment has been passed successfully.
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	Lectures, group work, data analysis
Lerninhalte	Research Study: This covers various aspects of the research process, including developing research questions, justifying the chosen research topic, and conducting literature reviews. It provides an introduction to research philosophy and methodology, as well as concepts such as triangulation and case study designs. Furthermore, data collection techniques such as interviews are discussed, followed by the interpretation of research results and the evaluation of their quality and validity. It also includes ethical and critical considerations as well as guidance on academic writing. Transfer Study: This offers students a unique opportunity to explore the fundamental concepts and importance of effective leadership in a real business environment. By working with a real company, students gain scientifically sound insights into effective leadership. It serves as a dynamic platform for developing a deep understanding of the most influential and time-tested theories that apply to different situations in modern management.
Professional competence: In-depth knowledge and comprehension	The main objective of this course is to enable students to critically evaluate the main theories underlying academic research. It teaches students how to manage the logical steps in the research process and how to evaluate and synthesise relevant literature and other sources. Furthermore, students are able to apply the relevant research methods to practical business situations while demonstrating ethical awareness. An essential part of this course is the preparation an academic research proposal. Students are also given the opportunity to apply the knowledge they have gained in a tranfer project. This involves translating theoretical research into practical application, which is an important step in academic and professional development.

Professional competence: conative skills, analysis and synthesis of knowledge	The purpose of this course is to equip students with the skills to conduct effective research in an ethically sensitive manner, using appropriate sources and methods. Students will learn to conduct primary research in business-related contexts. The course provides an overview of the main methodologies used in this field, as well as the ethical issues that arise in this type of research. The focus is on the practical application of this knowledge with regard to the design and application of methods in this field.
Personal competence: Social abilities and skills	Students use and apply their teamwork skills in group situations.
Personal competence: Independence / autonomy)	Students learn to set clear learning goals, identify their individual learning needs and create effective learning plans. They are familiarised with various learning strategies to promote independent knowledge acquisition and problem-solving. The ability to self-monitor and continuously adapt the learning process is emphasised. Students' performance is assessed based on their goal setting, planning and implementation of learning strategies, and self-reflection to prepare them for academic and professional success.
Competence levels according to GQF	7
Prerequisites (see below)	None
Module specifics	Only available in the Master of Business Management programme
Scheduled	Block seminar
Combined assessments	Research study, lectures with integrated exercises, transfer study

Course unit title M8.1 153081 Business Management Research Study

This course unit forms part of module M8, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	2
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	english
Course unit title (German)	Forschungsstudie Unternehmensführung
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	None
Type of assessment	Course-specific paper / presentation
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Lectures, group work, data analysis
Professional competence: In-depth knowledge and comprehension (Bloom)	The purpose of this course is to equip students with the skills to conduct effective research using appropriate sources and methods in an ethically sensitive manner. Students will learn to conduct primary research in business-related contexts. The course includes an overview of the most important methodologies used in this field, as well as the ethical issues that arise in this type of research. The focus is on practical application of this knowledge with regard to the design and application of methods in this field.
Professional competence : conative skills, analysis and synthesis of knowledge	The main objective of this course is to teach students the ability to critically analyse the underlying theories in academic research. The logical steps in the research process are managed and students learn to evaluate, synthesise and integrate relevant literature and other relevant sources into their research work. In addition, they will be able to apply research methods in practical business situations, taking ethical aspects into account. Finally, students will be able to prepare an academic research proposal that clearly and concisely presents the theoretical foundations, research process and methods used. This course forms an important basis for further studies and the development of research skills.
Personal competence: Social abilities and skills	Students apply their teamwork skills in group situations.

