



Fakultät Business and Management

Module Handbook Master International Management

Valid for the study and examination regulations in the version dated
06 February 2024

Version: 23.10.2024

Explanatory notes

Notice

Please note in particular the regulations of the Study and Examination Regulations for the Master degree programme International Management as well as the appendix to the Study and Examination Regulations.

The Study and Examination Regulations are valid in their current version.

Structure of the study programme

The study programme comprises a standard period of study of 3 semesters.

Registration formalities

In principle, all examinations must be registered with the Examinations and Internship Department during the registration period. Additional formalities are listed in the module descriptions.

Abbreviations

ECTS = The European Credit Transfer and Accumulation System (ECTS) is a points system for the recognition of academic achievements.

Workload

One credit point is based on a workload of 30 total hours.

Study plan

Information on permitted aids for examinations as well as detailed information on the type of examination, duration and examiners can always be found in the current study plan. The study plan can be accessed by all students via the e-learning platform ELO - in the information board.

Content

International Strategy	4
Applied Economics	8
International Leadership Skills	12
Fundamentals in Sustainable Management.....	16
International Economic Policy	21
Digital Business Analytics	25
Consulting Project	29
Digital Business Innovation.....	33
International Sales	38
International Supply Chain Management.....	43
Mandatory Subject-Specific Elective Module 1-2	47
Master's Thesis	50

Module title International Strategy
Module code 1/IST
Person responsible for the module Prof. Dr. Sabine Jaritz
Study semester according to the curriculum 2
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of module Only summer semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge Basic understanding of international management and international economic relations.

Sub-module International Strategy
Sub-module code 1/IST
Person responsible Prof. Dr. Sabine Jaritz
Lecturers Prof. Dr. Sabine Jaritz Prof. Dr. Claudia Wörz-Hackenberg
Study semester according to the curriculum 2
Attendance Compulsory subject
Sub-module type Seminar-style tuition with exercises
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Portfolio
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only summer semester
Teaching language English

Content

The course is designed to familiarise students with the principles of the strategic management of international organisations. As a deep understanding of global megatrends and consumer trends and their impact is critical for the development of a company's future strategy, this module also familiarizes the students with global megatrends as well as consumer trends and their implications for international corporations. Group works, case studies and practical applications are an integral part of this course.

The content is split into two parts: part one is an overall strategy and a consumer trends part and part two is a global megatrends part. Both parts might be tailored to the specific group considering the background and knowledge.

Strategy and consumer trends part:

- Strategy and value creation: generic strategies and blue ocean strategy
- Internationalisation and globalization
- Political, legal, economic and cultural framework of internationalisation and globalization
- Internationalization process and strategies – a management perspective
- Global consumer types and trends – implications on international strategy

Global Megatrends part:

- Process perspective: Process for Global Megatrend impact analysis; approaches and practical tools to develop strategies based on understanding of Global Megatrends
- Organizational perspective: Organizational setup; foresight institutes, departments; best practice company examples
- Content perspective 1 – environmental megatrends: Food/water/energy scarcity; smart cities etc.
- Content perspective 2 – economic megatrends: Sharing economy, platform based economy etc.
- Content perspective 3 – societal megatrends: Global aging, urbanization/megacities etc.
- Content perspective 4 – technological megatrends: AI, crypto currency/blockchain etc.

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- understand and categorise (2) the typical strategic problems and issues with which internationally operational organisations are confronted.
- apply (3) the knowledge they have acquired to actual situations requiring decisions. This may involve (3) the types of challenges that face private enterprise companies, or equally challenges with which not-for-profit organisations or regions, towns and cities or tourist destinations have to deal with.
- understand (3) global megatrends and consumer trends which are the foundation for developing strategies.
- apply (3) a global megatrends impact analysis, reflect (2) it and derive (3) implications for industries as well as for specific companies.
- adopt (3) a targeted approach when applying principles and methods of strategic management to practical situations requiring a decision in an international context.
- use (3) research-oriented approaches to identify, assess and evaluate megatrends as well as consumer trends and derive implications for different industries.
- apply (3) approaches and tools to determine a trend's stage, its significance, and its impacts.

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to

- solve practical problems by working together in groups (2).
- develop, present, and communicate strategy recommendations on the basis of their own analyses (3)
- take into account intercultural characteristics and peculiarities of the specific scenario (3).

<p>Literature</p> <p><u>Required reading</u></p> <p>Collis, D. (2014): International Strategy – Context, Concepts and Implications, Wiley, Chichester.</p> <p>Hill, C. W. L. (2018): International Business – Competing in the Global Marketplace, McGraw-Hill, Columbus.</p> <p>Peng, M.; Meyer, K. (2019): International Business; Cengage, Andover.</p> <p><u>Recommended reading</u></p> <p>Varies depending on the case studies and topics dealt with in the course</p> <p>Drescher, D. (2017): Blockchain Basics: A Non-Technical Introduction in 25 Steps, Apress, New York.</p> <p>Kjaer, A. L. (2014): The Trend Management Toolkit – a Practical Guide to the Future, Palgrave Macmillan, Basingstoke.</p> <p>Singh, S. (2012): New Mega Trends – Implications for our Future Lives, Palgrave Macmillan, Basingstoke.</p> <p>Stephany, A. (2015): The Business of Sharing: Making it in the New Sharing Economy, Palgrave Macmillan, Basingstoke.</p>
<p>Teaching materials</p> <p>Teaching materials and articles / studies distributed in class</p>
<p>Teaching media</p> <p>Integration of digital tools such as Padlet or Kahoot as well as online collaboration and document sharing tools</p>
<p>Further information about the sub-module</p> <p>Seminar-style tuition with group work, case studies, practical applications, and videos</p> <p>Peer-to-peer learning</p> <p>Short student presentations</p>
<p>Applicability of the module for other degree programmes</p> <p>In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.</p>

Module title Applied Economics
Module code 2/AEC
Person responsible for the module Prof. Dr. Alexander Ruddies
Study semester according to the curriculum 1
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of module Only winter semester
Teaching language English
Mandatory requirements Basic knowledge of economics
Recommended previous knowledge -

Sub-module Applied Economics
Sub-module code 2/AEC
Person responsible Prof. Dr. Alexander Ruddies
Lecturer Prof. Dr. Alexander Ruddies
Study semester according to the curriculum 1
Attendance Compulsory subject
Sub-module type Seminar-style tuition with exercises
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Written exam Duration: 90 minutes
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only winter semester
Teaching language English

Content

Students will learn advanced techniques on the linking of economic theories with the help of case examples. They will be able to integrate into their everyday lives teachings of political economy, which are often seen as too theoretical and far from reality. Examples from the area of microeconomics (e.g. strategic trading by companies) and from the macroeconomic field (e.g. phenomena such as recession, unemployment and inflation) demonstrate the pervasiveness of economics in our daily lives.

