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Hochschule für Technik Stuttgart

Modulhandbuch

Master General Management

Stand: Wintersemester 2025/2026
17.12.2025

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Anmerkung Prüfungsformen

Die Lehrperson informiert vor dem ersten Veranstaltungstermin die Studierenden schriftlich über Dauer und/oder Umfang der eingesetzten Prüfungsleistungen, sofern diese Informationen nicht in diesem Modulhandbuch hinterlegt sind.

Die Information muss für jeden Studierenden einsehbar in Moodle hinterlegt sein.

Die Lehrperson orientiert sich bei der Festlegung der Dauer und/oder des Umfangs der Prüfungsleistung an den Vorgaben der „Allgemeine Studien- und Prüfungsordnung“, der „Studienordnung“, der aktuellen Version des „Merkblatts zur Anfertigung wissenschaftlicher Arbeiten Studienbereich Wirtschaft“ und der aktuellen Richtlinie zur Erstellung der Abschlussarbeit des Studiengangs General Management unter Berücksichtigung des angegebenen Workloads der Studierenden.
Hierbei gelten je Prüfungsform gemäß § 10 ASPO folgende Mindest- und Höchstgrenzen hinsichtlich Dauer und/oder Umfang.
Klausur (KLA) : Dauer in Minuten gemäß Vorgabe je Modulbeschreibung.
mündliche Prüfung (MPR) : 20 - 30 Minuten.
Referat (REF) : mündlicher Vortrag 10 - 45 Minuten, ggf. schriftliche Ausarbeitung 5 – 15 Seiten.
Studienarbeit (STA) : schriftliche Ausarbeitung 8 – 15 Seiten;
Projektarbeit (PRJ) : Praktische Tätigkeiten je nach Credit-Workload; Präsentation 15 – 45 Minuten.
Portfolioprüfung (PFP) : Kombination von Teilleistungen z.B. schriftliche Ausarbeitungen 1 – 15 Seiten, mündlicher Vortrag 5 – 45 Minuten, Tests 15 – 60 Minuten, praktische Tätigkeiten je nach Credit-Workload; bei der Kombination von Teilleistungen ist der Gesamtumfang entsprechend dem Credit-Workload des Moduls angemessen festzulegen.

Before the first class, the lecturer will inform students in writing of the length and/or duration of the exams, unless this information is already included in the module handbook.

This information must be made available to all students on Moodle.

When determining the duration and/or scope of the examination, the examiner shall be guided by the provisions of the General Study and Examination Regulations, the Study Regulations, the current version of the Business School's Guidance for Writing Scientific Papers and the current guidelines for writing the final thesis for the General Management programme, taking into account the specified workload of students.
The following minimum and maximum limits apply to each type of examination in accordance with § 10 ASPO with regard to duration and/or scope.
Written examination (KLA): duration in minutes as specified for each module.
Oral examination (MPR): 15–45 minutes.
Presentation (REF): oral presentation 10–45 minutes, written paper 5–15 pages.
Term paper (STA): written paper 8–15 pages.
Portfolio assessment (PFP): Combination of partial assessments, e.g. written assignments of 1–15 pages, oral presentations of 5–45 minutes, practical activities depending on credit workload; when combining partial assessments, the total scope must be determined appropriately in accordance with the credit workload of the module.
Stand:Dezember 2025

Grundlagenfächer General Management

Modul:	*9001 Innovation Management*
Modulverantwortliche Person (en):	*NN*
Dozent:innen:	*NN* *Prof. Dr. Melanie Baur*
Modultyp:	*Pflichtmodul*
Semester:	*1 and 2*
Dauer:	*2 Semester*
Turnus:	*Wintersemester und Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	4
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PRJ
	Prüfungsvorleistung: -
	Gewichtung: *5% of the marks enters into the total grade*
Inhalte und Qualifikationsziele des Moduls:	*Table of Content* *1. Introduction to Innovation* *2. Strategic Role of Innovation* *3. Innovation Processes and Models* *4. Sources of Innovation* *5. Managing Innovation in Organizations* *6. Innovation Metrics and Performance* *7. Case Studies and Best Practices* *- Global and European innovation leaders (e.g., Apple, Tesla, Siemens)* *- Failures and lessons learned* *8. Sustainability and Social Innovation* *9. Innovation in International Contexts* *10. Future Trends in Innovation Management* *11. Introduction Business Information Systems / Technology Management* *12. Business Process Management* *13. Modeling Information Systems, exercise* *14. Enterprise Resource Planning (ERP) Systems* *15. Outward Information Systems / e-Commerce ‘* *16. Management Information Systems and Data Science, exercise* *17. Planning, developing and operating Information Systems* *18. Information Security and Data Privacy* *19. AI* *a) The students are able to identify and explain core concepts of innovation management and their underlying technology. They understand the interplay between innovation processes and technological systems in achieving competitive advantage. Students are also able to apply operational and strategic tools from both fields to*

	manage innovation and optimize information systems in various business contexts. *b) The students are able to critically analyze and integrate approaches from innovation and technology management to address entrepreneurial challenges. They can evaluate strategies for fostering innovation and optimizing IT infrastructure, adapting these strategies to local and international business scenarios with a particular focus on the European market.* *c) The students develop theoretical and practical methodological competencies in both innovation and technology management. They can apply innovation techniques (e.g., design thinking, agile methods) alongside technological systems and tools (e.g., enterprise resource planning systems, data analytics) to solve operational and strategic business challenges. Case studies and workshops enable students to analyze complex business scenarios, identify synergies between innovation and technology, and propose actionable solutions.* *d) The students are equipped to implement sustainable practices in both innovation and technology management. They understand how to align technological advancements and innovation efforts with environmental, social, and governance (ESG) objectives. Additionally, they are prepared to navigate emerging trends such as digital transformation, AI-driven innovation, and sustainable IT solutions, ensuring long-term business resilience and growth.*
Verwendbarkeit des Moduls:	*Only usable for the MA General Management;*
Veranstaltung	*1011 Innovation Management*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Vorlesung*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS = 60 h*
	Kontaktstudium: *30 h*
	Selbststudium: *30 h*
Quellen:	Trott, P., Innovation Management and New Product Development, 7th ed., Pearson, 2020 Satell, G., Mapping Innovation: A Playbook for Navigating a Disruptive Age. McGraw-Hill Education, 2018 Schilling, M. Strategic Management of Technological Innovation, 7th ed, McGraw-Hill Education, 2024

Veranstaltung	*2012 Business Information Systems / Technology Management*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Vorlesung*
Didaktische Hilfsmittel:	Lecture notes
Workload gesamt:	*3 ECTS = 90 h*
	Kontaktstudium: 30 h
	Selbststudium: 60 h
Quellen:	Baltzan P., Phillips A., Business Driven Information Systems, 9th ed., McGraw-Hill, 2024 Laudon K., Laudon J., Management Information Systems, Managing the Digital firm. 17th ed. (Global Edition). Upper Saddle River, New Jersey, 2021

Modul:	*9002 International Management*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	*Prof. Dr. Georg Hauer*
Modultyp:	*Pflichtmodul*
Semester:	*1*
Dauer:	*Ein Semester*
Turnus:	Winter*semester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PFP (Portfolio)
	Prüfungsvorleistung: -
	Gewichtung: 5% of the mark enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Course Content: 1.The Nature of International Business Overview of the fundamental concepts and drivers of international business operations. Examination of global trade, investment flows, and the challenges faced by international companies. Case Study 1: Mini Case Brazil – Analysis of business challenges in an emerging market. 2. International Business Environment & European Specifics Exploration of the unique characteristics of the European business environment. Discussion on regional integration, regulatory frameworks, and market structures in Europe. 3. Sustainability and Natural Resources – International Dimension Understanding the role of sustainability and natural resources in international business strategies. Focus on corporate social responsibility (CSR) and sustainable business practices (ESG). Case Study 3: Natura & Co SA – A Brazilian company's approach to sustainability in the global market. 4. International Business Strategy Developing effective strategies for competing in global markets. Strategic analysis of multinational corporations and their competitive advantages. Case Study 4: Walmart – Exploring the global strategy of the world's largest retailer. 5. International Markets & Entry Modes Identifying opportunities and risks in entering international markets. Evaluation of various market

	entry modes, such as exporting, joint ventures, and foreign direct investment (FDI). Case Study 5: Geely – The Chinese automaker's international expansion strategy. 6. International Enterprise Organizational Design and Control Designing organizational structures to support global operations. Understanding control mechanisms and corporate governance in international enterprises. Case Study 6: AkzoNobel – Analyzing the organizational design of a global leader in paints and coatings. 7. International Marketing Developing marketing strategies that resonate with diverse international audiences. Customizing products, services, and campaigns for different cultural and economic environments. Case Study 7: Domino's Pizza – The global marketing strategy of a fast-food giant. 8. Global Operations and Supply Chain Management Optimizing global supply chains for efficiency and resilience. Understanding the logistical challenges and opportunities in international operations. Case Study 8: Amazon Kindle – The operational strategy behind Amazon's global success. 9. International Human Resource Management & Leadership Managing a global workforce and developing leadership strategies across borders. Addressing cultural differences, expatriate management, and global talent acquisition. Case Study 9: Dallas vs. Delhi – A comparative study of HR practices in different regions. 10. Business Simulation: Cesim Global Challenge – Mobilé Inc A practical business simulation that allows students to manage a global company, making decisions on strategy, marketing, finance, operations, and supply chains. The simulation supports and integrates topics from the other course modules, providing a hands-on learning experience across key areas of international business. Additionally, the simulation includes a focus on ESG (Environmental, Social, and Governance) dimensions, requiring students to incorporate sustainability, ethical leadership, and corporate responsibility into their decision-making processes.

	a) The Students will gain a deep understanding of the complexities and dynamics of global business environments, strategies, and operations with a specific focus on the European context. Through a combination of theoretical frameworks and practical case studies and a business simulation, students will develop essential skills for navigating international markets. b) The students are able to critically analyze the learned approaches and apply it to given entrepreneurial questions. The students are able to evaluate an international business situation and to implement the techniques of the international management under special consideration of the situation in Europe. c) The students have theoretical and practical methodical competence attained. The students are able to apply the techniques of international management in the framework of a business simulation. Using a business simulation the students are able to analyze an international business situation, to evaluate the required business decision and to create an appropriate international business strategy. The students gain knowledge knowledge about International Business Environment & European Specifics.
Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to Module 9001 International Economics
Veranstaltung	*1021 Doing Business in Europe*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	Lecture notes, Case Studies, Project Work – International Business Simulation cesim
Workload gesamt:	*5 ECTS = 150 h*
	Kontaktstudium: *30 h*
	Selbststudium: *120 h*
Quellen:	Geringer, J. Michael / McNett, Jeanne M. / Ball, Donald A., International Business, 3ed., New York 2022 Hill, Charles W.L., International Business: Competing in the Global Marketplace, 14ed, New York 2023. Peng. M., Meyer, Kl. International Business, International Business, 2ed, London 2016. Or other International Business Textbooks

