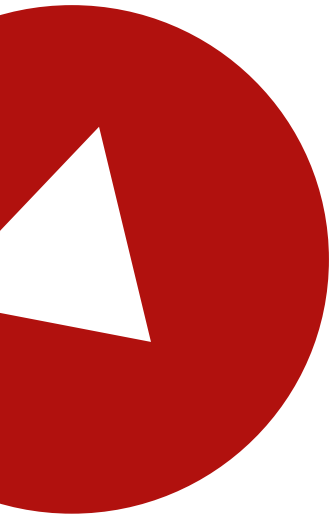




Module Guide Master Strategic and International Management

Faculty Applied Economics (School of Management)

Examination regulations 24.05.2023

Date: 30.09.2026 09:04

Table of Contents

GM-01 Scientific Theory and Research Methods	3
GM-02 Domestic German and International Accounting	6
GM-03 Intercultural Behaviour	9
GM-04 Strategic Human Resources Management & Business Ethics	15
GM-05 International Project Management	19
GM-06 Strategic Evaluation of Countries	24
GM-07 Strategic and international financial management	27
GM-08 Taxation and Auditing	31
GM-09 Corporate Management Instruments	35
GM-10 International Leadership Management	39
GM-11 IT-Strategies & Digitalisation Management	43
GM-12 Strategic Planning	47
GM-13 Change Management	51
GM-14 Advanced Project Seminar	55
GM-15 Master's Thesis	59
GM-16 Master Colloquium	61



GM-01 Scientific Theory and Research Methods

Module code	GM-01
Module coordination	Prof. Dr. Kristina Wanieck
Course number and name	G1101 Scientific Theory and Research Method
Lecturer	Prof. Dr. Kristina Wanieck
Semester	1
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	2
ECTS	4
Workload	Time of attendance: 30hours self-study: 90hours Total: 120hours
Type of Examination	written student research project
Weighting of the grade	4/90
Language of Instruction	German

Module Objective

The module enables the students to independently accomplish scientific work.

After completing the module, the students have achieved the following learning objectives:

Professional competences:

- They know and understand the basic characteristics of science and research.
- They understand how science works and can derive their own procedures from this.

Professional, personal & social competences:

- They possess the specialized knowledge of good scientific practice and use it in their own work.

Methodological competences:



- They obtain fundamental competencies in the essential methods of empirical research and develop their own research design from them.
- They obtain fundamental competencies and practical experience in writing scientific theses and apply them to their own work.

Applicability in this and other Programs

The module is a preparatory or supportive module for all other subjects in the 2nd and 3rd semester in this Master's program.

Furthermore, the module can be used for further education courses and/or international Master's programs.

Entrance Requirements

Preparation possible through literature study.

Learning Content

1. philosophy of science and research
 - 1.1 Scientific work and scientific theoretical basics
 - 1.2 Hypotheses, models and theories
 - 1.3 Good scientific practice
- 2 Systematic acquisition of knowledge
 - 2.1 Literature study and theoretical foundations
 - 2.2 Empirical research
3. research methods in economics and social sciences
 - 3.1 Qualitative methods - basics
 - 3.2 Quantitative methods - basics
 - 3.3 Comparison of qualitative and quantitative research
4. ideal-typical structure of a scientific work
 - 4.1 Formal aspects
 - 4.2 Literature management
 - 4.3 Citation and bibliography
 - 4.4 Scientific writing

Teaching Methods

seminar-style lectures, exercises



Remarks

none

Recommended Literature

Berger-Grabner, D. (2016). Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften. Springer Fachmedien Wiesbaden. ISBN-13 : 978-3658130770

Bühl, A. (2012). SPSS 20: Einführung in die moderne Datenanalyse (13., aktualisierte Aufl). Pearson Studium - scientific tools. München: Pearson Studium ein Imprint von Pearson Deutschland.

Bortz, J., & Döring, N. (2006). Forschungsmethoden und Evaluation für Human- und Sozialwissenschaftler: Mit 156 Abbildungen und 87 Tabellen (4. überarbeitete Aufl). Springer-Lehrbuch. Heidelberg: Springer Medizin Verlag.

Bortz, J. (2005). Statistik für Human- und Sozialwissenschaftler: Mit 242 Tabellen (6., vollständig überarbeitete und aktualisierte Aufl). Wien: Springer.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. The Journal of Marketing Theory and Practice, 19(2), 139-152

Kornmeier, M. (2007). Wissenschaftstheorie und wissenschaftliches Arbeiten: Eine Einführung für Wirtschaftswissenschaftler : mit 3 Tabellen. BA kompakt. Heidelberg: Physica-Verl.