Applied microeconomics

- Market forms, market structure and market dynamics
- Competition, cooperation and collusion

Applied macroeconomics

- Growth
- The economic cycle and economic policy
- Foreign trade
- The role of the financial markets

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- understand and categorise (3) important economic questions and problems.
- analyse economic interdependencies by reference to case examples (3).
- give a critical explanation of the microeconomic strategies of companies and the macroeconomic strategies of economic policy and understand the international impact of macroeconomic phenomena (3).
- understand the presentation techniques of economic thought patterns and will be proficient in methods of analysis techniques and presentation (3).
- create model-theory-based graphical analyses of applied problems from the field of macroeconomics (3).

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to

- conduct critical discussions in a rational and objective atmosphere and will have acquired debating skills (3).
- work in groups to resolve individual tasks and will be able to exercise constructive criticism of presentation results (2).
- substantiate with confidence well-founded decisions that are taken on a corporate level against the background of their knowledge of macroeconomics (3).

Literature

Required reading

Miles/Scott/Breedon, Macroeconomics – Understanding the Global Economy

Pindyck/Rubinfeld – Microeconomics

Recommended reading

Clement/Terlau, Angewandte Makroökonomik

Krugman/Wells, Microeconomics

Krugman/Wells, Macroeconomics

Mankiw, Macroeconomics

each in their latest edition

Teaching materials

Lecture slides, practice exercises

Teaching media

Lecture slides, practice exercises

Further information about the sub-module

-

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title International Leadership Skills
Module code 3/ILS
Person responsible for the module Prof. Dr. Ludwig Voussemer
Study semester according to the curriculum 2
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability Only summer semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge -

Sub-module title International Leadership Skills
Sub-module code 3/ILS
Person responsible Prof. Dr. Ludwig Voussemer
Lecturer Prof. Dr. Ludwig Voussemer
Study semester according to the curriculum 2
Attendance Compulsory subject
Sub-module type Seminar-style tuition with exercises
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Portfolio
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only summer semester
Teaching language English

Content

This module aims to teach students the principles of organisational behaviour and to demonstrate how a deeper understanding of the principles of organizational behavior can enhance the development of an effective and ethical leadership style. The emphasis of the course is on developing students' understanding of how the conduct of individuals, groups and entire organisations can be explained, controlled and focused on a particular goal.

- Principles of organisational behaviour
 - Definitions and reasons for the need to understand and manage organisational behavior
 - The changing environment of organization
- Individual behaviour and processes
 - Individual characteristics
 - Individual values, perceptions, and reactions
 - Motivating behavior
 - Motivating behavior with work and rewards
- Interpersonal processes, social behaviour, group behaviour
 - Work Groups and Teams
 - Decision Making
- Leadership
 - Traditional approaches to leadership
 - Contemporary views of leadership
 - Power, influence, and politics

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- understand the principles of individual behaviour, group behaviour and organisational behaviour (2).
- can discuss the basic management functions and understand the link between strategy and leadership (2).
- appreciate the influence of contemporary international business environments on appropriate leadership styles (3).
- discuss ways in which effective leadership can enhance performance behaviours and engagement, promote citizenship behaviours, and minimize dysfunctional behaviours (3).
- use behavioural techniques to analyse complex situations and to select appropriate solution statements from a range of alternative actions (3).
- evaluate management advice as given in popular literature, applying rigorous methodical analysis and critical scientific thinking (3).

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to

- discuss topical issues in the management of people in organizations and collaborate for developing targeted and creative solutions (3).
- respond and attune themselves to the different levels of behaviour within an organisation, they can perceive and appreciate the contribution made by different behaviour patterns and can work interactively on proposals for the management of organisational behaviour (2).
- can instruct others in how to apply behavioural theories and techniques in organizational settings (3).
- understand modern scientific concepts to describe personality characteristics and they can reflect their own personality, motivation, and values (2).
- critically discuss possibilities and ethical boundaries to influence and leadership processes in organizations.
- understand the importance of diversity, they can apply measures to overcome barriers to inclusion and to maximize the value of diversity (3).
- possess the required discussion skills, target orientation, and the necessary readiness to take on responsibility.

<p>Literature</p> <p><u>Required reading</u></p> <p>Griffin, R. W. & Phillips, J. (2024). <i>Organizational behavior: Managing people and organizations</i> (14. ed). Cengage.</p> <p><u>Recommended reading</u></p> <p>Colquitt, J. A., LePine, J. A. & Wesson, M. J. (2023). <i>Organizational behavior: Improving performance commitment in the workplace</i> (8. ed.). McGraw-Hill.</p> <p>Doh, J. P., Luthans, F. & Gaur, A. S. (2024). <i>International management: Culture, strategy, and behavior</i> (12th ed.). McGraw Hill.</p> <p>Northouse, P. G. (2018). <i>Leadership: Theory and practice</i>. Sage.</p>
<p>Teaching materials</p> <p>Articles and cases handed out during the lecture</p>
<p>Teaching media</p> <p>Lecture slides</p> <p>Articles and cases handed out during the lecture</p>
<p>Further information about the sub-module</p> <p>-</p>
<p>Applicability of the module for other degree programmes</p> <p>In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.</p>

Module title Fundamentals in Sustainable Management
Module code 4/FSM
Responsible for module N.N.
Study semester according to the curriculum 2
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of the module Only summer semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge -

Sub-module title Fundamentals in Sustainable Management
Sub-module code 4/FSM
Person responsible N.N.
Lecturer N.N.
Study semester according to the curriculum 2
Attendance Compulsory subject
Sub-module type Seminar-style tuition with exercises
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150 h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Written exam Duration: 90 minutes
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only summer semester
Teaching language English

Content

1 Introduction to sustainability

1.1 General principles of sustainability

- Definition, meaning and dimensions of sustainability
- Historical development of the concept of sustainability
- Current political, social and economic classification

1.2 Theoretical foundations of sustainability

- Concepts and models (sustainable development, triple bottom line, circular economy, conservation, systems theory)
- Sustainability assessment and measurement (life cycle analysis (LCA), product carbon footprint (PCF) and corporate carbon footprint (CCF), eco-efficiency and eco-effectiveness)

1.3 Sustainable value creation

- Holistic view including upstream and downstream value chains
- Strategies to reduce negative impacts on people, nature and the climate
- Circular economy: closing material and energy cycles

2 Anchoring sustainability in business administration

2.1 Tension between sustainability and business management

- Focus on sustainability: input perspective (resource efficiency, resource protection, conservation)
- Focus on business management: output perspective (business management routines and economic action routines)
- Creating a balance between input and output perspectives (dealing with inconsistencies and overcoming complexity)

2.2 Integrative sustainability management

- Strategic anchoring (vision, mission, sustainability goals)
- Organizational structure and governance
- Process integration
- Stakeholder engagement and sustainability communication
- Monitoring and reporting

2.3 Sustainable corporate governance

- Leadership and corporate culture
- Ethics and compliance
- Development and implementation of a sustainability strategy

2.4 Sustainability innovations

- Development and implementation of sustainable products and services
- Innovation management

2.5 Transformation process

- Systemic thinking and holistic approaches
- Leadership and process competence
- Change and transformation management
- Design thinking models
- Ambiguity and ambivalence tolerance

3 Legal requirements

3.1 Political objective

- Creating transparency and comparability

3.2 Regulatory framework

- National legal acts (LkSG)
- European legal acts (Green Deal, CSRD, EU Taxonomy, CBAM, EUDR, CSDDD)
- International legal acts (Agenda 2030 and SDGs, Paris Climate Agreement, OECD Guidelines)

3.3 International and European standards

- UN Global Compact, GRI, TCFD, ESRS

4 Role and influence of stakeholders

4.1 Changing stakeholder expectations

4.2 Increasing stakeholder awareness and sense of responsibility towards people, the environment and the climate

4.3 Effects and challenges for companies

5 Digitality/digitalization

5.1 Digitalization as an enabler for sustainability

- Smart technologies and application in sustainable corporate management
- Big data, AI and IoT

5.2 Digitalized value chains

- Digital twins, blockchain
- Supply chain management systems

5.3 Digital transformation

- Opportunities and challenges of digital transformation
- Change management in the digital age

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- critically evaluate the current economic and management systems from the sustainability perspective and offer (new) approaches within the sustainability framework (3)
- assess the activities and functions of their workplaces in terms of sustainable management and suggest (new) models and tools that can transform their organizations towards sustainability (3)

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to respond to sustainability-related issues in their environment (2)

- act as change agents in spreading and mainstreaming sustainability knowledge in their workplace and everyday life (2)
- respond to sustainability-related issues in their environment (2)

Literature

Required reading

Antonioli, D., Ghisetti, C., Mazzanti, M., and Nicolli, F. (2022) Sustainable production: The economic returns of circular economy practices, *Business Strategy and the Environment*, in press

Brinkmann, R. (2016) *Introduction to Sustainability*, Wiley-Blackwell

Recommended reading

George, G., Haas, M.R., Joshi, H., Tracey, P. (2022) *Handbook on the Business of Sustainability*, Edward Elgar

Gray, R. A., Carol, A. Owen, Dave. (2014). *Accountability, social responsibility, and sustainability : accounting for society and the environment* Boston : Pearson Education Limited.

Kumar, S., Sureka, R., Lim, W.M., Mangla, S.K and Goyal, N. (2021) What do we know about business strategy and environmental research? *Insights from Business Strategy and the Environment*, *Business Strategy and the Environment*, 30, 3454-3469

Markovic, S., Sancha, C., Lindgreen, A (2021) *Handbook of Sustainability-Driven Business Strategies in Practice*, Edward Elgar

Teaching materials

Lecture slides

Teaching media

Lecture slides

Further information about the sub-module

-

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title International Economic Policy
Module code 5/IEP
Person responsible for the module Prof. Dr. Matthias Weiss
Study semester according to the curriculum 1
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of module Only winter semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge Basis economics

Sub-Module International Economic Policy
Sub-module code 5/IEP
Person responsible Prof. Dr. Matthias Weiss
Lecturer Prof. Dr. Matthias Weiss
Study semester according to the curriculum 1
Attendance Compulsory subject
Sub-module type Seminar-style tuition with exercises
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Portfolio
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary- Open book
Availability Only winter semester
Teaching language English

<p>Content</p> <p>The course introduces core areas of international economic policy. The students should become familiar with the economic drivers of international cooperation (or the absence of it) in various areas and should be able to discuss and evaluate economic arguments with respect to current issues of international economic policy. The course covers a range of issues related to international cooperation: among others, international trade agreements, international environmental agreements, and the role of supra-national institutions (focusing among others on the institutions of the European Union)</p> <p>This seminar surveys the defining political economy issues of our time. It explores the interplay between politics and economics in the substantive issue areas of trade, climate, development, and redistribution. The seminar surveys the most provocative, influential contributions in multiple disciplines utilizing a wide range of research methods. Contemporary debates are studied in depth, including the fragmentation of production, the climate crisis, economic development challenges, and the determinants of public goods provision. The course equips students with the conceptual and empirical tools to better understand current developments, provides exposure to multiple perspectives, and builds confidence in development one's own point of view.</p>
<p>Learning Objectives: Subject Competence</p> <p>After successfully completing this sub-module, students are able to</p> <ul style="list-style-type: none">- critically analyse specific international problems of economic policies, both at a theoretical and a practical level (3). This should enable the students to assess specific international economic policy problems and develop policy solutions (3).- to analyse and critically evaluate the institutional frameworks and economic mechanisms of International Economic Policy (2).- understand (3) and assess (3) the impact of these institutions on businesses (3).- understand the impacts that decisions and actions (of individuals, firms, and national governments) have on others (individuals, firms, nations) (2).- understand the benefits of (intergovernmental) cooperation (2) and identify situations in which such beneficial cooperation can or cannot be sustained as a stable equilibrium (3).
<p>Learning Objectives: Personal Competence</p> <p>After successfully completing this sub-module, students are able to</p> <ul style="list-style-type: none">- use their discussion and debating skills and can justify their views (3).- work in teams and deal in an appropriate way with involves third parties to gather relevant information and get to informed decisions (3).- develop a sense of responsibility for the society and the environment regarding corporate decisions and actions (2).
<p>Literature</p> <p><u>Required reading</u></p> <p>-</p> <p><u>Recommended reading</u></p> <p>Krugman, Paul / Obstfeld, Maurice / Melitz, Marc: International Economics: Theory and Policy.</p>
<p>Teaching materials</p> <p>Lecture slides, assignments, exams from previous semesters, selected articles</p>
<p>Teaching media</p> <p>Powerpoint, black board, student discussions, interactive games, student presentations</p>