Modul:	*9003 Strategic Management*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	*Prof. Dr. Georg Hauer*
Modultyp:	*Pflichtmodul*
Semester:	*2. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: Seminar paper (STA)
	Prüfungsvorleistung: -
	Gewichtung: 5% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Course Content: 1. Strategic Management Essentials Introduction to the fundamentals of strategic management, including key concepts, frameworks, and the role of strategy in organizational success. Discussion on vision, mission, and long-term objectives. Case Study 1: Snapchat – Analysis of strategy in the context of a rapidly evolving digital platform. 2. Strategic Analysis & Development Tools and techniques for conducting internal and external environmental analysis, such as SWOT, PESTEL, and Porter's Five Forces. Evaluation of industry dynamics, competitive positioning, and market trends. Case Study 2-1: Nintendo's Rivals – Competitive analysis in the gaming industry. Case Study 2-2: Courtaulds – Strategic decision-making in a shifting business landscape. 3. Strategy Development and Choice The process of formulating strategies that align with organizational goals and market opportunities. Exploring corporate, business, and functional-level strategies. Case Study 3: Strategies in Global TV – Analysis of strategic options in the global television industry. 4. Strategy Implementation, Evaluation, Review, and Control Best practices for implementing strategies across various levels of an organization. Tools for monitoring, evaluating, and controlling strategic performance. Understanding feedback loops and making necessary adjustments to stay competitive. Case Study 4: Nestlé – Strategy execution and review in a global food and beverage company. 5. Green Strategy Developing sustainable strategies that integrate environmental and social considerations. The role of corporate social responsibility (CSR) in long-term strategic success.

	Case Study 5: Toyota – Green strategy and innovation in the automotive industry. 6. Strategy for the Digital Economy Understanding how digital transformation impacts strategic decision-making. Analyzing how businesses can leverage technology for competitive advantage. Case Study 6: Apple Music and Spotify – Digital strategy and competitive dynamics in the music streaming industry. 7. Global Strategies and International Advantage Strategies for competing in international markets and achieving global scale. Analysis of globalization, market entry strategies, and the development of international competitive advantage. Case Study 7: Cadbury – Global expansion strategies in the confectionery industry. 8. Entrepreneurial Strategy Examining strategies specific to entrepreneurial ventures, including innovation, risk management, and growth strategies. Understanding how startups and small businesses develop competitive advantages in niche markets. Case Study 8: Lily O'Brien's Chocolates – Strategic growth in an entrepreneurial context. a) The students are able to name main concepts of strategic management and to apply different management and leadership styles in national and international business situations. b) Through a combination of theoretical frameworks, real-world case studies, and practical analysis, students will be equipped to lead strategic initiatives in various business contexts. The students are able to critically analyze the learned approaches and apply it to given entrepreneurial questions. The students are able to evaluate concepts of strategic company policy and are able to apply these management concepts in local as well as international business situation under special consideration of the situation in Europe. c) The students have theoretical and practical methodical competence attained. The students are able to apply concepts of strategic management framework at business situations. Using Case Studies and business simulations enable the students to analyze business situation from a strategic business point of view, to evaluate the required business decision and to create an appropriate business strategy. d) The students are able to name and analyse sustainablity and green strategies.
Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to Module 9015 International Business Culture & Leadership
Veranstaltung	*2031 Strategic Management*
Sprache:	*Englisch*

Lehr- und Lehrform:	*Seminar*	
Didaktische Hilfsmittel:	Literature, Lecture notes, Case Studies	
Workload gesamt:	*5 ECTS = 150 h*	
	Kontaktstudium:	*30 h*
	Selbststudium:	*120 h*
Quellen:	David, Fred R. / David, Forest R., / David Meredith E. ,Strategic Management, A Competitive Advantage Approach, 18ed, Harlow Pearson Education 2024 Lynch, Richard et al, Strategic Management, 10ed. London, Sage UK 2024.	

Modul:	*9004 Marketing Management*	
Modulverantwortliche Person (en):	*Prof. Dr. Kristina Weichelt-Kosnick*	
Dozent:innen:	*Prof. Dr. Kristina Weichelt-Kosnick*	
Modultyp:	*Pflichtmodul*	
Semester:	*2. Semester*	
Dauer:	*Ein Semester*	
Turnus:	*Sommersemester*	
Zugangsvoraussetzungen:	*Keine*	
SWS (gesamt):	2	
ECTS (gesamt):	5	
Prüfungsform und Gewichtung:	Prüfungsform: PFP	
	Prüfungsvorleistung: Keine	
	Gewichtung: Die Note fließt mit einem Gewicht von 5% in die Gesamtnote ein.	
Inhalte und Qualifikationsziele des Moduls:	Table of contents: 1. Introduction 2. Megatrends 3. Marketing Tools 4. Brand Management 5. Consumer psychology 6. Online Marketing and E-Commerce a) The students have knowledge of current topics and challenges in the areas of marketing and sales. The students are able to name advanced concepts of marketing management and to apply methods at different business situations. b) The module enables students to prepare and evaluate strategic business decisions and strategic marketing decisions. They can also prepare and evaluate strategic sales decisions and transfer them into operative doing. c) The students have the competence to complete an international internship in marketing or in sales on the one hand or – on the other hand - to further deepen the subjects marketing and sales as well as to prepare their master thesis in these areas. d) Students know the basics of consumer psychology. They have the competence to develop purposeful, value-oriented brands.	
Verwendbarkeit des Moduls:	Nur Verwendbar für MA General Management; Zusammenhang zu Modul 9115 Advanced Marketing & Sales	
Veranstaltung	*2041 Marketing & Sales-Management*	
Sprache:	*Deutsch*	
Lehr- und Lehrform:	*Vorlesung mit integrierter Übung*	
Didaktische Hilfsmittel:	Script, case studies, exercises, group work	
Workload gesamt:	*5 ECTS = 150 h*	
	Kontaktstudium:	*30 h*
	Selbststudium:	*120 h*
Quellen:	Ball, Donald, McCulloch, Wendell H., Minor Michael S, International Business. The Challenge of Global Competition, 13th ed., McGraw Hill Higher Education mir 2012.	

	Esch, Franz-Rudolf, Strategie und Technik der Markenführung, 10. Aufl., Vahlen 2024. Felser, Georg, Werbe- und Konsumentenpsychologie, 5. Aufl., Springer 2023. Hofmaier, R., Marketing, Sales and Customer Management (MSC). An Integrated Overall B2B Management Approach, De Gruyter Oldenbourg 2015. Kingsnorth, Simon, Digital Marketing Strategy. An Integrated Approach to Online Marketing, 3th ed., Kogan Page 2022. Kotler, Philip et al., Marketing-Management, 16. Aufl., Pearson 2023. McDonald, M., Wilson, H., Marketing Plans: How to prepare them, how to profit from them, 8th ed., Wiley, 2016. Tanner, J.F., Honeycutt, E.D., Erffmeyer, R.C., Sales Management: Shaping Future Sales Leaders, 2nd ed., Wessex Inc. 2014. Wilson, R.M.S., Gilligan, C., Strategic Marketing Planning, 3rd ed., London: Taylor & Francis Ltd 2019.

Modul:	*9005 Human Resource Management*
Modulverantwortliche Person (en):	*Prof. Dr. Nicole Eulenburg*
Dozent:innen:	*Prof. Dr. Nicole Eulenburg*
Modultyp:	*Pflichtmodul*
Semester:	*2. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 5% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Contents: 1. Introduction - Critical Thinking 2. HR Value Creation and AI 3. Organizational Culture - Leading an organization 4. Performance Management 5. Learning and Development - Talent Market Place a) The students understand how to build a people/HR strategy and know selected methods and tools that can be applied in human resource management. They understand the strategic context, know about trends and international differences and are familiar with basics in organizational behavior. b) The students are able to define a people and HR strategy. They are able to apply human resource management methods and tools in local as well as in international business situations. Morevoer, they can critically discuss the contemporary role of HR and evaluate trends to give recommendations in specific business situations. c) The students are able to evaluate the appliance of human resource management concepts, methods and tools to different business situations. Students are able to acquire knowledge in a predefined area of expertise by self-study. They can select essential information, structure their findings and present at an appropriate level while using technical terms. They are familiar with using different media depending on the objective and setting and are able to moderate interactions between students (e.g. discussions or case studies) to motivate active participation of the group. They are able to reflect about different points of view, critically discuss and build well-thought-out arguments. They apply scientific writing skills in a structured and confident way. d) The students have the competence to integrate ESG (Environmental, Social, and Governance) principles into Human Resource Management (HRM), focusing on sustainability and transformation within HRM. They are also prepared to promote 'People Sustainability' by

	fostering sustainable practices that enhance employee well-being and organizational resilience.	
Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to module 9114 Advanced Human	
Veranstaltung	*2051 Human Resource Management*	
Sprache:	*Englisch*	
Lehr- und Lehrform:	Lecture, Case Studies, Group Work, Project Work	
Didaktische Hilfsmittel:	Lecture notes, Case Studies, contemporary publications	
Workload gesamt:	*5 ECTS = 150 h*	
	Kontaktstudium:	*30 h*
	Selbststudium:	*120 h*
Quellen:	Armstrong, M., Taylor S. (2023). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page. Baruch, Y. (2022). *Managing Careers & Employability*. Los Angeles: Sage Cascio, W. F., Aguinis, H. (2024). *Applied Psychology in Talent Management*. Los Angeles: Sage. Crawshaw, J., Budhwar, P. & Davis, A. (2017). *Human Resource Management: Strategic and International Perspectives*. Los Angees: Sage. Noe, R., Hollenbeck, J., Gerhart, B. & Wright, P. (2018). *Human Resource Management: Gaining a competitive advantage*. New York: McGraw-Hill. Landy, J., & Conte, J. (2017). *Work in the 21st century: An introduction to industrial and organizational psychology*. Hoboken: Wiley. Lussier, R., Hendon, J. (2018). *Human Resource Management: Functions, Applications, and Skill Development*. Los Angeles: Sage. Robbins, S., Judge (2021). *Organizational Behavior*. Harlow: Pearson	

Modul:	*9006 Operations Management*
Modulverantwortliche Person (en):	*Prof. Dr. Dirk Vogel*
Dozent:innen:	*Prof. Dr. Dirk Vogel*
Modultyp:	*Pflichtmodul*
Semester:	*2. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: STA
	Prüfungsvorleistung: Keine
	Gewichtung: 5% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Contents: - Value Stream Mapping - Lean Production - Value Stream Mapping basics - Current-State Map - Solutions for target state - Future-State Map - Advanced Product Quality Planning a) The students are able to optimize a value stream. Therefore, they are able to draw a current state map, to analyse this map with the toolset of Lean Production and to define an improved future state map. *b)* The students are able to critically analyse the learned approaches and apply it to given industrial questions. The students are able to evaluate concepts of production organization and are able to adopt and to apply these production organization concepts and tools in local as well as international business situations. *c)* The students have theoretical and practical methodical competence attained. Using role plays or workshop discussions enables the students to analyse production situations from a management point of view.
Verwendbarkeit des Moduls:	Connections to module **9117 Advanced Quality Management**
Veranstaltung	*2061 Operations Management*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Vorlesung mit integrierter Übung*