Stickel-Wolf, Wolf (2019). Wissenschaftliches Arbeiten und Lerntechniken, Springer Fachmedien Wiesbaden, ISBN 978-3-658-26138-2

Weiber, R., & Mülhau, D. (2010). Strukturgleichungsmodellierung: Eine anwendungsorientierte Einführung in die Kausalanalyse mit Hilfe von AMOS, SmartPLS und SPSS. Springer-Lehrbuch. Berlin: Springer.

Yin, R. K. (2007). Case study research: Design and methods (3. ed., [Nachdr.]). Applied social research methods series: Vol. 5. Thousand Oaks, Calif: Sage.



GM-02 Domestic German and International Accounting

Module code	GM-02
Module coordination	Prof. Dr. Petra Plininger
Course number and name	G1102 International Accounting
Lecturers	Marco Bauer Prof. Dr. Petra Plininger
Semester	1
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written ex. 90 min.
Duration of Examination	90min.
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

National accounting:

In the area of accounting, it is no longer sufficient to refer solely to experts such as tax advisors, auditors, etc..

The basis for legally compliant behavior and the implementation of accounting policy discretion is knowledge of the legal foundations in commercial law and tax law. The focus of this module is therefore clearly on the teaching and expansion of specialist skills.

After completing the module, students will have achieved the following learning objectives:



- The students are familiar with the regulations of the German Commercial Code with regard to accounting and profit and loss statements in connection with balance sheet tax law.
- The students characterize the special features of GmbH and GmbH & Co. KGs. and apply methods in the areas of disclosure and auditing.

International Accounting:

German companies and corporations are active worldwide. For this reason, external accounting is necessary that is both internationally comparable and internationally accepted.

Upon completion of the module, students will have achieved the following learning objectives:

- Students will present the basics of international accounting according to International Financial Reporting Standards (IFRS) and the differences to national accounting.
- The students apply approaches, valuation and disclosure according to IFRS in practice-relevant standard cases.

Applicability in this and other Programs

The Master SIM module "Taxation and Auditing" is based on this module.

Furthermore, the module can be used for continuing, postgraduate and internationally oriented Master's programs such as "Risk and Compliance Management" of the THD's Center for Continuing Education.

Entrance Requirements

The recommended prerequisite for this module is a basic knowledge of German commercial law.

Learning Content

Content of the event National accounting:

- Accounting requirements according to commercial law and other laws
- Recording requirements according to tax law
- Decisiveness of the commercial balance sheet for the tax balance sheet
- Principles of proper accounting
- Principles and standards of accounting and valuation
- Accounting for fixed assets
- Accounting for current assets
- Accounting for equity
- Accounting for borrowed capital



- Basic functions and structure of the income statement
- Nature and function of the notes to the financial statements with presentation of mandatory disclosures and simplifications
- Nature and function of the management report with special emphasis on the presentation of risks
- Duty of disclosure with scope of documents to be disclosed
- Duty to audit

Content of the course International Financial Reporting:

- Fundamentals and components of IFRS financial statements
- Structure of the balance sheet and income statement
- Accounting under IFRS compared to HGB (German Commercial Law)
- Intangible assets (IAS 38)
- Property, plant and equipment (IAS 16)
- Financial instruments (IAS 32, IAS 39)
- Inventories (IAS 2)
- Long-term construction contracts (IAS 11)
- Liabilities versus equity (IAS 32)
- Pension provisions (IAS 19)
- Other provisions (IAS 37)
- Deferred taxes (IAS 12)
- IFRS for small and medium-sized enterprises

Teaching Methods

Seminar style teaching

Recommended Literature

National Accounting:

HGB, Beck Texte im dtv, 74. Auflage 2014

Bitz/Schneeloch/Wittstock: Der Jahresabschluss, Vahlen Verlag, 6. Auflage 2014

Beck'scher Bilanzkommentar, Verlag Beck, 9. Auflage 1013

International Accounting:

Lüdenbach, N., IFRS Essentials, NWB-Verlag, 2. Auflage 2012

IAS/IFRS-Texte, NWB Verlag, 7. Auflage 2014/2015



GM-03 Intercultural Behaviour

Module code	GM-03
Module coordination	Matthias Koeppen
Course number and name	G1103 Intercultural Behaviour
Lecturers	Matthias Koeppen JoAn Mann Bastian Parzer
Semester	1
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written assignment (StA)
Weighting of the grade	5/90
Language of Instruction	English