Personal competence: Independence / autonomy	Students are required to conduct research activities independently without constant guidance. They select research topics independently, conduct literature searches and plan research designs on their own responsibility. In addition, they must practise time management and self-organisation in order to make the research process efficient and meet deadlines.
Competence levels according to GQF	7
Course unit contents	This course covers various aspects of the research process, including the development of research questions, the justification of the chosen research topic, and literature review. It provides an introduction to research philosophy and methodology, as well as concepts such as triangulation and case study design. Furthermore, data collection techniques such as interviews are discussed, followed by the interpretation of research results and the evaluation of their quality and validity. The course also includes ethical and critical considerations as well as guidance on academic writing.
Recommended optional programme components	None
Additional specifics	Only available in the Master of Business Management programme
Recommended or required reading	Mark Saunders; Philip Lewis; Adrian Thornhill: Research Methods for Business Students, Harlow; Munich, Pearson, 2023
Scheduled	Block seminar
Combined assessments	No combined examination

Course unit title M8.2 153082 Business Management Transfer Study

This course unit forms part of module M8, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Susanne Wilpers
Semester	2
Available in	each term
Mode of delivery	Lecture, seminar with exercise
Language of instruction	german
Course unit title (German)	Transferstudie Unternehmensführung
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	The course is held in cooperation with a partner company.
Type of assessment	Course-specific paper / presentation
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Interactive lectures, case studies, group projects, workshops and seminars with executives from the partner company
Professional competence: In-depth knowledge and comprehension (Bloom)	Working with a real company enables students to gain scientifically sound insights into effective leadership. The transfer study serves as a dynamic platform for developing a deep understanding of the most relevant and proven theories that can be applied in various modern management situations.
Professional competence : conative skills, analysis and synthesis of knowledge	In this course, students acquire a wide range of skills and abilities. Among the most important are research skills, which enable them to systematically collect relevant information and gain scientifically sound insights. They also develop data analysis skills by working with real company data, which enables them to collect and interpret data and draw well-founded conclusions from it. In addition, the course promotes critical thinking, as students are encouraged to think critically about different leadership theories and evaluate their practical application.
Personal competence: Social abilities and skills	Students improve their communication and presentation skills as they must convey their results clear and convincingly. Working together in groups promotes their ability to work in a team.
Personal competence: Independence / autonomy	In the transfer study, students learn to work independently, develop research plans and solve problems on their own. They must manage their time efficiently and reflect on their learning progress in order to improve their skills. Expanding knowledge and effective communication are also key components of independence that they develop in this form of study.
Competence levels according to GQF	7

Course unit contents	This course offers students a unique opportunity to explore the fundamental concepts and importance of effective leadership in a real-world business environment. By working with a real company, students gain scientifically grounded insights into effective leadership. The transfer study serves as a dynamic platform for developing a deep understanding of the most influential and time-tested theories that apply to various situations in modern management.
Recommended optional programme components	None
Additional specifics	Only available in the Master of Business Management programme
Recommended or required reading	Varies depending on the company's sector; published at the beginning of the semester
Scheduled	Block seminar
Combined assessments	No combined examination

Module M9 153090 Business Management II

Duration	1 Semester
Contact hours per week (45 mins each)	8
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	10.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	Depending on the course: seminars, lectures, simulations, role plays, excursions
Lerninhalte	The electives are designed to strengthen students' skills in the field of business management. A selection of lectures allows individual interests to be taken into account. The selection of courses varies from semester to semester. An example of the courses is presented under M9.1 "Corporate Sustainability in the Global Context". A generic description is provided under M9.2.
Professional competence: In-depth knowledge and comprehension	Students deepen and broaden their knowledge and understanding in the field of business management.
Professional competence: cognitive skills, analysis and synthesis of knowledge	Students expand their subject-related and methodological skills in order to carry out goal-oriented analyses, develop innovative solutions and outline their implementation. They are able to critically reflect on their results.
Personal competence: Social abilities and skills	Students are able to systematically solve complex business management tasks in teams and communicate in a targeted manner. In addition to their ability to work in teams, they demonstrate awareness of specific challenges posed by economic, environmental and ethical requirements through their critical reflection in the application cases.
Personal competence: Independence / autonomy)	Students are able to define, reflect on and evaluate the objectives for their learning and working process and, in particular, to plan, organise and carry out the steps for case tasks or subtasks in a team on their own responsibility.
Competence levels according to GQF	7
Prerequisites (see below)	None
Module specifics	-
Scheduled	Block seminar, according to the semester timetable
Combined assessments	No combined examination