Didaktische Hilfsmittel:	Lecture material, flip chart, moderation documents, documents for value stream mapping workshop	
Workload gesamt:	*5 ECTS = 150 h*	
	Kontaktstudium:	*30 h*
	Selbststudium:	*120 h*
Quellen:	Jones, D.; Womack, J. (2011). *Seeing the whole Value Stream. Cambridge. Lean Enterprise Institute.* Rother, M.; Shook, J. (2018). *Learning to See. Value-Stream-Mapping to create value and eliminate Muda. Boston. Lean Enterprise Institute.* George, M (2019). *Lean Six Sigma in the age of Artificial Intelligence. New York. McGraw-Hill.*	

Modul:	*9007 Purchasing & Logistics*
Modulverantwortliche Person (en):	*Prof. Dr. Andrea Lochmahr*
Dozent:innen:	*Prof. Dr. Andrea Lochmahr*
Modultyp:	*Pflichtmodul*
Semester:	*1. Semester*
Dauer:	*Ein Semester*
Turnus:	*Wintersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 5% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content: 1. Overview purchasing and logistics management 2. Fundamentals in Supply Chain Management a. Supply chain management based on an operational practice example of a supply chain China-Europe b. Greening of the supply chain c. Greening the last mile to the consumer 3. Fundamentals in Supplier Management a. Impact of culture on sourcing in China from an European perspective b. Green supply chain management and environmental aspects from a cultural perspective c. Return shipments in multichannel retail d. Theory and practice of supplier relationship management e. Influence of disruptive climate hazards on supply f. Digital supplier relationship management 4. Fundamentals in Performance Measurement and Management in Logistics a. Key performance indicators in transport management (economic view) b. Key performance indicators of green logistics (economic view) c. Key performance indicators in green logistics (logistics service provider's view)

	5. Fundamentals in Green Logistics and Current Issues in Logistics a. Sustainability in logistics b. Sustainability and global risk practices in logistics c. Inventory management to reduce food waste d. Urban logistics concepts for the last mile to the customer e. Robotics in logistics a) Students are able to name the most important concepts in supplier management and supply chain management. In addition, students can evaluate supply chains according to cost and environmentally oriented criteria and are able to develop recommendations for action, process optimization, business model developments, etc. The following detailed content is discussed: • Overview Purchasing and Logistics Management • Supply Chain Management • Supplier Management • Performance Measurement and Management in Logistics • Green Logistics and current issues in Logistics b) Students can critically analyze the methods they have learned and apply them to the entire value chain network. In addition, students use the knowledge they have learned to apply process models or optimization concepts in local and international business situations. c) Students have acquired theoretical and practical methodological skills. Students are able to apply management accounting techniques in both an operational and strategic business context. Using case studies, workshops and discussions, students are able to analyze business situations from a purchasing and logistics perspective, evaluate suitable supply chain management tools and propose the necessary business decisions. In addition, students are competent to understand and implement green logistics strategies and recognize the connection between logistics and CO2 emissions. They are able to provide an overview of environmentally friendly logistics measures

	aimed at reducing environmental impact while maintaining operational efficiency.
Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to module 9116 Advanced Logistics Management
Veranstaltung	*2071 Purchasing & Logistics Management*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	Instructional videos, Presentation as a script, Mind Maps, Metaplan board and presentation case, Guided discussions
Workload gesamt:	*5 ECTS = 150 h*
	Kontaktstudium: *30 h*
	Selbststudium: *120 h*
Quellen:	• Deutsche Post DHL (Hrsg.), Logistics Trend Radar 7.0, 2024 • Helmold, Marc, Terry, Brian Operations and Supply Management 4.0, Springer Verlag, 2021 • McKinnon, Alan, Decarbonizing Logistics: Distributing Goods in a Low Carbon World, Kogan Page, 2018 • Umweltbundesamt (Hrsg.), Analysis of the environmental impacts of vehicles with alternative drivetrains or fuels on the way to greenhouse gas-neutral transport, 2024

Modul:	*9008 International Financial Reporting & Analysis*
Modulverantwortliche Person (en):	*Prof. Dr. Melanie Mühlberger*
Dozent:innen:	*Prof. Dr. Melanie Mühlberger*
Modultyp:	*Pflichtmodul*
Semester:	*2. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: *5% of the marks enters into the total grade*
Inhalte und Qualifikationsziele des Moduls:	Table of Content: 1 International Financial Reporting 1.1 Introduction 1.2 Quality of Financial Information 1.3 Enforcement 2 International Financial Statement Analysis 2.1 Financial Analysis techniques 2.2 Liquidity Ratios 2.3 Solvency Ratios 2.4 Profitability Ratios 2.5 Valuation Ratios 2.6 Sustainability Ratios 3 Application of Financial Statement Analysis 3.1 Case Study 3.2 Assignment 1. The students understand objectives and strategies of international financial reporting, including sustainability reporting for publicly traded companies. 2. The students understand and are able to apply the financial analysis process, techniques of financial analysis, common ratios and their interpretation. They are capable to analyze the financial stability (liquidity, solvency, profitability, valuation) and sustainability of an entity from an investor's perspective. 3. The students gain professional competences in techniques of international financial and sustainability reporting and analysis. They acquire social and personal competences in planning and reviewing working processes and deepening their ability in working independently.
Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to module 9111 International Financial Reporting and Analysis
Veranstaltung	*2081 International Financial Reporting and Analysis*
Sprache:	*Englisch oder Deutsch*

Lehr- und Lehrform:	*Vorlesung mit integrierten Übungen*
Didaktische Hilfsmittel:	Literature, Lecture notes, Cases studies
Workload gesamt:	*5 ECTS = 150 h*
	Kontaktstudium: 30 h
	Selbststudium: 120 h
Quellen:	Alexander, D. et. Al. (2020), *International Financial Reporting & Analysis*, 8th ed., Andover: Pearson. Balaram, B. (2023), *Financial Analysis*, LAP Lambert: Academic Publishing. Freiberg, J./Bruckner, A. (2024), *Corporate Sustainability*, 3rd ed., Haufe. Maynard, J. (2017), *Financial Accounting, Reporting & Analysis*, 2nd ed., Oxford: Oxford University Press. Robinson, T. et. Al. (2020), *International Financial Statement Analysis*, 4th ed., Wiley.

Modul:	*9009 Management Accounting*
Modulverantwortliche Person (en):	Prof. Dr. Georg Hauer
Dozent:innen:	Prof. Dr. Georg Hauer
Modultyp:	Pflichtmodul
Semester:	1. Semester
Dauer:	Ein Semester
Turnus:	Wintersemester
Zugangsvoraussetzungen:	Keine
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: STA
	Prüfungsvorleistung: Keine
	Gewichtung: *5% of the marks enters into the total grade*
Inhalte und Qualifikationsziele des Moduls:	Table of Content: 1. Management Accounting 1. Introduction 2. Accounting for Costs Exercise 1-2-1, Exercise 1-2-2 2. Business Decisions 1. Short-term decision making, Exercise 2-1 2. Pricing, Exercise 2-2 3. Planning and Budgeting 1. Motivation and Budgeting, Exercise 3-1 2. Planning and Control, Exercise 3-2 4. Performance Measurement 1. Performance Measurement and Management, Exercise 4-1 2. Accounting for strategic Management, Exercise 4-2 5. Future of Management Accounting 1. Digitalization 2. Green Controlling 3. International Dimensions a) The students are able to name main concepts of management accounting and to apply operational as well as strategic tools of management accounting in business situations. b) The students are able to critically analyze the learned approaches and apply it to given entrepreneurial questions. The students are able to evaluate concepts of management accounting and are able to adopt and to apply these management accounting concepts and tools in local as well as international business situations under special consideration of the situation in Europe. c) The students have theoretical and practical methodical competence attained. The students are able to apply management accounting techniques in both operational and strategic business context. Using Case Studies and workshop discussions enable the students to analyze business situation from a management accounting point

	of view, to evaluate appropriate management accounting tools and to propose the required business decision. D) The students have the competence to apply Sustainable Management Accounting practices and understand the future developments in Management Accounting. They are also prepared to implement Green Controlling techniques and ESG reporting, aligning financial management with environmental, social, and governance objectives.
Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to module 9113 Advanced Controlling
Veranstaltung	*1091 Management Accounting*
Sprache:	Englisch
Lehr- und Lehrform:	Lecture, Case Studies, Group Work, Project Work
Didaktische Hilfsmittel:	Lecture notes, Case Studies, Project Work, Workshop
Workload gesamt:	5 ECTS = 150 h
	Kontaktstudium: 30 h
	Selbststudium: 120 h
Quellen:	Bhimani, Alnoor / Horngren Charles T. / Datar Srikant M. / Rajan Madhav, Management and Cost Accounting, 8ed, Pearson, Harlow 2023 Burns, John / Quinn, Martin / Warren, Liz / Oliveira, Joao, Management Accounting, 1ed, McGraw-Hill, Maidenhead 2013. Hilton, Ronald / Patt, David, Managerial Accounting: Creating Value in a Dynamic Business, 13ed, McGraw-Hill, New York 2023. Selto, Frank / Groot, Tom, Advanced Management Accounting, Pearson, Harlow 2014 Whitecotton, Stacey / Libby Robert / Fred Phillips, Fred Hilton, Managerial Accounting 5ed, McGraw-Hill, New York 2022.