Module Objective

Cultural differences among international business partners, customers and suppliers often result in tension and misunderstandings. Managers who competently navigate, can engage in meaningful, trust-building and positive-focused conversations even amongst competing culturally different interests can contribute substantially to the success of globally active enterprises. At the same time, managers can develop highly versatile and valuable people-across-all-borders leadership skills, assuring their own careers to be agile, deeply satisfying and of intercultural life-long value. A condition for the acquisition of intercultural competence is the recognition that ones own actions are influenced by ones own cultural values, norms, personal nature, leadership style, agility and transitions



intelligence, change-readiness and personal resilience. Reflecting on ones own cultural background, personal strengths, leadership style and change plasticity forms the basis for the understanding of the diversity of cultures, behavior and groups.

After having attended the module, participants will have reached the following learning objectives:

- Students are able to understand the meaning and impact of culture at work, reflect on their own cultural values and norms. They are familiar with personal style theories establishing links between personal leadership, communications, problem-solving and cultural dimensions.
- They are familiar with applying their personal cultural and intercultural experiences and relationships.
- Through a variety of interactive exercises, theyve gained agility, intercultural, communication and relationship competencies.
- Students will have experienced, explored comparative studies of cultures, evaluating methods, potential biases, best practices and practical applications, as well as applied useful historical and respectful cultural dimensions.
- They will have gained the ability to relativize their own frame of reference, to change cultural perspectives and to understand and appreciate different philosophies and life styles, creating a valuable approach to adapting and transitioning to the changes in organizations globally and applying in conversations and interactions.
- They have developed an open, non-judgmental, and curious attitude towards intercultural contexts and they are able to accommodate, interact with good proficiency in diverse situations of cultural norms and rules.
- Had experiences reflecting and reassessing their own cultural identities through the culture-specific training activities, practicum Culture Training project.
- Participants will have developed their ability to reflect on cultural identities, avoid value judgments in their perception of foreign cultures, empathize and accept differences as well as have developed additional options that as international managers will contribute to improved organizational well-being financially, through social responsibility and team/group development.
- By means of designing, implementing and reflecting culture-specific training-projects, students acquire the competency to differentiate their intercultural knowledge base and to apply it to selected sample countries.
- Within these activities students learn how to independently apply and test scientific methods (like the culture assimilator).
- In their roles as intercultural trainers, Master students will have experienced a new perspective offering additional learning potential.



- They have the opportunity to develop teamwork-, communication- and presentation skills as well as the competence to train and facilitate learning in self-organizing intercultural small groups.

Applicability in this and other Programs

The module can be used in consecutive and non-consecutive further educational and internationally oriented Master programs.

Entrance Requirements

none

Learning Content

1. Introduction: How culture and diversity impact us: What is Culture? What is normal?
 - 1.1 Cross Cultural Experiences ours, others, organizational, community: Emic or Etic?
2. Defining Culture Science, Theoretical Constructs historically, best practices today
 - 2.1 Examples Hall, Hofstede, Trompenaars, as well as within Organizations
 - 2.2 The Characteristics of Culture, Function, Models for understanding Individual, Relationships, Groups, Meta or Global
3. Comparing Culture and Diversity of Relationships
 - 3.1 Culture and the Individual: Behavioral /Personality Styles
 - 3.2 Culture and the Individual: Cultural Competence Conversational communications
 - 3.3 Culture and the Individual: Culture Shock, improving individual agility and change Resilience
4. Practical Aspects of Intercultural Behavior and Global Leadership
 - 4.1 The Globe Leadership Project Intercultural preferences for Leadership
 - 4.2 Exploring Cross Cultural Misunderstandings, applying Culture Shock
 - 4.3 Approaches for improving Cross Cultural Cooperation questions to support agile, trust-building intercultural behavior and interactions
 - 4.4 Models for cross-cultural conflict resolution
5. Designing Intercultural Trainings: Introducing the Culture Assimilator
 - 5.1 Fundamental Elements of Training Design
 - 5.2 Approaches to Learning: in-person, virtual, hybrid
 - 5.3 Practicum: Develop an Intercultural Training for THD interns going abroad. Small self-organizing intercultural groups focused on an engaging emic country culture training



Teaching Methods

The course is interactive, and discussion is encouraged. Best practices will inform the models that have been academically and historically developed and commonly used over the past several decades. The fundamentals of reflecting and developing intercultural competencies will be applied through experiential intercultural training practicum that is supported by the THD International Office. It combines various training methods such as interactive exercises, critical incidents, problem solving tasks, role plays and theoretical inputs. These methods are used to simulate, analyze and explain intercultural situations as well as how to develop change resiliency and intercultural plasticity/agility. Through facilitated process reflection and feedback sessions participants sensitize their communications and effective intercultural cooperation. The instructors work in a culturally mixed German-American team. All small groups focus on diverse, intercultural make-up and healthy conversations of differences that target understanding and collaboration as outcomes for successful intercultural behavior.