Further information about the sub-module

-

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title Digital Business Analytics
Module code 6/DBA
Person responsible for module Prof. Dr. Eva Schuckmann
Study semester according to the curriculum 1
Module type Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of module Only winter semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge Knowledge in data visualisation

Sub-module title Digital Business Analytics
Sub module code 6/DBA
Person responsible Prof. Dr. Eva Schuckmann
Lecturers Prof. Dr. Eva Schuckmann Prof. Dr. Katrin Dippold-Tausendpfund
Study semester according to the curriculum 1
Attendance Compulsory subject
Sub-module type Project work
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Practical performance record (PrLN)
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only winter semester
Teaching language English

Content <ul style="list-style-type: none">• Fundamentals of Data• Market research approaches• Data-based Marketing• Business Intelligence• Ethical aspects of handling data
Learning objectives: Subject competence After successfully completing this sub-module, students are able to <ul style="list-style-type: none">- understand the use of data in marketing (1)- Evaluate the application requirements for central market research approaches (2), design studies (2), interpret statistical results in a marketing context (2)- distinguish different types of data (1)- carry out data analyses for data-based management (2).- apply visualization techniques (2).- prepare and summarize data (2).- work with Microsoft Power BI (2) and to model business problems (2).- create management-relevant graphics (3) and develop recommendations for action (3).- take into consideration legal and ethical aspects of data analysis (1).
Learning objectives: Personal competence After successfully completing this sub-module, students are able to <ul style="list-style-type: none">- discuss topics and work in a team (3).- develop constructive criticism and present results in front of groups (2).- justify decisions and alternative courses of action (3)- independently manage business tasks and problems (2).
Literature <u>Required reading (latest editions)</u> Clark D. (2020): Beginning Microsoft Power BI – A Practical Guide to Self-Service Data Analytics, Third Edition, Berkeley, CA: Apress. Cleve, J. / Lämmel, U. W. (2020): Data mining, Third Edition, Oldenbourg: De Gruyter. Malhotra, N. K. (2020), Marketing Research: An Applied Orientation, Seventh Edition, London: Pearson Education Limited. Nussbaumer Knaflic, C. (2015): Storytelling with data. A data visualization guide for business professionals, Hoboken, New Jersey: John Wiley & Sons Inc. Sarstedt, M. / Mooi, E. (2019), A Concise Guide to Market Research – The Process, Data, and Methods Using IBM SPSS Statistics, Third Edition, Berlin: Springer Verlag <u>Additionally recommended literature</u> Provost, F. / Fawcett, T. (2013): Data science for business. What you need to know about data mining and data-analytic thinking, Sebastopol, CA: O'Reilly Media.
Teaching materials Teaching slides and additional files
Teaching media Microsoft Power BI Sawtooth Discover R

Further information about the sub-module

Students work in fixed groups from the start of the semester. It is therefore necessary that students are available to each other, work reliably in the group and are committed to achieving common goals.

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title Consulting Project
Module code 7/COP
Person responsible for module Prof. Dr. Nina Leffers
Study semester according to the curriculum 2
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of module Only summer semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge -

Sub-module title Consulting Project
Sub-module code 7/COP
Person responsible Prof. Dr. Nina Leffers
Lecturer Prof. Dr. Nina Leffers
Study semester according to the curriculum 2
Attendance Compulsory subject
Sub-module type Project work
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Portfolio
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only summer semester
Teaching language English

Content

The object of the course is for teams to apply the methods and instruments learned in study to a practical project and so generate a benefit for the business or a real-life situation. The focus of the course is on the ability of students to analyse the initial situation, to identify the problem statement and to select and deploy appropriate solution methods.

- Fundamentals of project management
- Techniques of problem analysis and structuring
- Principle of pyramide communication
- Presentation techniques
- Slide creation basics
- Communication with data
- Carrying out a project to the specification of the client

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- apply general methods of business administration to practical application situations (3). recognise which methods and instruments are appropriate in which application situation (2).
- have a command of project management skills and techniques which enable them to purposefully handle projects within an application-oriented environment (3).

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to

- contribute appropriate positions in planning and decision-making processes (3).
- present properly reasoned arguments appropriate to different target groups, and find businesslike, issue-driven solutions in conflict situations (3)
- take the initiative in tackling business-related problems in practical application scenarios (3). They are self-reliant and possess critical abilities and discussion skills (3).

Literature

Required reading

Claude H. Maley: Project Management Concepts, Methods and Techniques. Auerbach Publishers, Incorporated, latest edition.

Barbara Minto: The Pyramid Principle: Logic in writing and thinking. Prentice Hall, latest edition.

Gene Zelazny: Say It With Charts: The Executive's Guide to Visual Communication. McGraw-Hill Professional, latest edition.

Recommended reading

Depending on the project's emphasis.

Teaching materials

Lecture slides

Teaching media

Powerpoint

Further information about the sub-module

Upon availability, the course includes an excursion to Oxford Brookes University and participation in the Oxford Brookes Business Challenge Week, a consulting competition in which students advise local companies on business management issues.