Course unit title M9.1 153091 Elective 3

This course unit forms part of module M9, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	2
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german english
Course unit title (German)	Wahlpflicht 3
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Interactive lectures with integrated exercises, case studies, and presentations
Professional competence: In-depth knowledge and comprehension (Bloom)	Students gain a sophisticated understanding of global trends for companies to comply with expectations and requirements of sustainability. The course will critically explore and contrast CSR (Corporate Social Responsibility) initiatives and ESG (Environmental, Social, and Governance) targets, focusing particularly on recent global developments. Moreover, the course will help students to understand current laws, rules, guidelines, and voluntary codes.
Professional competence : conative skills, analysis and synthesis of knowledge	Students are able to critically analyse emerging areas that responsible companies should consider to ensure competitiveness, promote good corporate behaviour, and minimise reputational damage and potential liability. The course will place specific emphasis on examining real-world, current issues, and it will provide students with the opportunity to consider risks and identify solutions. Through exercises, students enhance their problem-solving skills, understand the importance of CSR and ESG, and develop and monitor effective compliance mechanisms.
Personal competence: Social abilities and skills	Students are able to systematically solve complex tasks on the management of family businesses in teams and to communicate in a focused manner. In addition to their teamwork skills, they also demonstrate awareness of specific challenges of economic, environmental and ethical aspects through their critical reflection.

Personal competence: Independence / autonomy	Students are able to define, reflect on and evaluate the objectives of their learning and working process and, in particular, to independently plan, organise and carry out steps for case tasks and subtasks as part of a team.
Competence levels according to GQF	7
Course unit contents	• Concept of sustainability • CSR (Corporate Social Responsibility) initiatives versus ESG (Environmental, Social, and Governance) targets • Businesses, stakeholders, and ethics • Environmental sustainability • Social and economic sustainability • Challenges to sustainability • Globalisation and sustainability • Sustainable strategic leadership and teambuilding • Compliance: laws, rules, guidelines, and voluntary codes • Data protection and corporate data security • Circular economy
Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	• Hahn, R.: Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders, 2022. • Kopnina, H. et al.: Sustainable Business: Key Issues, 3rd ed., Routledge, 2023. • Taticchi, P./Demartini, M.: Corporate Sustainability in Practice: A Guide for Strategy Development and Implementation, Cham, 2021. • Journal articles
Scheduled	Block seminar, according to the semester timetable
Combined assessments	No combined examination

Course unit title M9.2 153092 Elective 4

This course unit forms part of module M9, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	2
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german english
Course unit title (German)	Wahlpflicht 4
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	45
Workload: Independent studies	80
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Depending on the course: seminars, lectures, simulations, role plays, excursions, etc.
Professional competence: In-depth knowledge and comprehension (Bloom)	Students deepen and broaden their knowledge and understanding of business management in a specific area by choosing one of the electives on offer.
Professional competence : conative skills, analysis and synthesis of knowledge	Students expand their subject-related and methodological skills in order to carry out goal-oriented analyses, develop innovative solutions and outline their implementation. They are able to critically reflect on their results.
Personal competence: Social abilities and skills	Students are able to systematically solve complex business management tasks in teams and communicate in a targeted manner. In addition to their ability to work in teams, they demonstrate awareness of specific challenges posed by economic, environmental and ethical requirements through their critical reflection in the application cases.
Personal competence: Independence / autonomy	Students are able to define, reflect on and evaluate the objectives of their learning and working process and, in particular, to plan, organise and carry out the steps for case tasks or subtasks in a team on their own responsibility.
Competence levels according to GQF	7
Course unit contents	Examples: • Corporate Sustainability in the Global Context • Sustainability • Risk Management

Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	Specified in the syllabus
Scheduled	Block seminar, according to the semester timetable
Combined assessments	No combined examination