In the second part of the course participants design and implement culture-specific training projects (see below).

Remarks

For these culture-specific trainings students form groups (4-5 multi-cultural participants) working closely together with the International Office. Each project group carries out a culture-specific training program to be used in an International Office Cultural Training for THD interns and students going abroad in the coming semester. Master students choose a country/culture of interest and emic-home country expertise, then develop a training. While in-person trainings are ideal, there may be virtual training with video development opportunities, depending on the class situation. Teams co-host with the International Office a training session for about 10-15 Bachelor student-participants in discovering the keys to understanding this countrys quintessential culture- background, daily life, special qualities, geo-political concerns, food, celebrations and more that will offer a unique preview to the students upcoming adventures.

The preparation of the training project is based on the principles of self-organized learning and it is supported by project coaching sessions. Two instructors are observing the delivery of all training activities to make sure that they are adequately implemented and evaluated.

A report that summarizes and ties together the presentation/training in a written overview to the country with an integrated commentary of the Culture-groups reflections of group interactions, role distributions, and learnings is submitted for evaluation by the course instructors.



Recommended Literature

Primary Text

Steers, Richard M, Joyce S. Osland and Betina Szudlarek. *Management Across Culture : Challenges, Strategies, and Skills*. Cambridge University Press, Cambridge, UK, 2024 5th edition: Chapters 1, 2, 4, 6, 9 recommended.

Kawalski, Charles Three Dimension of Culture, Tokai University, JALT Conference publication. 2002.

Recommended Online Learning Resources

Coursera: free to audit (download lessons), pay for academic credit (testing required) <https://www.coursera.org>

<https://www.coursera.org/learn/organizational-behavior> Bocconi University - International Leadership (section 1); Navigating Culture (section 2); and Communications (section 3)<https://www.coursera.org/learn/ESCP> Business School Online Training Program in Globalization and Culture

www.business-to-you.com (Hofstede's cultural dimension website)

Library References (classics):

Gudykunst, W.B., Guzley, R.M., Hammer, M.R., Designing Intercultural Training, in: Landis, D., Bhagat, R.S. (eds.),

Handbook of Intercultural Training, 2nd edition, Thousand Oaks 1996, pp. 6180

Hatzer, B., Layes, G., Interkulturelle Handlungskompetenz, in: Thomas, A., Kinast, E.U., Schroll-Machl, S. (Hrsg.), Handbuch Interkulturelle Kommunikation und Kooperation, Band 1: Grundlagen und Praxisfelder, Göttingen 2003, S. 138148

Lüsebrink, H.J., Interkulturelle Kommunikation, Stuttgart 2005

Thomas, A., Interkulturelle Kompetenz. Grundlagen, Probleme und Konzepte, in: Erträgen Wissen Ethik 14 (1), Stuttgart 2003, S. 137150

Additional Cultural Leadership and Emotional Intelligence Resources

Brene Brown, *Braving the Wilderness*, Random House, NY, NY 2017 (also *Dare to Lead*)
HBRs 10 Must Reads *On Emotional Intelligence*, Harvard Business Review Press, Boston, 2015:

What Makes a Leader (Daniel Goleman),

Building the Emotional Intelligence of Groups (Vanessa Druskat and Steven Wolff); *The Price of Incivility* (Christine Porath and Christine Pearson)

Lisa Feldman Barrett, *7-1/2 Lessons on the Brain*, Houghton-Mifflin, Boston, 2020

Lisa Feldman Barrett, *How Emotions are Made The Secret Life of the Brain*, Houghton-Mifflin, Boston, 2018

Martin Seligman, *Learned Optimism*, Vintage Press, New York and Toronto, 2006.

Interesting Additional Internet Accessible Articles



<https://www.hofstede-insights.com/product/compare-countries/> (fun, very informative on Cultural Dimensions)

Digital Learning Resources

AHEAD: Universal Design Learning: <https://www.ahead.ie/udl>

Blooms Digital Taxonomy. accessed 13 March 2023 from <https://teachonline.asu.edu/2016/05/integrating-technology-blooms-taxonomy/>

Graham, C.R. (2006): Definition, current trends and future directions. In Bonk, C.J. & Graham, C.R.: Handbook of blended learning. San Francisco, CA: Pfeiffer

CIPD: www.cipd.ie

Technological Pedagogical Content Knowledge (TPACK) <http://tpack.org>

Koehler, M. J., & Mishra, P. (2009) . What is technological pedagogical content knowledge? *Contemporary Issues in Technology and Teacher Education*, 9 (1), 60-70.