Modul:	*9010 Finance*
Modulverantwortliche Person (en):	*Prof. Dr. Tobias Popović*
Dozent:innen:	*Prof. Dr. Tobias Popović*
Modultyp:	*Pflichtmodul*
Semester:	*1. Semester*
Dauer:	*Ein Semester*
Turnus:	*Wintersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: STA
	Prüfungsvorleistung: keine
	Gewichtung: 5% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Contents: 1. Introduction & Recap - Multiple Crises - Sustainable Finance - Scope of Corporate Finance 2. Capital Structure & Dividend Policy - Raising long term equity financing 3. Bond & Share Valuation, Corporate Risk Management - Feature of Shares - Share Valuation - Valuing the Enterprise - Other Approaches to Share Valuation - Risk Management Overview & Risk Factors - Forward & Future Contracts - Options & Swaps 4. Mergers & Acquisitions, Corporate Governance a) The students have an overview of the global financial markets. They understand the scope and the strategic importance of corporate finance under special consideration of the situation in Europe and have developed an understanding of how corporate finance is interlinked with other corporate functions. b) Students will be able to master the basics of portfolio theory and management, i.e. the relationship of risk and return and e.g. the Capital Asset Pricing Model (CAPM). They can discuss different approaches to capital structure decisions and their implications for the cost of capital. Also, they can describe different dividend policy issues. Students will be familiar with different concepts of risk management, mergers and acquisitions (M&A) and corporate governance. c) The students can critically reflect on the “polycrises” since 2007 (e.g., financial-, Euro- and sovereign debt-

	crisis, Covid, geostrategic conflicts, climate, etc.) and its implications for corporate finance. Using case studies and workshop discussions the students are enabled to analyze business situation from a strategic and corporate finance point of view and to recommend adequate business decisions. D) The students have the competence to engage in Sustainable Finance, Sustainable Investments and Transition Finance, integrating key concepts such as Corporate Social Responsibility (CSR), Environmental, Social, and Governance (ESG) criteria, Sustainability Reporting, and ESG Key Performance Indicators (KPIs). They are also equipped to navigate the regulatory environment, including frameworks like the EU Action Plan on Financing Sustainable Growth, the EU Taxonomy, and the Corporate Sustainability Reporting Directive (CSRD).
Mit Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to module 9112 Advanced Finance – CFO Agenda
Veranstaltung	*1101 Finance*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Vorlesung mit integrierter Übung*
Didaktische Hilfsmittel:	
Workload gesamt:	*5 ECTS-CP = 150h*
	Kontaktstudium: *30 h*
	Selbststudium: *120 h*
Quellen:	Brealey, R. A. / Myers, S./ Allen, F. / Edmans, A. (2024): Corporate Finance, 14. Aufl., Boston: McGraw-Hill Bruner, R. F./ Eades, K./ Schill, M. (2018): Case Studies in Finance, 8. Aufl., Boston: McGraw-Hill European Commission (2021): Sustainable Finance Package, Brüssel 2021, https://finance.ec.europa.eu/publications/sustainable-finance-package_en?prefLang=de European Commission (2024): Overview of Sustainable Finance, Brüssel 2024, https://finance.ec.europa.eu/sustainable-finance/overview-sustainable-finance_en?prefLang=de Lehner, O. M., Harrer, T., Silvola, H., Weber, O. (2024). The Routledge Handbook of Green Finance, London/New York: Routledge / Taylor & Francis Group Madura, J. (2021): Financial Institutions and Markets, 13. Aufl., Boston/Mason: Cengage/Southwestern Megginson, W.L. / Smart, S.B. / Lucey, B. M. (2009): Introduction to Corporate Finance, London: Cengage

	Monks, R. A.G. / Minow , N (2012).: Corporate Governance, 5. Aufl., New Jersey et al.: Wiley Popović, T. (2018). Sustainable Finance als Katalysator für die Zukunft des Nachhaltigen Wirtschaftens?, in: Rogall, H. et al. (2018). 6. Jahrbuch Nachhaltige Ökonomie (2018/2019). Im Brennpunkt: Zukunft des nachhaltigen Wirtschaftens in der digitalen Welt, Marburg, 2018, S. 201-213. Popović, T. (2021). Wird Nachhaltige Unternehmensführung zum Standard? Implikationen des EU Action Plan on Financing Sustainable Growth, in: Roncalli, T (2022), Handbook of Sustainable Finance, Paris 2022), https://ssrn.com/abstract=4277875 or http://dx.doi.org/10.2139/ssrn.4277875 Schoenmaker, D., Schramade, W. (2022): Principles of Sustainable Finance, Oxford: Oxford University Pres Popovic, T./ Lygnerud, K/ Denk, I./ Fransson, N./ Unluturk, B. (2024): Blended finance as a catalyst for accelerating the European heat transition?, in: Smart Energy, Volume 14, 2024, 100136, ISSN 2666-9552, https://doi.org/10.1016/j.segy.2024.100136 Popovic, T./ Schmitt, A./Sandbaek, B./Jörg, J. (2024): Finanzierung der Nachhaltigkeitstransformation von Wirtschaft und Gesellschaft, in: Bassen, A./ Busch, T./ Lopatta, K. et al. (Hrsg.) (2024): Aktuelle Entwicklungen in der Klima- und Finanzforschung, SYNTHESE-ZWISCHENBERICHT 2024 ZUR FÖRDERMAßNAHME „KLIMASCHUTZ UND FINANZWIRTSCHAFT“ (KLIMFI) DES BUNDESMINISTERIUMS FÜR BILDUNG UND FORSCHUNG (BMBF), Frankfurt/Hamburg 2024, S. 5-10, https://sfcp-network.de/synthese-zwischenbericht-2024-aktuelle-entwicklungen-in-der-klima-und-finanzforschung/

Modul:	*9011 International Business Law*
Modulverantwortliche Person (en):	*RA Christian Hald*
Dozent:innen:	*RA Christian Hald*
Modultyp:	*Pflichtmodul*
Semester:	*1. Semester*
Dauer:	*Ein Semester*
Turnus:	*Wintersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	4
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: KLA120
	Prüfungsvorleistung: Keine
	Gewichtung: In die Gesamtnote fließen 5% der Note ein
Inhalte und Qualifikationsziele des Moduls:	Table of Contents: 1. Allgemeine Geschäftsbedingungen 2. Handelsrechtliche Grundlagen 3. Internationales Privatrecht 4. UN-Kaufrecht 5. Internationale Streitbeilegung 6. Grundlagen des Arbeitsrechts - Akteure des Arbeitsrechts - Rechtsquellen des Arbeitsrechts 7. Individualarbeitsverhältnis - Anbahnung - Abschluss Arbeitsvertrag - Inhalt Arbeitsvertrag - Kündigung 8. Kollektives Arbeitsrecht 9. Arbeitsgerichtbarkeit *a) Nach dem erfolgreichen Abschluss des Moduls haben die Studenten vertiefte Kenntnisse im internationalen Zivilrecht sowie im Betriebsverfassungsrecht und im besonderen Arbeitsrecht.* *b) Die Studierenden sind in der Lage das nationale und internationale Vertragsrecht zu erfassen und Lebenssachverhalte unter Anspruchsgrundlagen zu subsumieren. Im Arbeitsrecht lernen die Studenten neben dem Individualarbeitsrecht auch kollektives Arbeitsrecht.* *c) Studierende benötigen dieses Modul um grenzüberschreitende Verträge zu erfassen und zu bewerten; sie lernen die Einflüsse der Europäischen Gesetzgebung auf das nationale Recht.*

	Im Arbeitsrecht wird die Kenntnis der Studenten auf das kollektive Arbeitsrecht erweitert.	
Verwendbarkeit des Moduls:	*Dieses Modul ist nur im Master-Studiengang General Management verwendbar. Zusammenhang zu Modulen innerhalb des Studiengangs*	
Veranstaltung	*1111 Internationales Handels- und Gesellschaftsrecht*	
Sprache:	*Deutsch*	
Lehr- und Lehrform:	*Vorlesung mit integrierter Übung*	
Didaktische Hilfsmittel:	Skript, Fallstudien	
Workload gesamt:	*3 ECTS = 90 h*	
	Kontaktstudium:	*30 h*
	Selbststudium:	*60 h*
Quellen:	*Kropholler, Jan, Internationales Privatrecht, Mohr Siebeck, neuste Auflage.* *Von Hoffmann, Bernd / Thorn, Karsten, Internationales Privatrecht: einschließlich der Grundzüge des Internationalen Zivilverfahrensrechts, neuste Auflage.* *Kommentar zum UN-Kaufrecht (CISG), Schlechtriem/Schwenzer/Schroeter, neuste Auflage* *Münchener Vertragshandbuch, Band 4: Wirtschaftsrecht III, Verlag C.H. Beck, neuste Auflage, Kapitel I., II., IV., IX* *Baumbach/Hopt, Handelsgesetzbuch, Verlag C.H. Beck, neuste Auflage* *Münchener Kommentar, Handelsgesetzbuch, Band 6, C.H. Beck, neuste Auflage* *Münchener Kommentar Bürgerliches Gesetzbuch, Band 3, Verlag C.H. Beck, neuste Auflage* *Oppermann Europarecht, Verlag C.H. Beck, neuste Auflage* *BGB, Beck-Texte im dtv, neuste Auflage*	
Veranstaltung	*1112 Betriebsverfassung und Arbeitsrecht*	
Sprache:	*Deutsch*	
Lehr- und Lehrform:	*Vorlesung mit integrierten Übungen*	
Didaktische Hilfsmittel:	Skript	
Workload gesamt:	*2 ECTS = 60 h*	
	Kontaktstudium: 30 h	

	Selbststudium: 30 h
Quellen:	*Erfurter Kommentar zum Arbeitsrecht, Verlag C.H. Beck, neuste Auflage* *Junker, Grundkurs Arbeitsrecht, Verlag C.H. Beck, neuste Auflage* *Küttner, Personalbuch, Verlag C.H. Beck, neuste Auflage* *Münchener Kommentar Bürgerliches Gesetzbuch, Verlag C.H. Beck, neuste Auflage* *Richardi, Betriebsverfassungsgesetz, Verlag C.H. Beck, neuste Auflage* *Arbeitsgesetze, Beck-Texte im dtv, neuste Auflage* *BGB, Beck-Texte im dtv, neuste Auflage* *Europa-Recht, Beck-Texte im dtv, neuste Auflage*

Fremdsprachen und Interkulturelle Kompetenzen
Business Languages (1 aus 3 zu wählen)

Modul:	*9012 Business English*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	*Vanessa Pannone*
Modultyp:	*Wahlmodul*
Semester:	*1. und 2. Semester*
Dauer:	*Zwei Semester*
Turnus:	*Wintersemester und Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	6
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 3% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Contents: 1. Business English Vocabulary 2. Grammatic 3. Tentative Language 4. Reading Business English 5. Writing Business English 6. Presenting *a) The students are able to expand their current skill in English language in a business environment.* *b) The students are able to expand the learned language approaches and apply it to given entrepreneurial questions. The students are able to extend vocabulary, improve speaking and comprehension skills and deepen knowledge of grammar. The students will expand their speaking, writing, reading and listening skills.* *c) The students are able to apply English language in business context. Using different didactical tools like case studies enable the students to analyze business situation and to present by preparing a written report. In addition, they show communication skills and discourse skill by presenting and defending their reports as well as to argue in discussions.*

Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9015 and all English language module and also depend on the topics discussed in module*	
Veranstaltung	*1121 Business English I*	
Sprache:	*English*	
Lehr- und Lehrform:	*Lecture, Group Work, Presentations*	
Didaktische Hilfsmittel:	Business English student and teacher books, grammar book, newspaper and journal articles, activities downloaded from the Internet, audio CDs	
Workload gesamt:	*3 ECTS = 90 h*	
	Kontaktstudium:	*45 h*
	Selbststudium:	*45 h*
Quellen:	*Market Leader (Advanced), I. Dubicka, M. O'Keeffe – Units 1-5* *English Grammar in Use (Intermediate), R. Murphy* *PASS Cambridge BEC Higher, I. Wood, L. Pile* *Business Benchmark Advanced - Cambridge University Press* *Pass Cambridge BEC Higher - Summertown Publishing* *Success at BEC Higher - National Geographic Learning Cengage Learning* *Market Leader Advanced 3d Edition - Pearson Publishing* *BEC Higher Testbuilder - MacMillan* *Business English Handbook Advanced - MacMillan* *Cambridge English Business Higher 5 - Cambridge University Press* *English Phrasal Verbs in Use Advanced - Cambridge University Press* *English Collocations in Use Advanced - Cambridge University Press* *Grammar for Business - Cambridge University Press* *Advanced Commercial Correspondence - Cornelsen* *Communication for Business - Hueber* *The Economist (Zeitschrift)* *You Tube/Ted Talks.*	
Veranstaltung	*2121 Business English II*	
Sprache:	*English*	
Lehr- und Lehrform:	*Lecture, Group Work, Presentations*	
Didaktische Hilfsmittel:	Business English student and teacher books, grammar book, newspaper and journal articles, activities downloaded from the Internet, audio CDs	
Workload gesamt:	*2 ECTS = 60 h*	
	Kontaktstudium: 45 h	

	Selbststudium: 15 h
Quellen:	*Market Leader (Advanced), I. Dubicka, M. O'Keeffe – Units 6-9* *English Grammar in Use (Intermediate), R. Murphy* *PASS Cambridge BEC Higher, I. Wood, L. Pile* *Business Benchmark Advanced - Cambridge University Press* *Pass Cambridge BEC Higher - Summertown Publishing* *Success at BEC Higher - National Geographic Learning Cengage Learning* *Market Leader Advanced 3d Edition - Pearson Publishing* *BEC Higher Testbuilder - MacMillan* *Business English Handbook Advanced - MacMillan* *Cambridge English Business Higher 5 - Cambridge University Press* *English Phrasal Verbs in Use Advanced - Cambridge University Press* *English Collocations in Use Advanced - Cambridge University Press* *Grammar for Business - Cambridge University Press* *Advanced Commercial Correspondence - Cornelsen* *Communication for Business - Hueber* *The Economist (Zeitschrift)* *You Tube/Ted Talks.*

Modul:	*9013 Wirtschaftsspanisch*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	*Victoria Sancho Fernandez*
Modultyp:	*Wahlmodul*
Semester:	*1. und 2. Semester*
Dauer:	*Zwei Semester*
Turnus:	*Wintersemester und Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	6
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 3% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Contents: *1 Business Spanish Vocabulary / Vocabulario de Español Comercial* *2 Grammar in Business Context / Gramática Aplicada al Entorno Empresarial* *3 Tentative and Polite Language / Lenguaje Tentativo y Cortés* *4 Reading Business Texts / Lectura de Textos Empresariales* *5 Writing Business Documents /Redacción de Documentos Comerciales* *6 Professional Presentations / Presentaciones Profesionales* *7 Marketing and Customer Orientation / Marketing y Orientación al Cliente* *8 Company Organizational Chart / Organigrama de la Empresa* *9 Choosing the Legal Structure / Elección de la Forma Jurídica* *10 Corporate Philosophy / La Filosofía Empresarial* *11 Accounting and Financial Documents / Documentos Contables* *12 Ethics in International Business / Ética en los Negocios Internacionales* *13 Socioeconomic Issues in Spain, Latin America & Germany / Economía y Sociedad* a) *Students are able to expand their current skill in the Spanish language in a business environment.* b) *Students are able to expand the learned language approaches and apply those to given entrepreneurial questions. Students are able to extend vocabulary, improve speaking and comprehension skills and deepen knowledge of grammar. Students*

	will expand their speaking, writing, reading and listening skills. *c) Students are able to use the Spanish language in business contexts. Using different didactical tools like case studies enables students to analyze business situations and to present ideas by preparing a written report. In addition, they show communication skills and discourse skill by presenting and defending their reports as well as to arguing in discussions.*
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9015 and also depend on topics discussed in module*
Veranstaltung	*1122 Wirtschaftsspanisch I*
Sprache:	*Spanish*
Lehr- und Lehrform:	*Lecture, group work, presentations, business game*
Didaktische Hilfsmittel:	Lecture notes, movie
Workload gesamt:	*3 ECTS = 90 h*
	Kontaktstudium: *45 h*
	Selbststudium: *45 h*
Quellen:	*Meta Profesional B1 Kursbuch Klett-Verlag, ISBN: 978-3-12-515470-4* *Meta Profesional B1 Übungsbuch Klett-Verlag, ISBN: 978-3-12-515471-1*
Veranstaltung	*2122 Wirtschaftsspanisch II*
Sprache:	*Spanish*
Lehr- und Lehrform:	*Lecture, group work, presentations, business game*
Didaktische Hilfsmittel:	Lecture notes, movie
Workload gesamt:	*2 ECTS = 60 h*
	Kontaktstudium: 30 h
	Selbststudium: 15 h
Quellen:	*Meta Profesional B1 Kursbuch Klett-Verlag, ISBN: 978-3-12-515470-4* *Meta Profesional B1 Übungsbuch Klett-Verlag, ISBN: 978-3-12-515471-1* *aktuelle Ausschnitte aus Zeitungen, Bücher und Nachrichten*

Modul:	*9014 Wirtschaftschinesisch*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	*Man-Man Li*
Modultyp:	*Wahlmodul*
Semester:	*1. und 2. Semester*
Dauer:	*Zwei Semester*
Turnus:	*Wintersemester und Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	6
ECTS (gesamt):	5
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 3% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	*Table of Content:* *1 Business Chinese Vocabulary / 商業中文詞彙* *2 Grammar in Business Context / 商業語境中的語法* *3 Tentative and Polite Language /委婉與禮貌用語* *4 Reading Business Texts /商業文本閱讀* *5 Writing Business Documents /商業文件寫作* *6 Professional Presentations / 專業簡報與發表* *7 Marketing and Customer Orientation / 行銷與顧客導向* *8 Corporate Philosophy/ 企業理念* *9 Accounting and Financial Documents / 會計與財務文件* *10 Ethics in International Business / 國際商業倫理* *11 Socioeconomic Issues in Greater China / 大中華地區的社會經濟議題* *a) The students are able to expand their current skill in Chinese language in a business environment.* *b) The students are able to expand the learned language approaches and apply it to given entrepreneurial questions. The students are able to extend vocabulary, improve speaking and comprehension skills and deepen knowledge of grammar. The students will expand their speaking, writing, reading and listening skills.* *c) The students are able to apply Chinese language in business context. Using different didactical tools like case studies*

	enable the students to analyze business situation and to present by preparing a written report. In addition, they show communication skills and discourse skill by presenting and defending their reports as well as to argue in discussions.	
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9015 and also depend on topics discussed in module*	
Veranstaltung	*1123 Wirtschaftschinesisch I*	
Sprache:	*Chinese*	
Lehr- und Lehrform:	*Lecture, group work, presentations, business game*	
Didaktische Hilfsmittel:		
Workload gesamt:	*3 ECTS = 90 h*	
	Kontaktstudium:	*45 h*
	Selbststudium:	*45 h*
Quellen:	*课本：基础实用商务汉语（修订版）* *Course book: A Practical Business Chinese Reader (Revised Edition) by Daoxiong Guan* *北京大学出版社*	
Veranstaltung	*2123 Wirtschaftschinesisch II*	
Sprache:	*Chinese*	
Lehr- und Lehrform:	*Lecture, group work, presentations, business game*	
Didaktische Hilfsmittel:		
Workload gesamt:	*2 ECTS = 60 h*	
	Kontaktstudium: 45 h	
	Selbststudium: 15 h	
Quellen:	*课本：基础实用商务汉语（修订版）* *Course book: A Practical Business Chinese Reader (Revised Edition) by Daoxiong Guan* *北京大学出版社*	

Modul:	*9015 International Business Culture, Leadership, Change & Sustainability*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	*Prof. Dr. Te-Yi Lin, Prof. Dr. Syed Jamal Abdul Nasir bin Syed Mohamad, Prof. Dr. Nicole Eulenburg*
Modultyp:	*Wahlpflichtmodul*
Semester:	*3. Semester*
Dauer:	*Ein Semester*
Turnus:	*Wintersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	6
ECTS (gesamt):	10
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 4% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Contents: 1. Fundamentals of Leadership 2. Leadership approaches and theories 3. Ethical and contextual aspects of Leadership 4. Culture, Team, Innovation & Leadership 5. Culture & Society 6. Cultural Integration & Europe 7. National management styles in transition 8. Change management Basics 9. Reasons for Transition Failures 10. Success Factors during Change Projects 11. Communication during Change Projects 12. Designing a Change Project 13. Managing a Crisis 14. Post Merger Integration 15. Sustainability Business Administration *a): The students know the sustainability challenges and opportunities in the international context and the significance of different Business Cultures as well as Leadership Styles. They are aware of how companies must continuously change in order to meet the requirements of a dynamic market. They are familiar with the challenges of change management. Students are aware of the differences in cultures and leadership and are able to deal with them.*

	b) The students are able to adapt their experience to other cultural circumstances in order to conduct business negotiations successful. The students are able to use leadership and change management techniques. The students are able to critically analyze sustainability challenges and opportunities in the international context. They can evaluate diverse strategies and frameworks for sustainable development, assess the impact of global policies and cultural variations on sustainability initiatives, and develop actionable insights for implementing sustainable practices in multinational organizations. *c) The students expand their social and intercultural competences. They strengthen their negotiation skills and the ability to resolve cross-cultural conflicts as well as leadership and change issues. Students enhance their ability to integrate ethical, environmental, and economic considerations into global business decision-making.* *d) The students are aware of the importance of the connection between sustainability, organisation, change management and leadership and recognise the interdependence of the 4 subject areas. They practice to analyze critical situations and develop solutions.*
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9003*
Veranstaltung	*3130 Sustainability in International Context*
Sprache:	English
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	Lecture notes, Literature
Workload gesamt:	2 ECTS = 60 h
	Kontaktstudium: 30 h
	Selbststudium: 30 h
Quellen:	*Crowther D. & Seifi S. (Ed.), Governance and Sustainability: International Perspectives, Springer Singapore 2020* *Benton-Short L., Sustainability and Sustainable Development: An Introduction, Lanham 2023*