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title Digital Business Innovation
Module code 8/DBI
Person responsible for module Prof. Dr. Sevim Süzeroglu-Melchiors
Study semester according to the curriculum 1
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 Semester
Availability of module Only winter semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge -

Sub-module title Digital Business Innovation
Sub-module code 8/DBI
Person responsible Prof. Dr. Sevim Süzeroglu-Melchiors
Lecturer Prof. Dr. Sevim Süzeroglu-Melchiors
Study semester according to the curriculum 1
Attendance Compulsory subject
Sub-module type Seminar-style tuition with exercises
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Term paper (StA)
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only winter semester
Teaching language English

Content

Fundamentals of digital innovation

- Relevant IT trends, megatrends and distinctive IT technologies
- Innovation cycles
- Innovation processes
- Types of innovation
- Innovation models
- Incremental to disruptive innovations

User-orientated aspects of digital innovation

- Role of the user in digital innovation
- Open innovation
- Identification of innovation opportunities
- Needs assessment and value proposition

Data and technology aspects of digital innovation

- Types of data sources
- Open data
- Data protection and intellectual property
- Data as infrastructure
- Technology for big data
- Data value chain
- Data analytics and use cases

Business model and ecosystem aspects of digital innovation

- Internet and data economy
- Multi-sided markets
- Niche markets and long-tail phenomena
- Digital business and revenue models
- Platform economy
- Role of ecosystems and competition
- Role of standardisation
- IT security and risk management

Social and ethical aspects and sustainability of digital innovation

- Regulation and political decision-making mechanism
- Social impact of digital innovation
- Ethical use of informationDigital Transformation
- Impact of digitization on business models
- Different types and configurations of business models
- Key elements and planning principles of digital business models
- Transformation of business and operating models
- Service transformationen and servitization
- Influence of digitization on customer experience and operations
- Industry 4,0 and its influence on the production system
- Practical exercises in business model and business process configuration

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- understand (1) and apply (2) the basics of digital innovation and explain their influence on innovation processes (2).
- explain different types and cycles of innovation (2) and analyse their relevance in different use cases (3).
- compare innovation models (2) and evaluate their application in practice (3).
- differentiate between innovations and digital innovations (1) and categorise their effects on markets and companies (2).

- understand and integrate the user perspective of digital innovation (2) and assess the importance of open innovation concepts (3).
- identify innovation opportunities from the user perspective (2) and evaluate their significance for the development of new products and services (3).
- develop methods for identifying needs and value propositions for digital innovations (3) and apply them in specific contexts (3).
- understand (1) and apply (2) the data and technology perspective of digital innovation and name different types of data sources (1) and interpret their potential use in digital innovation (3).
- explain the handling of open data and data protection requirements (2) and describe data as infrastructure in the digital economy (2) and interpret its significance for the value chain (3).
- recognise technologies for processing large amounts of data (2) and evaluate their possible applications in use cases (3), reproduce the data value chain (2) and apply specific data analytics methods in practical scenarios (3).
- understand and evaluate the business model and ecosystem perspective of digital innovation (1), name the basics of the internet and data economy (2) and analyse their influence on digital business models (3).
- describe multi-sided markets and their challenges (1), explain the principles of the platform economy (2) and interpret their significance for niche markets and long-tail phenomena (3).
- know digital business and revenue models (1) and evaluate their feasibility in different contexts (3), analyse the role of ecosystems and competition (3) and evaluate their influence on innovation processes (3).
- explain the importance of standardisation as well as IT security and risk management in digital business models (2).
- recognise social, ethical and sustainable aspects of digital innovation (1), interpret the social impact of digital innovation (2), explain ethical principles in the use of information (2) and explain challenges in practice (2).
- explain the role of regulation and the policy-making mechanism in digital innovation (2) and analyse their influence on innovation (3).
- understand strategies for promoting sustainability in digital innovation processes (2) and implement them using concrete examples (3).

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to

- discuss well-founded decisions in the field of digital innovation and discuss them both professionally and critically (2), compare different innovation models and processes and integrate them into innovation strategies (3) in order to further develop the ability to act in a digital context in case studies (3).
- recognise the social, ethical and sustainable aspects of digital innovations (2) and take these into account in the development and implementation of projects.
- develop constructive criticism of digital business models and technologies and contribute well-founded positions to innovation processes (2).
- introduce and critically discuss solutions to data- and technology-driven issues in the operational innovation process (2).
- independently reflect on the influence of digital innovations on the achievement of sustainability goals (2).
- work together in a team in a goal-oriented manner to solve complex challenges in the field of digital innovation (2).
- present (2) properly reasoned arguments appropriate to different target groups.
- find businesslike, issue-driven solutions in conflict situations.
- take the initiative (3) in tackling digital problems in practical application scenarios. They are self-reliant (2) and possess (2) critical abilities and discussion skills.

Literature

All of the case studies dealt with in the course are available online on the ELO platform

Silva, F. J. G., Pereira, M.T., Sá, J.C. Ferreira, L.P., Innovation, Digital Transformation and Process Improvement Towards a Better Efficiency on Industrial and Management Systems. MDPI (latest edition).

Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons.

Brynjolfsson, E. & McAfee, A. (2014): The second machine age. Work, progress, and prosperity in a time of brilliant technologies. Norton & Company 2014

Day, G. S. (2007): Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in an Innovation Portfolio. Harvard Business Review, Dec., 110-120.

Streibich, K. H.: The Digital Enterprise. The Moves and Motives of the Digital Leaders.

Westerman, G., Bonnet, D. & McAfee, A.: Leading digital: Turning technology into business transformation.

Recommended reading

Depending on individual assignments.

Knyphausen-Aufseß, Dodo zu / Bickhoff, Nils / Bieger, Thomas (2006): Understanding and Breaking the Rules of Business: Toward a Systematic Four-Step Process. Business Horizon, Vol. 49, 369-377.

Kim, W. Ch.; Mauborgne, R. (2004): Blue Ocean Strategy. Harvard Business Review, Oct., 76-84.

Gilbert, C. G. / Eyring, M. J., (2010): "Beating the Odds when you Launch a New Venture." Harvard Business Review, Vol. 88(5), 92-98.