Universal Design of Learning: udlguidelines.cast.org

Anstey, L./ Watson, Gavan P.L. (2018): Rubric for eLearning Tool Evaluation: <https://teaching.uwo.ca/pdf/elearning/Rubric-for-eLearning-Tool-Evaluation.pdf>

Hughes, J. (2006): Assessing Technology Integration: The RAT Replacement, Amplification, and Transformation Framework: http://techedges.org/wp-content/uploads/2015/11/Hughes_ScharberSITE2006.pdf

History of EdTech: accessed 13 March 2023

<https://er.educause.edu/articles/2018/7/twenty-years-of-edtech>

7 Tips for Increasing Student Engagement in Online Courses (2015): accessed 13 March 2023 <https://www.d2l.com/blog/7-tips-for-increasing-student-engagement-in-online-courses/>

Forbes (2023) Closing The Training Gap After The Virtual Office. accessed 13 March 2023 <https://www.forbes.com/sites/nathanpeart/2023/01/06/closing-the-training-gap-after-the-virtual-office/?sh=49533c912ba1>

First-Person Perspectives: Building Trust in a Virtual Learning Environment:

<https://www.youtube.com/watch?v=QVfS4pcEkDM>

How to Create a Connected Virtual Team: https://www.youtube.com/watch?v=_x47d9BwrM0&feature=emb_logo

How Technology Can Make Corporate Training Programs More Effective:

<https://www.hrtechnologist.com/articles/learning-development/how-technology-can-make-corporate-training-programs-more-effective>



GM-04 Strategic Human Resources Management & Business Ethics

Module code	GM-04
Module coordination	Prof. Dr. Henning Schulze
Course number and name	G1104 Strategic Human Resources Management & Business Ethics
Lecturer	Matthias Koeppen
Semester	1
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written student research project
Weighting of the grade	5/90
Language of Instruction	English

Module Objective

Students are taught that there is direct interaction between the strategic minds behind human resource management, primarily top management, executives as well as employee representatives and the human resource department. Their task is, among other things, to deal with the concerns of the staff and to create adequate framework conditions for the company. Lifecycle-oriented spheres of activity are a very big part of this. This means that the entire process chain, from the determination of the required employee capacity, to hiring, support, supervision, and the leaving of an employee, forms the core of human resource management. The Human Resource Management, therefore, ensures that skilled personnel are available in the organisation at all times, in the required number.



Not only does this statement apply to the recruitment of new employees, it also means that it is the responsibility of human resource management to retain employees already working with the organisation and to counteract undesired fluctuation. This is possible, for example, through the manifestation of positive employer branding and through talent management, i.e., the identification of development opportunities through qualification programmes and career opportunities. Attractive jobs, with a corresponding workplace design and an employee-oriented corporate culture, which also takes into account the aspect of employee management and employee diversification, are also important. There is also increasing focus on the health maintenance of employees already working with the company.

On the other hand, the Human Resource Management also bears responsibility not just towards its stakeholders, but also towards employees. Fulfilling this responsibility involves taking some decisions. These decisions are not always comprehensible to all parties concerned. Human resource management has to consider not just the individual but also the entire corporate structure. Companies are required to adapt to rapidly changing market cycles and changing technical and legal requirements. Disruptive business models of market participants as well as new customer requirements make change processes necessary. Changes require courage, because these are often associated with staff reduction, which is one of the unpleasant tasks that human resource management has to perform. Separation management is, therefore, becoming more and more important for all those involved in this process.

The professional world as we know it today will continue to evolve more and more rapidly. The exponentially progressing digitisation is changing work content and working environment. However, the employees' approach towards work also experiences constant reorientation. In addition, forms of work such as freelancing, personnel leasing or subcontracting are on a significant rise in the work reality. All these developments offer new design opportunities for the Human Resource Management. On the other hand, legislative restrictions such as provisions of the minimum wage law or provisions on contract staffing as well as volatile developments in the global and work-sharing world of economic activity lead to complex decision-making situations in entrepreneurial activities.