	De Vries B., Sustainability Science, 2. Ed. Cambridge 2023 *Hahn R., Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders, Düsseldorf 2022*
Veranstaltung	*3131 Intercultural Business Skills*
Sprache:	English
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	Lecture notes, literature, case studies
Workload gesamt:	4 ECTS = 120 h
	Kontaktstudium: 30 h
	Selbststudium: 90 h
Quellen:	*Steers R. et al. Management Across Cultures: Challenges, Strategies and Skills, 5. Ed., Cambridge 2023* *Hofstede G. et al. Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for Survival, 2010* *Hofstede, G., Culture's Consequences Comparing Values, Behaviors, Institutions and Organizations Across Nations, 2. Ed., London 2003* *Hofstede, G., et. al., Exploring cultures: Excercies, Stories, and synthetic cultures, London 2002* *Magala, S., Cross-cultural competence: Theory, tool-kits and application, London 2005. (expected 2. Ed 2026)*
Veranstaltung	*3132 Leadership*
Quellen:	*English*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	Lecture notes, Literature, Case studies
Workload gesamt:	*4 ECTS = 120 h*
	Kontaktstudium: 30 h
	Selbststudium: 90 h
Quellen:	*Daft, R., The leadership experience, 8. Ed., London 2022* *Dubrin, A., Leadership: Research Findings, Practice and Skills, 10. Ed., London 2022* *Northouse, P. G. Leadership: Theory and Practice, 9th Ed., London 2021*

	Day, D. V. & Antonakis, J. (Ed.), The Nature of Leadership, 3. Ed, London 2017 *Yukl, G. A. Leadership in Organizations, 9. Ed., London 2019*
Veranstaltung	*3133 Change Management*
Sprache:	*English*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	Lecture notes, Literature, video, Case studies
Workload gesamt:	*4 ECTS = 120 h*
	Kontaktstudium: 30 h
	Selbststudium: 90 h
Quellen:	*Judge, T., Campbell, T., Robbins, S., Organizational Behavior (2nd ed.), Pearson, 2017* *Mintzberg, H., Understanding Organizations...Finally!, Berret-Koehler Publishers, 2023* *Nahavandi, A., The Art and Science of Leadership, Pearson, 2015* *Robbins, S., Judge, T., Essentials of Organizational Behaviour (15th ed.), Pearson, 2021* *Schein, E., Organizational Culture and Leadership (5th ed.), Wiley, 2017* *GERMAN-Literature* *Häusling, A. (Hrsg.), Agile Organisationen (2nd ed.), Haufe, 2020* *Kühl, S., Der ganz formale Wahnsinn, Vahlen, 2023* *Kruse, P., next practice: Erfolgreiches Management von Instabilität, Veränderung durch Vernetzen, Gabal Verlag, 2020* *Schmid, B., Systemische Organisationsentwicklung, Schäffer-Poeschel Verlag, 2014*

Praktikum oder Auslandsstudiensemester

Modul:	*9016 International Internship or Study Abroad*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	
Modultyp:	*Pflichtmodul*
Semester:	*3. Semester*
Dauer:	*Ein Semester*
Turnus:	*Wintersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	2
ECTS (gesamt):	20
Prüfungsform und Gewichtung:	Prüfungsform: REF
	Prüfungsvorleistung: Keine
	Gewichtung: No
Inhalte und Qualifikationsziele des Moduls:	*Table of Contents* 1. ***Module Overview*** ○ *Purpose and Scope* ○ *Integration into the Master Program* ○ *Options: Internship vs. Study Abroad* ○ *Relevance for Career Development and Global Competence* 2. ***International Internship Pathway*** *2.1. Internship Planning and Approval* *2.2. Selection of Host Organization* *2.3. Definition of Learning Objectives and Role Expectations* *2.4. Supervision and Mentoring Structure* *2.5. Documentation and Reporting Requirements* *2.6. Reflection and Evaluation of Internship Experience* 3. ***Study Abroad Pathway*** *3.1. Selection of Partner Institution* *3.2. Academic Planning and Course Mapping* *3.3. Cultural and Linguistic Preparation* *3.4. Integration into Host University Environment* *3.5. Academic Performance and Credit Transfer* *3.6. Reflection and Evaluation of Study Abroad Experience* 4. ***Cross-Cultural and Professional Development*** ○ *Intercultural Communication and Adaptability*

	○ *Exposure to International Business Practices* ○ *Comparative Analysis of Managerial Functions* ○ *Networking and Career Exploration in Global Contexts* ***Learning Outcomes*** ***a)*** *The students understand the tasks, content, and significance of various managerial functions across international contexts. They are aware of diverse career opportunities in global business environments and can identify pathways aligned with their professional goals.* ***b)*** *The students are able to reflect on the practical experience gained through either an international internship or a study abroad program. They can relate these experiences to their prior managerial studies, demonstrating an enriched understanding of international business practices, cultural diversity, and global academic systems.* ***c)*** *The students acquire expertise such as technical depth and professional breadth, and can apply acquired knowledge in a targeted and context-sensitive manner. They strengthen methodological skills including analytical thinking, planned action, and systematic work organization. Additionally, they develop social competencies such as effective communication, mediation, constructive criticism, and networked thinking—skills essential for thriving in multicultural and interdisciplinary environments.*
Verwendbarkeit des Moduls:	*Usability of the module for other courses of study: Only usable for the MA General Management; Connections to all basic modules and the master thesis*
Veranstaltung	*3141 Begleitveranstaltungen*
Sprache:	*English*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS = 60 h*
	Kontaktstudium: *30 h*
	Selbststudium: *30 h*
Quellen:	*No specific literature*
Veranstaltung	*3142 Internship (68 working days) or Study Abroad*
Sprache:	*English*
Lehr- und Lehrform:	*Practical work or Modules Abroad:*

	Students can either complete an internship abroad or spend time abroad at a partner university.
Didaktische Hilfsmittel:	
Workload gesamt:	*18 ECTS = 540 h*
	Kontaktstudium:
	Selbststudium: 540 h
Quellen:	

Wahlpflichtmodule (1 aus 7)

Modul:	*9111 Advanced International Financial Reporting & Analysis*
Modulverantwortliche Person (en):	*Prof. Dr. Melanie Mühlberger*
Dozent:innen:	*Prof. Dr. Melanie Mühlberger*
Modultyp:	*Wahlpflichtmodul*
Semester:	*4. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*9008 International Financial Reporting and Analysis*
SWS (gesamt):	4
ECTS (gesamt):	8
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: keine
	Gewichtung: 8% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content 1. Participation in General Management Seminar by joining at least 3 other Advanced Studies Seminars 2. Current Topics in Advanced International Financial Reporting & Analysis eg a. Integrated Reporting Frameworks How integrated reporting frameworks (such as GRI, SASB, or IIRC) can enhance transparency by integrating financial, environmental, and social performance metrics. Comparison of adoption rates and challenges across different countries. b. Integrated Reporting and Stakeholder Engagement How integrated reporting frameworks can enhance stakeholder engagement. How general managers can communicate both financial and non-financial performance metrics transparently, aligning with sustainability goals 1) The students understand advanced strategies of financial analysis including the analysis of growth, innovative capabilities and sustainable business strategies of international groups.

	2) The students are able to apply and reflect techniques of financial analysis and company valuation for investment decisions. 3) The students deepen professional competences in international financial reporting and analysis in a general management business context. They deepen social and personal competences in planning and reviewing working processes.
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9008 Financial Accounting and Taxation*
Veranstaltung	*4000 General Management Seminar*
Sprache:	Englisch
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	
Workload gesamt:	6 ECTS-CP = 180 h
	Kontaktstudium: 45 h
	Selbststudium: 135 h
Quellen:	
Veranstaltung	*4111 Advanced International Financial Reporting and Analysis*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS-CP = 60 h*
	Kontaktstudium: 15 h
	Selbststudium: 45 h
Quellen:	

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Modul:	*9112 Advanced Finance*
Modulverantwortliche Person (en):	
Dozent:innen:	
Modultyp:	*Wahlpflichtmodul*
Semester:	*4. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	4
ECTS (gesamt):	8
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 8% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content 1. Participation in General Management Seminar by joining at least 3 other Advanced Studies Seminars 2. Current Topics in Advanced Finance eg a. Blockchain for Transparent Financial Transactions in Sustainable Business How blockchain enhances transparency in financial operations, Case study of companies using blockchain for sustainability reporting, the potential regulatory challenges of blockchain adoption. b. Green Investments: Digitalization's Role in ESG Metrics Digital tools that evaluate ESG investment opportunities, Comparison how companies integrate ESG factors into decision-making, investment projections for industries shifting toward sustainability. c. Digital Risk Management for Sustainable Business Practices AI-driven risk assessment for environmental sustainability, Analyze digital tools used to mitigate operational risks in green businesses, Provide recommendations on improving digital risk management strategies.

	a) The students are able to name advanced concepts of corporate finance, capital markets, and financial instruments. They can apply analytical methods and financial tools to evaluate investment decisions, risk-return profiles, and financing strategies in complex business environments. In addition, students understand the implications of digital transformation on financial processes and are able to integrate sustainability criteria into financial decision-making frameworks. b) The students are able to critically analyze financial theories and models, and apply them to entrepreneurial and strategic decision-making. They are capable of evaluating advanced financial concepts and adapting these tools to both local and international financial contexts, including cross-border investment and multinational capital budgeting. Students are also able to assess the impact of ESG (Environmental, Social, Governance) factors on corporate valuation and risk, and to apply digital tools such as financial analytics platforms, AI-based forecasting, and blockchain applications in finance. c) The students acquire expertise such as technical depth in financial modeling, valuation, and risk management, as well as professional breadth across financial strategy, governance, and sustainability reporting. They can apply acquired knowledge in a targeted manner to real-world financial challenges. Through workshop discussions and case-based learning, students are enabled to assess business situations from both a general management and financial perspective, evaluate appropriate financial

	instruments and strategies, and propose sound financial decisions aligned with corporate objectives. They are also equipped to evaluate the role of digital finance innovations and sustainable finance practices in shaping future-oriented financial strategies.
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9010 Finance*
Veranstaltung	*4000 General Management Seminar*
Sprache:	Englisch
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	
Workload gesamt:	6 ECTS-CP = 180 h
	Kontaktstudium: 45 h
	Selbststudium: 135 h
Quellen:	
Veranstaltung	*4121 Advanced Finance*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS-CP = 60 h*
	Kontaktstudium: 15 h
	Selbststudium: 45 h
Quellen:	

Modul:	*9113 Advanced Controlling*
Modulverantwortliche Person (en):	*Prof. Dr. Georg Hauer*
Dozent:innen:	*Prof. Dr. Georg Hauer*
Modultyp:	*Wahlpflichtmodul*
Semester:	*4. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	4
ECTS (gesamt):	8
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 8% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content 1. Participation in General Management Seminar by joining at least 3 other Advanced Studies Seminars 2. Current Topics in Advanced Controlling eg a. AI and Big Data in Sustainable Financial Decision-Making Analyze how AI-driven analytics improve financial forecasting for sustainability, Case studies on successful ESG-driven financial decisions, discuss the ethical challenges of AI adoption in financial sustainability. b. Carbon Accounting and Digital Monitoring Tools Overview of carbon accounting systems and digital tracking software, demonstrate how businesses integrate carbon footprint tracking into financial reporting, comparison of digital carbon monitoring tools used across industries. c. Ethical AI and Data Analytics in Controlling: The ethical implications of using AI and data analytics in controlling, exploration of cross-cultural differences in data privacy regulations and responsible AI adoption.