Blank, Steve (2013): Why the Lean Start-Up Changes Everything. Harvard Business Review, Vol. 93(5), 64-72.

Teaching materials

Script, collection of exercises and assignments, scientific articles

Teaching media

Instructional videos, online tests, Excel exercises, case studies

Further information about the sub-module

-

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title International Sales
Module code 9/ISA
Modulverantwortlich Prof. Dr. Nina Leffers
Study semester according to the curriculum 1
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of module Only winter semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge -

Sub-module title	International Sales
Sub-module code	9/ISA
Person responsible	Prof. Dr. Nina Leffers
Lecturer	Prof. Dr. Nina Leffers
Study semester according to the curriculum	1
Attendance	Compulsory subject
Sub-module type	Seminar-style tuition with exercises
Credit value (ECTS)	5
Weekly semester hours	4
Workload total (1 credit = 30 hours)	150h
Hours in attendance /lectures	42h
Hours for self-study	108h
Zu erbringende Prüfungsleistung	Written exam Duration: 90 minutes
Authorised aides for exam	<ul style="list-style-type: none"> - Non-programmable calculator - Monolingual dictionary
Availability	Only winter semester
Teaching language	English

Content

The course consist of three parts:

- Introduction to Sales Management
- Case Studies in Sales Management
- Negotiations

Sales part

- Introduction to International Sales Management

Sales management is one of the most important elements in the success of modern organizations. When new trends such as the rise of artificial intelligence become evident, it is incumbent upon sales managers to react with new selling approaches. And not only is personal selling the most expensive component of the marketing mix for most companies, but it is the firm's most direct link to the customer.

- The Process of Selling and Buying

This chapter focuses on the process of selling and buying in the organizational marketplace. Many factors are driving the world of professional selling toward a relationship-based approach. This transformation has created a challenging, invigorating, and rewarding environment in which to pursue a career in selling.

- Organizing the Sales Effort and Building Global Key Account Management

- Organizing the sales force is one of the most important decisions made by sales management. It has a significant impact on every aspect of the salesperson's performance. Changes in the way selling is done, the increasing importance of effectively managing customer relationships, and the need to assimilate new technologies in the selling function have led to fundamental changes in the organization of today's sales forces.
- One dominant strategy in organizing the sales organization is the setup of a global key account management team that focuses on the relationship with accounts of global strategic importance.

- The Strategic Role of Information in Sales Management

- Sales managers are both users and generators of information. The sales manager's role with regard to generating, analyzing, and disseminating information is vital to the success of both the firm's marketing strategy and the success of its individual salespeople. Important decisions at all levels of the organization are affected by how well sales managers use information.
- This chapter presents a look at several of the key ways sales managers perform this vital information management role including forecasting sales, setting quotas, establishing the size and territory design of the sales force, and performing sales analysis for managerial decision-making.

- Salesperson Performance: Behavior, Role Perceptions, and Satisfaction

How a salesperson performs is the result of a complex interaction of many factors. Many of those factors are the result of an individual's personal characteristics, motivation, and perceptions of the job. It is vital that sales managers have a clear understanding of salesperson performance so that they can maximize the performance potential of the salespeople in the organization.

- Salesperson Performance: Motivating the Sales Force

Salespeople operate in a highly dynamic, stressful environment outside of the company. There are many factors that influence the salesperson's ability to perform. One of the most critical factors is motivation. It is very important that sales managers understand the process of motivation and be able to apply it to each individual in the sales force in such a manner as to maximize his or her performance potential.

Case Studies

Negotiation part

- Introduction to Negotiation: Weapons of Influence
- Competition and Cooperation
- Two-Party Single-Issue Negotiation
- Distributive Negotiation Strategies
- Two-Party Multiple-Issue Negotiation

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- understand the various aspects of the sales management process (2). Specific activities of interest will be how sales managers develop and execute plans for creating customer satisfaction by developing the selling function, strategic sales planning, building a sales program, and controlling the sales force (2). The challenges of global negotiation will be covered as well as the management of global key accounts (3). Students will also get familiar with the fundamentals of negotiation and negotiation techniques (2).
- apply planning and decision-making methods (key account planning, sales organisation, cost analysis) (3).
- present and argue their ideas with confidence on the basis of sound expertise and with the use of appropriate communication techniques (3).

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to

- understand the need for team work in the context of the work processes (3).
- evaluate the performance of others in terms of professional and personal quality (3).
- understand the ethical aspects of sales management and negotiation strategies (3).
- be aware of the consequences of their planning and organisational decisions and can incorporate them in a personal value concept (2).

Literature

Johnston, W. J., Marshall G. W., Sales Force Management, latest edition.

Spiro, L., Rich, G. A., Stanton, W. J., Management of a Sales Force, latest edition.

Shell, R.G., Bargaining for Advantage: Negotiation Strategies for Reasonable People, latest edition.

Lewicki, R. J., Barry, B., Saunders, D. M., Essentials of Negotiation, latest edition.

Additional readings and cases might be distributed in class throughout the semester.

Teaching materials

Lecture slides

Additional readings and cases might be distributed in class throughout the semester.

Teaching media

Powerpoint

Negotiation scenarios

Further information about the sub-module

Upon availability the negotiation part includes a COIL-project together with Hong Kong University with joint online teaching and negotiation exercises.

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title International Supply Chain Management
Module code 10/ISC
Person responsible for module Prof. Dr. Thomas Liebetrueth
Study semester according to the curriculum 1
Module category Compulsory subject
Grade weighting 1
Credit value (ECTS) 5
Weekly semester hours 4
Module duration 1 semester
Availability of module Only winter semester
Teaching language English
Mandatory requirements -
Recommended previous knowledge -

Sub module International Supply Chain Management
Sub-module code 10/ISC
Person responsible Prof. Dr. Thomas Liebetruth
Lecturer Prof. Dr. Thomas Liebetruth Dr. David Holman
Study semester according to the curriculum 1
Attendance Compulsory subject
Sub-module type Seminar-style tuition with exercises
Credit value (ECTS) 5
Weekly semester hours 4
Workload total (1 credit = 30 hours) 150h
Hours in attendance /lectures 42h
Hours for self-study 108h
Method of assessment Portfolio
Authorised aides for exam <ul style="list-style-type: none">- Non-programmable calculator- Monolingual dictionary
Availability Only winter semester
Teaching language English

Content

This course provides insights into planning and organization principles in Supply Chain Management, especially into innovative trends either in technological (Industry 4.0) or organizational (lean management, system thinking and sustainability) aspects with special focus on the automotive industry but not limited to. It provides insights into classical planning and organisation principles in supply chain management as well as modern tools to achieve a lean value stream. The underlying structure of the course is provided by the four basic elements of the Supply Chain Operations Reference (SCOR) model: Plan, Source, Make and Deliver. In each of the modules basic classical techniques are taught and the advancement of supply chain management is discussed.