Students can

- name and evaluate the fundamental issues and development of human resource management,
- name the different theory-oriented approaches of human resource management and apply these to practical problems,
- identify strategic approaches to human resource management and identify their implications in practice,
- classify employee management in the organisational network of relationships and derive concrete challenges for their own career development path,



- classify central lifecycle-oriented spheres of activity of corporate practice and present their future significance in corporate development,
- name and reflect on the challenges of human resource management in a digital workplace
- explain the importance of business ethics in company success, and describe relevant spheres of activity,
- classify and reflect on their own actions and on those of others from an ethical point of view.

Applicability in this and other Programs

Application in this course:

GM-10 International Executive Management

GM-13 Change Management

Application in other courses:

The material taught in this module can be applied in other courses such as Masters in Human Resource and Organisational Development - PEOE or Masters in HRM.

Entrance Requirements

Knowledge of the basics of strategic corporate management; preparation through reading subject-related literature

Learning Content

- 1 Basic developments in human resource management
- 2 Human resource management in research and teaching
- 3 Scientific theoretical basics of human resource management
- 4 Economic approaches of human resource management
- 5 Management and relationship theoretical approaches of human resource management
- 6 Strategic perspectives of human resource management
- 7 Process management, digitisation and electronic human resource management
- 8 Employee management in organisational context
- 9 Lifecycle-oriented spheres of activity of human resource management
- 10 Digital transformation: human resource management in a digital workplace
- 11 Digital leadership
- 12 Business ethics: success factor for corporate development
- 13 Risk & compliance management



Teaching Methods

Keynote speeches, flipped classroom, best practice, project work, role play,
International students: Virtuelle Hochschule Bayern, course: Strategic Human
Resource Management, Prof. Dr. Max Ringlstetter, <https://kurse.vhb.org/VHBPORTAL/kursprogramm/kursprogramm.jsp?kDetail=true&Login=true> ; downloaded on 10.12.2018

Recommended Literature

Armstrong, M.: Armstrong's Handbook of Human Resource Management Practice: Essentials of Category Management, SRM, Negotiation, Contract Management and Supply Chain Management, 14th ed., New York 2017
Bartscher, T., Nissen, R.: Personalmanagement, 2. Auflage, München 2017
Becker, M.: Systematische Personalentwicklung: Planung, Steuerung und Kontrolle im Funktionszyklus, 2. Auflage, Stuttgart 2011
Becker, M.: Personalentwicklung: Bildung, Förderung und Organisationsentwicklung in Theorie und Praxis, 6. Auflage, Stuttgart 2013
Berthel, J., Becker, F.G.: Personalmanagement, 11. Auflage, Stuttgart 2017
Johnson, G. et al.: Strategisches Management, 10. Auflage, München 2016
Mudra, P.: Personalentwicklung: Integrative Gestaltung betrieblicher Lern- und Veränderungsprozesse, München 2004
Oechsler, W.A., Paul, C.: Personal und Arbeit, 11. Auflage, Berlin 2018
Scholz, C.: Personalmanagement – Informationsorientierte und verhaltenstheoretische Grundlagen, 7. Auflage, München 2018
Stock-Homburg, R.: Personalmanagement: Theorien – Konzepte – Instrumente, 3. Auflage, Wiesbaden 2013
Wegerich, C.: Strategische Personalentwicklung in der Praxis: Instrumente, Erfolgsmodelle, Checklisten, Praxisbeispiele, 3. Auflage, Wiesbaden 2015



GM-05 International Project Management

Module code	GM-05
Module coordination	Prof. Dr. Johann Nagengast
Course number and name	G1105 International Project Management
Lecturer	Prof. Dr. Johann Nagengast
Semester	1
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written student research project
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

This module teaches recognized basic scientific concepts and methods for developing and implementing IT strategies and business processes. These form the basis for successfully planning and managing even complex, international projects.

Submodule "IT Strategies" (Focus: Business Processes)

Professional competence

In the "IT Strategies" sub-module, students learn the scientific and practical principles and interrelationships of IT strategies. Students acquire knowledge and skills to derive requirements for an IT strategy from the analysis of corporate strategies and business processes.

Methodological competence



In the "IT Strategies" sub-module, students acquire theoretical knowledge of procedures, methods and tools and apply these to derive requirements for an IT strategy.

Social / personal competence

In the sub-module "IT Strategies", students are expected to have skills in communication, discussion and teamwork, which are deepened and extended during the processing of case studies.

Submodule International Project Management

This course provides the knowledge students need for planning, implementing, and controlling international projects successfully. It covers cultural differences impacting project management and moves through the skill set needed by project managers in a global setting.

The Students should be able to manage any international project up to a certain complexity and size (budget related) successfully.

Applicability in this and other Programs

"Strategic Planning", "Strategic Programmes", "Change Management" and "International Leadership Management" are based on this module.