Module M12 153120 Colloquium & Personality Competencies

Duration	1 Semester
Contact hours per week (45 mins each)	8
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	10.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	In the Thesis Colloquium (M12.1), students present and defend their own thesis. The Personality and Team Skills (M12.2) use a variety of teaching and learning methods (lectures, exercises, case studies, excursion/study tours, etc.) in line with their different objectives.
Lerninhalte	- Structured discourse in the context of academic theses - Expansion of personal and team skills
Professional competence: In-depth knowledge and comprehension	Students demonstrate that they have broad and integrated knowledge of the scientific fundamentals, practically apply their scientific knowledge and independently design models in the field of business management and at the interface with other fields.
Professional competence: conative skills, analysis and synthesis of knowledge	Students learn about and apply various methods of addressing larger, interrelated issues from a scientific perspective. They are able to discuss new solutions and evaluate and improve them while taking other approaches into consideration.
Personal competence: Social abilities and skills	Students expand their social skills in various ways; they practise realistic leadership situations in a group setting and develop their own solution strategies in different ways.
Personal competence: Independence / autonomy)	Students are able to work independently in terms of "managing their own affairs".
Competence levels according to GQF	7
Prerequisites (see below)	None
Module specifics	-
Scheduled	Block seminar, according to the semester timetable
Combined assessments	No combined examination

Course unit title M12.1 153121 Thesis Colloquium

This course unit forms part of module M12, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	3
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Thesis-Kolloquium
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	22.5
Workload: Independent studies	102.5
Workload details	-
Type of assessment	Course-specific paper / presentation
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	It is recommended that students have successfully completed the courses "Research Methods" and "Research Study" beforehand.
Planned learning activities and teaching methods	Presentation of the scientific concept and defence of the main results of one's own thesis; active discussion of other theses and their scientific concepts.
Professional competence: In-depth knowledge and comprehension (Bloom)	Students demonstrate that they have broad and integrated knowledge of the scientific fundamentals, practically apply scientific results and independently design models in the field of business management and at the interface with other fields.
Professional competence : conative skills, analysis and synthesis of knowledge	Students learn about different ways of approaching larger, interrelated issues from a scientific perspective and apply their results. They are able to discuss new solutions and evaluate and improve them while taking other perspectives into account.
Personal competence: Social abilities and skills	In the colloquium, subject-related problems and solutions are presented to fellow students in a reasoned manner; dealing with criticism is an essential part of this process. By evaluating other people's work, students practise how to offer criticism in an appropriate manner.
Personal competence: Independence / autonomy	In the colloquium, students develop their own opinions and are able to defend them against criticism.
Competence levels according to GQF	7
Course unit contents	Presentation of the scientific concept and defence of the main results of one's own thesis in various phases (concept, methodology, results) and active discussion of the concepts and results of the other students.

Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	See syllabus
Scheduled	See announcements in ILIAS
Combined assessments	Will be published in advance in the syllabus.

Course unit title M12.2 153122 Personality and Team Competencies

This course unit forms part of module M12, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	3
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Persönlichkeits- und Teamkompetenzen
Number of ECTS credits awarded	5.0
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	22.5
Workload: Independent studies	102.5
Workload details	-
Type of assessment	Preliminary examination based on a paper / a presentation
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Depending on the course: interactive lectures, exercises during class, projects and presentations on specific topics, case studies, role plays, etc.
Professional competence: In-depth knowledge and comprehension (Bloom)	Students learn to understand how personality and team skills can be used to expand knowledge and shape leadership positions.
Professional competence : conative skills, analysis and synthesis of knowledge	Students take responsibility for developing their own professional skills in the field of business management.
Personal competence: Social abilities and skills	Students expand their social skills in a practical manner; they practise realistic leadership situations and develop their own solution strategies in groups in various ways.
Personal competence: Independence / autonomy	Students expand their skills in reflecting on, evaluating, independently pursuing and taking responsibility for business decisions.
Competence levels according to GQF	7
Course unit contents	Students attend appropriate courses in the areas of general studies, start-ups/entrepreneurship or participating in a study tour.
Recommended optional programme components	-
Additional specifics	The course can also be completed during the lecture-free period or before the first semester.
Recommended or required reading	According to the syllabus; country-specific materials for study tours
Scheduled	Block seminar, according to the semester timetable

Combined assessments	No combined examination
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Module M10 153100 Management Skills A