- Introduction: Definitions, examples and goals of SCM, sustainability in SCM
- Plan: General planning tools, inventory and production planning
- Source: Supplier integration and sourcing strategies
- Make: Operational production planning and control, value stream analysis
- Deliver: Distribution networks, cross docking

More specific, the following contents are covered:

- Definitions, examples and goals of SCM
- Specifics of Supply Chain Management in the automotive industry
- Innovative organizational trends: Systems thinking; Lean principles, tools and its application; Sustainability: economic, environmental and social aspects; Transition between new SCM concepts (LARG, SSCM); New SCM concepts such as SCM 2.0, WCM and Industry 4.0
- Performance management: Tools for Performance Management in SCM

Guest lectures and excursions (OEM, supplier or Logistics services provider) provide insights on the actual situation in automotive industry (logistics, production, etc.).

Learning objectives: Subject competence

After successfully completing this sub-module, students are able to

- understand the necessity and the challenges of supply chain management in an organisational context (1) and can apply different approaches to modelling a supply chain (2).
- define SCM as a system discipline, its main principles and processes (in the field of transport, handling, storage and reverse logistics) (3).
- evaluate the benefits of innovative trends in supply chain processes (3).
- structure and localise the problems of supply chain management (2).
- apply management and planning techniques in a supply chain context such as Lean, Sustainability, Industry 4.0. (3)
- design the supply chain processes by taking into account innovative trends (3).

Learning objectives: Personal competence

After successfully completing this sub-module, students are able to

- discuss supply chain management issues and approaches in a group (2). They have developed an ability to defend their opinions against others (3).
- to learn and communicate technical issues in a foreign language (2).

Literature

Required reading

Lenort, R., Bujak, A., Gestring, I., Holman, D., Imppola, J., Koziol, A., Liebetrueth, T., Soviar, J., Stas, D., Wicher, P.: Sustainable Solutions for Supply Chain Management. 1. vyd. Waldkirchen: rw&w Science & New Media Passau-Berlin-Prague, 2017. ISBN 978-3-946915-17-1.

Recommended reading

Bowersox, Donald; Closs, David; Cooper, Bixby M.: Supply Chain Logistics Management, latest edition

Grant, D. B., Wong, C. Y., Traurims, A. Sustainable Logistics and Supply Chain Management. Principles and Practices for Sustainable Operations and Management. USA: Kogan Page, 2015

Rother, Mike; Shook, John: Learning to see – Value stream mapping to create value and eliminate muda, Ann Arbour 1998

Simchi-Levi, David; Kaminsky, Philip; Simchi-Levi, Edith: Designing and Managing the Supply Chain, latest edition

Teaching materials

Script

Teaching media

Excursions to companies

Further information about the sub-module

The module is a joint module between OTH Regensburg and Skoda Auto University and takes place in Regensburg and Mlada Boleslav in a blocked course in two blocks from Wednesday until Saturday.

Applicability of the module for other degree programmes

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Module title Mandatory Subject-Specific Elective Module 1-2
Module code 11-12/FW1-2
Person responsible for module Head of the Master Commission Prof. Dr. Nina Leffers
Study semester according to curriculum 2
Module category Mandatory elective module
Grade weighting 2 (2x1)
Credit value (ECTS) 10 (2x5)
Weekly semester hours 8 (2x4)
Module duration 1 semester for each module
Availability of module Only summer semester
Teaching language Depending on the module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Mandatory requirements Depending on the module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Recommended previous knowledge Depending on the module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.

Sub-module Mandatory Subject-Specific Elective Module 1-2
Sub-module code 11-12/FW1-2
Person responsible Head of the Master Commission Prof. Dr. Nina Leffers
Lecturer Depending on the sub-module selected
Study semester according to curriculum 2
Attendance Mandatory elective module
Sub-module type Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Credit value (ECTS) 10 (2x5)
Weekly semester hours 8 (2x4)
Workload total (1 credit = 30 hours) 300h (2x150)
Hours in attendance /lectures Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Hours for self-study Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Method of assessment Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Authorised aides for exam Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Availability Only summer semester

Teaching language Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Content Depending on the sub-module selected Familiarity with selected subject-related areas of knowledge or extended skills in special (possibly also digital) applications that serve as individual preparation for professional practice. Selection of two lectures from the course catalogue. The course catalogue, which changes every semester, is published online via the e-learning platform ELO.
Learning objectives: Subject competence Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Learning objectives: Personal competence Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Literature Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Teaching materials Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Teaching media Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management.
Further information about the sub-module Depending on the sub-module selected, the details are regulated by the catalogue of elective modules offered by the Faculty of Business and Management. The catalogue is updated every semester and made available separately. Students have to select two sub-modules from the course catalogue. Students can also take courses from the Virtual University of Bavaria. To clarify which VHB courses can be chosen, please speak to the Master Commission.
Applicability of the module for other degree programmes The module and the associated sub-modules can generally be integrated as (mandatory) elective modules in various degree programmes.