	a) The students are able to name advanced concepts of management accounting and to apply methods and tools of performance measurement at business situations. *b) The students are able to critically analyze the learned approaches and apply it to given entrepreneurial questions. The students are able to evaluate advanced concepts of management accounting and are adopt and apply these advanced concepts and tools in local as well as international business situations.* *c) The students acquire expertise such as technical depth, professional breadth and can already apply acquired knowledge in a targeted manner. The students are able to apply advanced management accounting techniques in a general management business context. Using Workshop discussions enable the students to analyze business situation from a general management as well as from a management accounting point of view and enables the students to evaluate appropriate management accounting tools and to propose the required business decisions.*
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9009 Management Accounting*
Veranstaltung	*4000 General Management Seminar*
Sprache:	Englisch
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	
Workload gesamt:	6 ECTS-CP = 180 h
	Kontaktstudium: 45 h
	Selbststudium: 135 h
Quellen:	
Veranstaltung	*4131 Advanced Controlling*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS-CP = 60 h*
	Kontaktstudium: 15 h
	Selbststudium: 45 h
Quellen:	

Modul:	*9114 Advanced Human Resource Management*
Modulverantwortliche Person (en):	*Prof. Dr. Nicole Eulenburg*
Dozent:innen:	*Prof. Dr. Nicole Eulenburg*
Modultyp:	*Wahlpflichtmodul*
Semester:	*4. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	4
ECTS (gesamt):	8
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 8% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content 1. Participation in General Management Seminar by joining at least 3 other Advanced Studies Seminars 2. Current Topics in Advanced Human Resource Management eg a. Digital Transformation in HR: Leveraging AI for Sustainable Workforce Management AI-driven workforce optimization for sustainability, The impact of digital HR tools on employee efficiency, ethical concerns in digital HR transformation. b. Green Talent Acquisition: AI-Driven Recruitment for Sustainable Workforces How AI facilitates hiring environmentally conscious candidates, AI-driven recruitment tools based on sustainability impact, Challenges in implementing AI in sustainable hiring. c. Remote Work and Sustainability: Digitalization's Impact on Carbon Reduction How remote work reduces carbon emissions. The role of digital

	infrastructure in sustainable work models, policy recommendations for optimizing remote work sustainability. d. Employee Wellbeing and Sustainability: Digital Health Monitoring for Sustainable Work Culture Digital tools that promote employee wellbeing sustainably. Comparison of corporate sustainability programs involving health technologies. Ethical concerns regarding digital health monitoring in workplaces. *a) The students know advanced concepts of human resource management and the different methods and tools that can be applied in human resource management. They understand the strategic context and know about trends and international differences.* *b) The students are able to critically analyse the studied approaches and apply it to given business questions. The students are able to evaluate advanced concepts of human resource management and to adopt and apply these advanced concepts and tools in local as well as international business situations.* *c) The students acquire expertise such as technical depth, professional breadth and can already apply acquired knowledge in a targeted manner. The students are able to apply advanced human resource management concepts in a general management business context. Using Workshop discussions enable the students to analyse business situations from a general management as well as from a human resource management point of view. It enables the students to evaluate appropriate tools and to propose the respective business decisions.*
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9005 Human Resource Management*
Veranstaltung	*4000 General Management Seminar*

Sprache:	Englisch
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	
Workload gesamt:	6 ECTS-CP = 180 h
	Kontaktstudium: 45 h
	Selbststudium: 135 h
Quellen:	
Veranstaltung	*4141 Advanced Human Resource Management*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS-CP = 60 h*
	Kontaktstudium: 15 h
	Selbststudium: 45 h
Quellen:	

Modul:	*9115 Advanced Marketing and Sales*
Modulverantwortliche Person (en):	*Prof. Dr. Kristina Weichelt-Kosnick*
Dozent:innen:	*Prof. Dr. Kristina Weichelt-Kosnick*
Modultyp:	*Wahlpflichtmodul*
Semester:	*4. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	4
ECTS (gesamt):	8
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 8% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content 1. Participation in General Management Seminar by joining at least 3 other Advanced Studies Seminars 2. Current Topics in Advanced Marketing and Sales eg a. Sustainable Digital Branding: Leveraging Social Media for Green Initiatives Examine strategies for positioning sustainability within digital campaigns, Showcase examples of brands successfully integrating green messaging. The risks of "greenwashing" in digital branding. b. Consumer Behavior in the Digital Age: Sustainability's Impact on Purchasing Decisions Evaluate trends in consumer purchasing decisions regarding sustainability. How digital platforms influence consumer attitudes toward sustainability. Comparison of global differences in consumer responses to sustainable branding. c. AI-Driven Green Advertising: Personalized Strategies for Eco-Friendly Products Showcase case studies of companies using AI for sustainable

	advertising. How AI customizes messaging for environmentally conscious consumers. Ethical concerns related to AI-driven advertising. d. Influencer Marketing for Sustainability: How Digital Voices Shape Green Awareness How influencers shape public opinion on sustainability. How consumer trust levels in sustainability influencers, long-term impact of influencer-driven green marketing. *a) The students are about to start their careers. They are familiar with the latest developments that companies are now dealing with.* *b) The students prepare the current topics in workshops and deepen their skills in knowledge transfer to selected company examples, especially in the area of online marketing (communication) and online sales.* *c) The students are able to apply advanced marketing and sales techniques in a general management business context.*
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9004 Marketing Management*
Veranstaltung	*4000 General Management Seminar*
Sprache:	Englisch
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	
Workload gesamt:	6 ECTS-CP = 180 h
	Kontaktstudium: 45 h
	Selbststudium: 135 h
Quellen:	
Veranstaltung	*4151 Advanced Marketing & Sales*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS-CP = 60 h*
	Kontaktstudium: 15 h

	Selbststudium: 45 h
Quellen:	

Modul:	*9116 Advanced Logistics Management*
Modulverantwortliche Person (en):	*Prof. Dr. Andrea Lochmahr*
Dozent:innen:	*Prof. Dr. Andrea Lochmahr*
Modultyp:	*Wahlpflichtmodul*
Semester:	*4. Semester*
Dauer:	*Ein Semester*
Turnus:	*Sommersemester*
Zugangsvoraussetzungen:	*Keine*
SWS (gesamt):	4
ECTS (gesamt):	8
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 8% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content 1. Participation in General Management Seminar by joining at least 3 other Advanced Studies Seminars 2. Current Topics in Advanced Logistics Management eg a. Digital Twins for Sustainable Supply Chain Optimization How digital twins reduce environmental impact in logistics, Showcase industry examples using digital twins for green supply chains. b. AI-Driven Predictive Analytics for Green Logistics Predictive analytics' role in optimizing transportation, comparison of AI-based forecasting models for logistics sustainability. c. Blockchain for Ethical and Sustainable Sourcing d. How blockchain ensures transparency in sustainable procurement, comparison of blockchain applications in ethical sourcing across industries. e. The Future of Autonomous Electric Logistics Vehicles AI-driven logistics innovations in sustainable transport. Comparison of electric logistics vehicle policies

	across nations. How autonomous electric fleets will transform global supply chains. a) The Students are able to plan and to model advanced logistics concepts and to apply methods and tools for optimization within the supply chain. b) The students understand the complexity of the logistics correlations in the value network and are able to critically analyze learned advanced logistics approaches and apply them to both existing and new logistical issues. In addition, students can carry out qualitative and quantitative analyses regarding trade-offs between ecology and economy in logistics. *c)* The students acquire expertise such as technical depth, professional breadth and can already apply acquired knowledge in a targeted manner. The students are able to apply advanced logistics concepts in a general management business context and in context with climate change. Using Workshop discussions enable the students to analyze business situation from a general management as well as from a logistics point of view and enables the students to evaluate appropriate logistics tools and methods and to propose the required business decisions.
Verwendbarkeit des Moduls:	Only usable for the MA General Management; Connections to module 9007 Purchasing and Logistics Management
Quellen:	• Becker, Torsten, Optimising and Digitising Supply Chain Processes, Springer-Verlag, 2024 • BVL e.V. (Hrsg.), Triple Transformation - Digitalization, Sustainability, and Resilience as Guiding Principles for Future-proof Supply Chains, 2023. • McKinnon, Alan, Decarbonizing Logistics: Distributing Goods in a Low Carbon World, Kogan Page, 2018 • Phadnis, Shardul S., Sheffi, Yossi, Caplice, Chris, Strategic Planning for Dynamic Supply Chains: Preparing for Uncertainty Using Scenarios, Palgrave Macmillan, 2022 • Umweltbundesamt (Hrsg.), Analysis of the environmental impacts of vehicles with alternative drivetrains or fuels on the way to greenhouse gas-neutral transport, 2024

Veranstaltung	*4000 General Management Seminar*
Sprache:	Englisch
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	
Workload gesamt:	6 ECTS-CP = 180 h
	Kontaktstudium: 45 h
	Selbststudium: 135 h
Quellen:	
Veranstaltung	*4161 Advanced Logistic*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS-CP = 60 h*
	Kontaktstudium: 15 h
	Selbststudium: 45 h
Quellen:	

Modul:	*9117 Advanced Quality Management*
Modulverantwortliche Person (en):	Prof. Dr. Dirk Vogel
Dozent:innen:	Prof. Dr. Dirk Vogel
Modultyp:	Wahlpflichtmodul
Semester:	4. Semester
Dauer:	Ein Semester
Turnus:	Sommersemester
Zugangsvoraussetzungen:	Keine
SWS (gesamt):	4
ECTS (gesamt):	8
Prüfungsform und Gewichtung:	Prüfungsform: PFP
	Prüfungsvorleistung: Keine
	Gewichtung: 8% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Table of Content 1. Participation in General Management Seminar by joining at least 3 other Advanced Studies Seminars 2. Current Topics in Advanced Quality Management eg a. Sustainable Quality Assurance in Global Supply Chains How digital tools can enhance quality control processes across international supply chains while ensuring sustainability. Impact of aspects like traceability, ethical sourcing, and environment. b. ISO 9001:2015 and Sustainable Practices How organizations can align ISO 9001 quality management principles with sustainable practices. Case studies from different countries to understand successful implementations. c. AI-Powered Quality Assurance for Sustainable Production AI-driven monitoring systems for green production. Comparison of AI-enhanced quality assurance models across industries. d. Cross-Cultural Quality Management Strategies