Furthermore, the module can be used for Master programmes that offer additional training as well as for supportive and international Master programmes such as "General Management".

Entrance Requirements

Part International Project Management

- Advanced English Skills
- Basic knowledge in Project Management

Learning Content

Submodule "IT Strategies" (Focus: Business Processes)

1. basics and analysis of business strategies
2. basics, analysis and modeling of business processes
3. actual analysis of IT
4. derivation of requirements for IT strategies
5. case study

Submodule International Project Management

The content of the lecture includes, but is not limited to, the following issues:

- Key factors for project success in a global environment
- project work in international organizations



- the planning and control cycle
- generating requirements and determining the operational success
- designing a project schedule
- assigning resources and costs
- team building and motivation
- managing cultural change
- controlling progress

Additional issues will be included according to the current development in literature and practice, to the changing industry demands for international project managers and to the need of the students

Teaching Methods

Part IT Strategies

Overview papers, presentations, discussions and workshops, team work, tuition in seminars

In addition to theoretical knowledge, students are also taught to develop practical solution concepts by dealing with case studies.

Part International Project Management

Lecture of the instructor including a lot of small team assignments for the students to make sure that the transmitted information can be applied to practice and to allow the students to think and decide as an entrepreneur.

Student teams might have to plan, carry out and evaluate an international project during the semester. Instructor acts as a senior project manager (consulting) and as the client (demand generating). All requirements of an international project (e.g. project order, status reports) are applied. The students give team presentations. Instructor gives feedback on the content and on the presentation style immediately after the presentation in front of the whole class. Non-presenting students have to prepare a written list of questions on the presentation leading to a lively discussion administered by the instructor who is also summarizing the key concepts and stressing important issues.

The course makes extensive use of international orientated case studies to illustrate the practical problems facing businesses. Each student group has to solve a case study successfully and present their results to the whole class and the instructor defending their ideas.

Part IT strategies

max. 50% virtual part by using a learning management system (LMS) and working on case studies

Part International Project Management

Guest lecturer:

at least one to be determined during semester



Online:

Students are expected to familiarize themselves with MS Project using online courses.

Remarks

Submodule: IT Strategies (Focus: Business Processes)

Lectures in presence and virtually with

- Case studies in individual and group work
- Presentations with discussion and feedback
- Preparatory self-study
- Student research project

Use of an interactive, web-based teaching and learning environment (iLearn)

Submodule International Project Management

Lecture of the instructor including a lot of small team assignments for the students to make sure that the transmitted information can be applied to practice and to allow the students to think and decide as an entrepreneur.

Student teams might have to plan, carry out and evaluate an international project during the semester. Instructor acts as a senior project manager (consulting) and as the client (demand generating). All requirements of an international project (e.g. project order, status reports) are applied. The students give team presentations. Instructor gives feedback on the content and on the presentation style immediately after the presentation in front of the whole class. Non-presenting students have to prepare a written list of questions on the presentation leading to a lively discussion administered by the instructor who is also summarizing the key concepts and stressing important issues.

The course makes extensive use of international orientated case studies to illustrate the practical problems facing businesses. Each student group has to solve a case study successfully and present their results to the whole class and the instructor defending their ideas.

Recommended Literature

Part "IT-Strategies"

Primärliteratur:

- Johanning V.: IT-Strategie - Die IT für die digitale Transformation in der Industrie fit machen, Springer, 2. Auflage, 2019
- Obermeier S., Fischer H., Fleischmann A., Dirndorfer M.: Geschäftsprozesse realisieren, Springer, 2.Auflage, 2014

Sekundärliteratur:

- Dumas M., et. al.: Grundlagen des Geschäftsprozessmanagements, Springer Vieweg, 1. Auflage, 2021



- Gadatsch A.: IT-Controlling für die öffentliche Verwaltung, Springer Vieweg, 1. Auflage, 2020
- Mangiapane M., Büchler R. P., Modernes IT-Management, Springer Vieweg, 1. Auflage, 2015
- Seidlmeier S.: Prozessmodellierung mit ARIS, Springer Vieweg, 5. Auflage, 2019

Teilmodul International Project Management

Kerzner, Harold, 2013, Project Management: A systems approach to planning, scheduling and controlling, 11th edition, John Wiley & Sons, Hoboken

Verzuh, E., The Fast Forward MBA in Project Management, Hoboken, NJ: Wiley, 2012 (4), <http://www.versatilecompany.com>

Milosevic, D.Z., Project Management ToolBox - Tools and Techniques for the Practicing Project Manager, Hoboken, NJ: Wiley, 2003