Duration	1 Semester
Contact hours per week (45 mins each)	<p>Werden im Ausland erbracht. Modulnoten ergeben sich aus Anrechnung der im Ausland abgeleisteten Prüfungen.
Type of assessment	Module grade (without examination) is composed of weighted individual performances
Number of ECTS credits awarded	30.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	Depending on the partner university
Lerninhalte	Deepening of subject-related and, in particular, intercultural knowledge
Professional competence: In-depth knowledge and comprehension	Through their studies, students deepen their knowledge of management theories and concepts, particularly with regard to intercultural aspects.
Professional competence: conative skills, analysis and synthesis of knowledge	Students expand their knowledge acquisition skills even further. During their stay abroad, they apply their knowledge of intercultural theories and concepts in a case-related and situational manner in their local environment.
Personal competence: Social abilities and skills	Students expand their social skills in various ways; they encounter realistic (management) situations in the context of team-oriented assignments and develop their own solution strategies in different ways.
Personal competence: Independence / autonomy)	During a stay abroad or an internship lasting 100 days, students learn new ways to become more independent.
Competence levels according to GQF	7
Prerequisites (see below)	None
Module specifics	-
Scheduled	According to the timetable abroad
Combined assessments	No combined examination

Course unit title M10.1 153101 Management Skills

This course unit forms part of module M10, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	3
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Management-Fähigkeiten
Number of ECTS credits awarded	30.0
Contact hours per week (45 mins each)	<p>Abhängig von SPO im Ausland
Workload: Contact hours	
Workload: Independent studies	
Workload details	Depending on the partner university, Maximum 750 hours according to ECTS calculation.
Type of assessment	Preliminary examination based on a practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	Depending on the curriculum of the partner university
Professional competence: In-depth knowledge and comprehension (Bloom)	By studying abroad, students acquire in-depth knowledge of management theories and concepts, as well as advanced intercultural skills in particular.
Professional competence : conative skills, analysis and synthesis of knowledge	Students expand their knowledge acquisition skills even further.
Personal competence: Social abilities and skills	Students expand their social skills in various ways; assignments place them in realistic (management) situations with a diverse team environment, and they develop their own personal and professional responses to the challenges that characterise the modern working world in a variety of ways.
Personal competence: Independence / autonomy	During their stay abroad, students learn new ways to become more independent by tackling a variety of individual challenges.
Competence levels according to GQF	7
Course unit contents	Management courses, particularly those focusing on intercultural skills related to corporate management.
Recommended optional programme components	-
Additional specifics	None
Recommended or required reading	Depending on the syllabus of the chosen courses.

Scheduled	Depending on the timetable of the partner university.
Combined assessments	Depending on the Study and Examination Regulation of the partner university.

Module M11 153110 Management Skills B

Duration	1 Semester
Contact hours per week (45 mins each)	-
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	30.0
Preconditions for obtaining ECTS credits	See guidelines for the optional semester
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	Expanding practical knowledge and applying previously acquired knowledge
Lerninhalte	Application of subject-related and methodological knowledge and independent collaboration in line organisations and projects. Further development of social skills, in particular teamwork skills.
Professional competence: In-depth knowledge and comprehension	Students acquire in-depth management skills through practical work.
Professional competence: cognitive skills, analysis and synthesis of knowledge	Students expand their knowledge acquisition skills even further.
Personal competence: Social abilities and skills	Students expand their social skills in various ways; they encounter realistic management situations and develop their own solution strategies in different ways.
Personal competence: Independence / autonomy)	Students learn new ways to become more independent through a series of related practical activities.
Competence levels according to GQF	7
Prerequisites (see below)	-
Module specifics	-
Scheduled	No schedule due to practical work
Combined assessments	No combined examination

Course unit title M11.1 153111 Management Skills

This course unit forms part of module M11, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	3
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Management-Fähigkeiten
Number of ECTS credits awarded	30.0
Contact hours per week (45 mins each)	<p>Entfällt bei Praktikum
Workload: Contact hours	30
Workload: Independent studies	
Workload details	Workload corresponds to working hours specified in the internship agreement.
Type of assessment	Course-specific practice-related assignment
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	None
Planned learning activities and teaching methods	In accordance with the internship agreement; predominantly instruction-based knowledge and skill transfer based on specific operational tasks.
Professional competence: In-depth knowledge and comprehension (Bloom)	Through practical work, students acquire in-depth knowledge of the organisation and working methods in their preferred occupational field within a company.
Professional competence : conative skills, analysis and synthesis of knowledge	During the internship, students are able to work on increasingly complex tasks and thus apply their knowledge in a practical manner.
Personal competence: Social abilities and skills	Students expand their social skills in various ways. In particular, they recognise how, in real (management) situations, effective solutions can only be found through interaction with other parties involved, and they contribute to this process.
Personal competence: Independence / autonomy	Students learn new ways to become more independent through a series of related practical activities.
Competence levels according to GQF	7
Course unit contents	Depending on the company and sector.
Recommended optional programme components	-
Additional specifics	None
Recommended or required reading	Depending on the company.
Scheduled	As specified in the internship agreement.