Module title Master's Thesis
Module code 13/MA
Person responsible for module Prof. Dr. Nina Leffers
Study semester according to curriculum 3
Module category Compulsory subject
Grade weighting 4 Master's Thesis Written (3/4) Master's Thesis Oral (1/4)
Credit value (ECTS) 30
Weekly semester hours -
Module duration The time allocated to complete the Master's thesis is five months
Availability of module Every semester
Teaching language English
Mandatory requirement The topic of the Master's thesis can be allocated at the end of the first semester at the earliest. The allocation of the topic requires that at least 40 credits have completed successfully. The prerequisite for participation in Master's Thesis Oral is that the written version of the thesis must be graded at least "sufficient" and that the student has attended the Master's Thesis Seminar.
Recommended previous knowledge -

Sub-module Master's Thesis Seminar
Sub-module code 13.1/MAS
Person responsible Prof. Dr. Nina Leffers
Lecturer Prof. Dr. Nina Leffers
Study semester according to curriculum 1-3
Attendance Compulsory subject
Sub-module type Seminar
Credit value (ECTS) 2
Weekly semester hours 2
Workload total (1 credit = 30 hours) 60h
Hours in attendance /lectures 21h
Hours for self-study 39h
Method of assessment Active class participation Attendance min. 80%
Availability Every semester
Teaching language English
Content The Master's Thesis Seminar strengthens the students' critical discourse skills especially with regard to the oral presentation of the Master thesis. Moreover, students get the opportunity to formulate career entry options.

<ul style="list-style-type: none">• Basics of Academic writing and good academic conduct• Introduction into academic reading and writing• Presentation skills – preparation to thesis presentation and defence• Leading academic discussions, esp. receiving and giving feedback• Developing successful career entry strategies by reflecting individual competences and motivation• Experiencing a job interview scenario and typical assessment criteria
Learning objectives: Subject competence After successfully completing this sub-module, students are able to <ul style="list-style-type: none">- Students understand the standards of academic discourse and are able to present scientific issues adequately to different audiences (3).- Students are familiar with the current standards and methods of professionally presenting academic topics (3).
Learning objectives: Personal competence After successfully completing this sub-module, students are able to <ul style="list-style-type: none">- Students are able to consider different value systems and conduct academic discussions successfully by integrating these views into their argument (3).- Students are aware of the impact of their own values and competences on communication settings. They are able to reflect upon their own evaluation standards and can thus make reasoned decisions with regard to their future career path (3).
Literature <u>Required reading</u> Umberto Eco, How to Write a Thesis. The MIT Press, latest edition. <u>Recommended reading</u> Selected articles
Teaching materials Teaching materials distributed in class Student presentations
Teaching media Zoom Powerpoint
Further information about the sub-module -
Applicability of the module for other degree programmes In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.

Sub-module Master's Thesis Written
Sub-module code 13.2/MAW
Person responsible Head of the Master Commission Prof. Dr. Nina Leffers
Lecturer Depending on chosen topic
Study semester according to curriculum 3
Attendance Compulsory subject
Sub-module type Independent academic work
Credit value (ECTS) 25
Weekly semester hours -
Workload total (1 credit = 30 hours) 750h
Hours in attendance /lectures -
Hours for self-study 750h
Method of assessment Master's thesis
Authorised aides for exam All
Availability Every semester
Teaching language English

<p>Content</p> <p>Depending on the set topic</p> <p>The Master's thesis comprises a theoretical section and a practical section with reference to a particular application; the two sections need not be distinctly separate. The application can relate to a practical project undertaken in conjunction with businesses or other organisations, or it might equally involve empirical questions without reference to any specific businesses or organisations.</p> <p>The topic of the Master's thesis will be allocated and supervised by examiners who are appointed by the Master Commission and who will be providing tuition in the Master degree programme.</p>
<p>Learning objectives: Subject competence</p> <p>After successfully completing this sub-module, students are able to</p> <ul style="list-style-type: none">- apply a sound theoretical and methodical as well as practical approach to working unsupervised on issues of business administration within an agreed timeframe and having regard to the principles of scientific rigour (3).- apply empirical research methods, approaches and instruments. They can evaluate relevant literature in a purposeful way (3).
<p>Learning objectives: Subject competence</p> <p>After successfully completing this sub-module, students are able to</p> <ul style="list-style-type: none">- acquire advanced skills of cooperation and communication by collaborating with businesses or other establishments and conducting surveys and expert interviews (3). At the same time, by writing their thesis in English they will further advance their skills in written communication using specialist terminology (3).- identify and substantiate interdisciplinary references (3).- identify cross-references to other thematically relevant questions on the basis of themes they have previously worked on (3).
<p>Literature</p> <p><u>Required reading</u></p> <p>Depending on the chosen topic.</p> <p><u>Recommended reading</u></p> <p>Depending on the chosen topic.</p>
<p>Teaching materials</p> <p>-</p>
<p>Teaching media</p> <p>-</p>
<p>Further information about sub-module</p> <p>-</p>
<p>Applicability of the module for other degree programmes</p> <p>In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.</p>

Sub-module Master's Thesis Oral
Sub-module code 13.3/MAO
Person responsible Head of the Master Commission Prof. Dr. Nina Leffers
Lecturer Depending on chosen topic
Study semester according to curriculum 3
Attendance Compulsory subject
Sub-module type Presentation
Credit value (ECTS) 3
Weekly semester hours -
Workload total (1 credit = 30 hours) 90
Hours in attendance /lectures -
Hours for self-study 90
Method of assessment Presentation Duration: 20 minutes
Authorised aides for exam All
Availability Every semester
Teaching language English

Content <ul style="list-style-type: none">• Presentation of the Master's thesis to the examiners and potentially to other persons as well.• Responding to the examiners' questions.• Discussing the content and conclusions of the thesis and related questions.
Learning objectives: Subject competence After successfully completing this sub-module, students are able to <ul style="list-style-type: none">- convey the essential content and conclusions of topics which they have dealt with in writing in a way that is comprehensible and didactically engaging (3).- deploy different presentation methods (3).- prepare and present content appropriately and comprehensibly using video conferencing systems (2)- evaluate relevant literature in a purposeful way (3).
Learning objectives: Personal competence After successfully completing this sub-module, students are able to <ul style="list-style-type: none">- give reasonable and reasoned responses to questions and objections, and clear up any misunderstandings (3).- present and argue their personal views in a reasonable and focused manner (3).
Literature <u>Required reading</u> Depending on chosen topic. <u>Recommended reading</u> Depending on chosen topic.
Teaching materials -
Teaching media -
Further information about the sub-module -
Applicability of the module for other degree programmes In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.