	How cultural differences impact quality management practices in multinational companies. Strategies for harmonizing quality standards across diverse organizational cultures. a) *The students get a detailed understanding of Advanced Product Quality Planning.* b) *The students are able to critically analyze the learned approaches and apply it to given advanced quality questions. The students have skills in appropriate tools like FMEA, SPC or Six Sigma.* c) *The students have theoretical and practical methodical competence attained. The students are able to apply production planning techniques in both operational and strategic business context.*
Verwendbarkeit des Moduls:	*Only usable for the MA General Management; Connections to module 9006 Operations Management*
Veranstaltung	*4000 General Management Seminar*
Sprache:	Englisch
Lehr- und Lehrform:	Seminar
Didaktische Hilfsmittel:	
Workload gesamt:	6 ECTS-CP = 180 h
	Kontaktstudium: 45 h
	Selbststudium: 135 h
Quellen:	
Veranstaltung	*4171 Advanced Quality Management*
Sprache:	*Englisch*
Lehr- und Lehrform:	*Seminar*
Didaktische Hilfsmittel:	
Workload gesamt:	*2 ECTS-CP = 60 h*
	Kontaktstudium: 15 h
	Selbststudium: 45 h
Quellen:	

Master-Thesis

Modul:	*9020 Master Thesis and Presentation*
Modulverantwortliche Person (en):	Prof. Dr. Georg Hauer
Dozent:innen:	
Modultyp:	Pflichtmodul
Semester:	4. Semester
Dauer:	4 months
Turnus:	Sommersemester
Zugangsvoraussetzungen:	According to Examination Regulations
SWS (gesamt):	2
ECTS (gesamt):	22
Prüfungsform und Gewichtung:	Prüfungsform: Master-Thesis and Presentation
	Prüfungsvorleistung: According to Examination Regulations
	Gewichtung: 30% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	*Table of Content* *1. Module Overview* *- Integration into the Master Program* *- Specifics for Dual Degree Students* *- Relevance for Academic and Professional Development* *2. Master Thesis Preparation* *2.1. Topic Selection and Approval* *2.2. Research Proposal and Methodology* *2.3. Supervision and Milestone Planning* *2.4. Literature Review and Theoretical Framework* *2.5. Data Collection and Analysis* *2.6. Ethical Standards and Academic Integrity* *2.7. Submission Guidelines and Formal Requirements* *3. Master Thesis Presentation (Colloquium)* *3.1. Purpose and Format of the Colloquium* *3.2. Scheduling and Organizational Aspects* *3.3. Presentation Structure and Time Allocation* *3.4. Evaluation Criteria and Feedback Process* *3.5. Peer Review and Academic Dialogue* *3.6. Reflection on Research Impact and Sustainability Relevance* *a) After the successful completion of the module the graduate are able to deal with managerial issues within a limited time frame according to scientific methods.* *b) The students can develop a research question and evaluate literature. The students are able to evaluate and to implement a suitable research method set up and to organize a proper data collection as well as*

	data analysis process. The students are able to present the results as written report as well as oral presentation. *c) Through the master's thesis, the students acquire professional and methodological competence. The students prove that they are able to perform scientific work in the field of general management and that they have competencies over time and self-management as well as analytical skills. In addition, they show communication skills and discourse skill by presenting and defending their master thesis results at the Master Colloquium.*
Verwendbarkeit des Moduls:	Usability of the module for other courses of study: Only usable for the MA General Management; Connections to all modules
Veranstaltung	*4201 Masterthesis*
Sprache:	Englisch
Lehr- und Lehrform:	
Didaktische Hilfsmittel:	Literature
Workload gesamt:	20 ECTS = 600 h
	Kontaktstudium:
	Selbststudium: 600 h
Quellen:	Saunders, M., Lewis, P. & Thornhill, A., Research methods for business students. 8th ed. Essex 2019.
Veranstaltung	*4202 Kolloquium*
Sprache:	Englisch
Lehr- und Lehrform:	
Didaktische Hilfsmittel:	
Workload gesamt:	2 ECTS = 60 h
	Kontaktstudium: 30 h
	Selbststudium: 30 h
Quellen:	Saunders, M., Lewis, P. & Thornhill, A., Research methods for business students. 8th ed. Essex 2019.

German Track

Modul:	*9201 Deutsch I / German as a foreign language I*
Modulverantwortliche Person (en):	Prof. Dr. Georg Hauer
Dozent:innen:	NN
Modultyp:	Wahlmodul
Semester:	1. Semester
Dauer:	1 Semester
Turnus:	Wintersemester
Zugangsvoraussetzungen:	Mindestkenntnisse A2 nach GER*
SWS (gesamt):	6
ECTS (gesamt):	5 ECTS-CP = 150 h
Prüfungsform und Gewichtung:	Prüfungsform: PFP (Portfolio)
	Prüfungsvorleistung: Keine
	Gewichtung: 3% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Course Content • Vocabulary development for everyday and thematic contexts • Grammar and sentence structure according to CEFR level • Oral communication (dialogues, discussions, role-plays) • Listening comprehension exercises • Reading comprehension (authentic texts, short stories, articles) • Writing skills (emails, reports, essays depending on level) • German culture and intercultural communication German Language Courses in cooperation with the International Office: Intensive Courses before the semester (3 ETCS) Semester Courses in the semester (2 ETCS) Introduction Level A2 on the Common European Framework of Reference for Languages (GER) Qualification Target B1 – Intermediate • Understands the main points of clear standard speech on familiar matters. • Can produce simple connected text on familiar topics. • Can describe experiences, events, dreams, and ambitions.
Verwendbarkeit des Moduls:	German Language Courses in cooperation with the International Office
Veranstaltung	*German as a foreign language 1 / Intensive (September)*
Sprache:	*German*
Lehr- und Lehrform:	*Intensive Course - Online* *Lecture, Group Work, Presentations*
Didaktische Hilfsmittel:	Textbook / Working papers
Workload gesamt:	*3 ECTS = 90 h*

	Kontaktstudium: 54 h
	Selbststudium: 36 h
Quellen:	*Hueber Momente B1 Kursbuch, Hueber Momente B1 Arbeitsbuch*
Veranstaltung	*German as a foreign language 1 / Semester*
Sprache:	*German*
Lehr- und Lehrform:	*Semester Course – Face to Face* *Lecture, Group Work, Presentations*
Didaktische Hilfsmittel:	Textbook / Working papers
Workload gesamt:	*2 ECTS = 60 h*
	Kontaktstudium: 18 h
	Selbststudium: 42 h
Quellen:	*Hueber Momente B1 Kursbuch, Hueber Momente B1 Arbeitsbuch*

Modul:	*9202 Deutsch II / German as a foreign language II*
Modulverantwortliche Person (en):	Prof. Dr. Georg Hauer
Dozent:innen:	NN
Modultyp:	Wahlmodul
Semester:	2. Semester
Dauer:	1 Semester
Turnus:	Sommersemester
Zugangsvoraussetzungen:	Mindestkenntnisse A2 in Teilen B1 nach GER (eg 9201 Deutsch I / German as a foreign language I)
SWS (gesamt):	6
ECTS (gesamt):	5 ECTS-CP = 150h
Prüfungsform und Gewichtung:	Prüfungsform: PFP (Portfolio)
	Prüfungsvorleistung: Keine
	Gewichtung: 5% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Course Content • Vocabulary development for everyday and thematic contexts • Grammar and sentence structure according to CEFR level • Oral communication (dialogues, discussions, role-plays) • Listening comprehension exercises • Reading comprehension (authentic texts, short stories, articles) • Writing skills (emails, reports, essays depending on level) • German culture and intercultural communication German Language Courses in cooperation with the International Office: Intensive Courses before the semester (3 ETCS) Semester Courses in the semester (2 ETCS) Qualification Target B1 – Intermediate • Understands the main points of clear standard speech on familiar matters. • Can produce simple connected text on familiar topics. • Can describe experiences, events, dreams, and ambitions. In Parts B2 – Upper Intermediate • Understands the main ideas of complex texts on both concrete and abstract topics. • Can interact with native speakers fluently and spontaneously. • Can express and defend opinions clearly and systematically.
Verwendbarkeit des Moduls:	German Language Courses in cooperation with the International Office
Veranstaltung	*German as a foreign language 2 Intensive (March)*
Sprache:	*German*
Lehr- und Lehrform:	*Intensive Course - Online*

	Lecture, Group Work, Presentations
Didaktische Hilfsmittel:	Textbook / Working papers
Workload gesamt:	*3 ECTS = 90 h*
	Kontaktstudium: 54 h
	Selbststudium: 36 h
Quellen:	*Klett Kontext B2 Kursbuch, Klett Kontext B2 Übungsbuch*
Veranstaltung	*German as a foreign language 2 Semester*
Sprache:	*German*
Lehr- und Lehrform:	*Semester Course – Face to Face* *Lecture, Group Work, Presentations*
Didaktische Hilfsmittel:	Textbook / Working papers
Workload gesamt:	*2 ECTS = 60 h*
	Kontaktstudium: 18 h
	Selbststudium: 42 h
Quellen:	*Klett Kontext B2 Kursbuch, Klett Kontext B2 Übungsbuch*

Modul:	*9203 Deutsch III (B2)*
Modulverantwortliche Person (en):	Prof. Dr. Georg Hauer
Dozent:innen:	NN
Modultyp:	Wahlmodul
Semester:	1. und 2. Semester
Dauer:	2 Semester
Turnus:	Winter- und Sommersemester
Zugangsvoraussetzungen:	Mindestkenntnisse A2 nach GER*
SWS (gesamt):	6
ECTS (gesamt):	5 ECTS-CP = 150 h
Prüfungsform und Gewichtung:	Prüfungsform: PFP (Portfolio)
	Prüfungsvorleistung: Keine
	Gewichtung: 5% of the marks enters into the total grade
Inhalte und Qualifikationsziele des Moduls:	Additional dedicated German Language Courses for Students of General Management Course Content – Additional Preparation Course Internship • Reading & Writing for Business Contexts • Oral communication (dialogues, discussions, role-plays) • Listening comprehension exercises • Application & Interview Coaching • Professional Communication Skills • Writing skills (emails, reports, essays depending on level) • Project Work & Reflective Portfolio • German culture and intercultural Competence for Internship Intensive Courses in January and July, blocked workshop appointments during in the semester Qualification Target B2 – Upper Intermediate • Understands the main ideas of complex texts on both concrete and abstract topics. • Can interact with native speakers fluently and spontaneously. • Can express and defend opinions clearly and systematically.
Verwendbarkeit des Moduls:	
Veranstaltung	*German as a foreign language 3 (Winter)*
Sprache:	*German*
Lehr- und Lehrform:	*Intensive Course - Online* *Lecture, Group Work, Presentations*
Didaktische Hilfsmittel:	Textbook / Working papers
Workload gesamt:	*2 ECTS = 60 h*
	Kontaktstudium: 30 h
	Selbststudium: 30 h
Quellen:	*Klett Kontext B2 Übungsbuch*

Veranstaltung	*German as a foreign language 3 (Summer incl July)*
Sprache:	*German*
Lehr- und Lehrform:	*Semester Course – Face to Face* *Lecture, Group Work, Presentations*
Didaktische Hilfsmittel:	Textbook / Working papers
Workload gesamt:	*3 ECTS = 90 h*
	Kontaktstudium: 54 h
	Selbststudium: 36 h
Quellen:	*Klett Kontext B2 Übungsbuch*