Combined assessments	No combined examination
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Module M13 153130 Master Thesis

Duration	1 Semester
Contact hours per week (45 mins each)	0
Type of assessment	Module assessment consists of weighted individual performances
Number of ECTS credits awarded	20.0
Preconditions for obtaining ECTS credits	None
Module coordinator	Prof. Dr. Roland Alter
Professional competence: In-depth knowledge and comprehension	Thesis as an independent academic work
Lerninhalte	Completion of the final thesis in one of the following forms: • Written paper • In cooperation with a company • Business/start-up plan
Professional competence: In-depth knowledge and comprehension	Students are able to write a thesis. In doing so, they demonstrate that they have broad and integrated knowledge, including scientific fundamentals and the practical application of scientific results, as well as independent modelling in the field of business management and the interface with other fields.
Professional competence: conative skills, analysis and synthesis of knowledge	Students are able to apply various methods to address a larger, interrelated issue from a scientific perspective. They are able to develop new solutions, evaluate them by taking different criteria into account, and make their own recommendations.
Personal competence: Social abilities and skills	In their final thesis, students demonstrate that they can present subject-related problems and solutions to experts in a well-argued manner and develop them further in collaboration with them. If the thesis is designed as a group project, the focus is also on the ability to find solutions together.
Personal competence: Independence / autonomy)	Within the framework of their final thesis, students are able to reflect on and evaluate both their own and externally defined working objectives, pursue them in a self-directed manner and take responsibility for them, as well as critically reflect on the consequences of implementing the proposals made. In particular, students are able to take into account not only economic effects but also environmental and social effects.
Competence levels according to GQF	7
Prerequisites (see below)	Successful participation in the courses "Research Methods" and "Research Study"
Module specifics	-
Scheduled	Independent time management
Combined assessments	No combined examination

Course unit title M13.1 153131 Master Thesis

This course unit forms part of module M13, it is Compulsory.

Name of lecturer(s)	Prof. Dr. Roland Alter
Semester	3
Available in	each term
Mode of delivery	Event/Exercise
Language of instruction	german
Course unit title (German)	Master-Thesis
Number of ECTS credits awarded	20.0
Contact hours per week (45 mins each)	0
Workload: Contact hours	
Workload: Independent studies	500
Workload details	-
Type of assessment	Master Thesis
Duration of assessment	
Type of course unit	Compulsory
Prerequisites (see below)	Successful participation in the modules "Research Methods" and "Research Study"
Planned learning activities and teaching methods	Final thesis as an independent academic paper, either in the form of a written paper, a paper produced in cooperation with a company, or a business plan.
Professional competence: In-depth knowledge and comprehension (Bloom)	By completing their final thesis, students demonstrate that they have broad and integrated knowledge, including scientific fundamentals and the practical application of scientific results, as well as independent modelling in the field of business management and at the interface with other fields.
Professional competence : conative skills, analysis and synthesis of knowledge	Students apply various methods to address a larger, interrelated issue from a scientific perspective. They are able to develop new solutions, evaluate them taking different criteria into account, and make their own recommendations.
Personal competence: Social abilities and skills	As part of the final thesis, subject-related problems and solutions are presented to experts in a well-argued manner and further developed together with them; if the thesis is designed as a group project, the focus is also on finding solutions together.
Personal competence: Independence / autonomy	As part of their final thesis, students reflect on, evaluate, pursue and take responsibility for both their own and externally defined work objectives, and draw conclusions for the implementation of the proposals made.
Competence levels according to GQF	7
Course unit contents	Completion of the final thesis as an independent academic paper in one of the following forms: written paper, paper produced in cooperation with a company, business plan.

Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	Literature and other sources must be identified independently as part of the assignment.
Scheduled	Independent time management
Combined assessments	No combined examination