Project Management Institute (Hrsg.), A guide to the project management body of knowledge. PMBOK(R) Guide, Newtown Square, Pa.: Project Management Institute, 2012(4)

Kerzner, Harold, 2013, Project Management: Case Studies, John Wiley & Sons, Hoboken

Burke, Rory, 2013, Project Management: planning and control techniques, 5th edition, John Wiley & Sons, Hoboken

Lientz, Bennet P. / Rea, Kathryn P., 2013, International Project Management, Academic Press, San Diego

Newton, Richard, 2013, The Project Manager, Financial Times Prentice Hall, Harlow

Maylor, Harvey, 2012, Project Management, 5th edition, Financial Times Prentice Hall, Harlow

Case Studies - to be distributed during class



GM-06 Strategic Evaluation of Countries

Module code	GM-06
Module coordination	Prof. Dr. Wolfgang Nagl
Course number and name	G1106 Strategic Evaluation of Countries
Lecturer	Prof. Dr. Wolfgang Nagl
Semester	1
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written ex. 90 min.
Duration of Examination	90min.
Weighting of the grade	5/90
Language of Instruction	English

Module Objective

On the one hand, the module is intended to enable students to understand strategic country assessments that are prepared by independent institutions. On the other hand, students should learn to independently create strategic country assessments. By completing the module, students have achieved the following learning objectives:

Expertise

- You know and understand the most important economic aggregates that play a role in a strategic country assessment.
- You are able to understand and compare the important institutional framework of a country.



- You know and understand the basic models that explain labor markets, economic growth and international trade.
- You are able to understand and assess strategic country reports.
- You can create strategic macro and micro assessments of countries.

Methodological Competence

- You learn modeling with basic economic micro and macro models.
- You learn about the institutional comparison of different countries.
- You will learn data-based research of relevant key figures for comparing different countries.

Personal Competence

- By completing exercises and case studies, students are able to self-study, work in a team and use project-oriented time management.

Social Skills

Through group work, students learn the basic elements of working in a team (e.g. intra-group communication of ideas and problems, division of labor to develop results, presentation of joint research work, etc.).

Applicability in this and other Programs

-

Entrance Requirements

Recommended prerequisites are basic knowledge of micro- and macroeconomics.

The following books may be helpful in preparing for the course:

Pindyck, R. S., Rubinfeld, D. I. (2018). Microeconomics Global Edition. Pearson, 2018.

N. Gregory Mankiw, G. N., Taylor, M. P. (2023). Macroeconomics. Cengage, 2023.

But of course also all other textbooks that cover the basics of micro and macroeconomics.

Learning Content

1. Gross domestic product and inflation
2. Labor markets
3. International trade
4. Economic growth
5. Case studies on countries



Teaching Methods

Lectures, exercises, group work and presentations

Remarks

none

Recommended Literature

Makiw, N. G., Taylor, M. P. (2023). Macroeconomics. Cengage, 2023.

Blanchard, O. (2020). Macroeconomics, Pearson, 2020.

Borjas, G. (2019). Labor Economics, McGraw-Hill, 2018.

Arnold, L. (2020): Makroökonomie, Mohr Siebeck, 2020.

Krugman, P., Obstfeld, M., Melitz, M. (2022). International Economics: Theory and Policy - Global Edition. Pearson, 2022.

Acemoglu, D (2009). Introduction to Modern Economic Growth. Princeton University Press, 2009.

Weil, D. (2016). Economic growth. Routledge, 2016.



GM-07 Strategic and international financial management

Module code	GM-07
Module coordination	Prof. Dr. Jürgen Sikorski
Course number and name	G2101 Strategic and international financial management
Lecturer	Prof. Dr. Jürgen Sikorski
Semester	2
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	presentation 15 - 45 min.
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

Financial management issues are becoming considerably more important for companies in all industries and of all sizes. This module provides students with the necessary technical and methodological skills that companies need to consider when working with various financial service providers (commercial banks, investment banks, leasing and factoring companies, as well as insurers and rating agencies) in order to make the most of the business relationship. Specifically, this includes the following learning objectives:

Technical competencies:

Students will be familiar with different areas of business need with respect to various financial service providers (including banks, insurance companies).



Students understand the different roles that financial service providers play in various services

Students understand the major financial products in the areas of payments, financing, investing, risk management, and insurance

Students understand the expectations of equity and debt providers to the business

Students understand key ratios involved in credit scoring as well as business valuation and can evaluate their importance in the context of credit as well as investment decisions.

Methodological competencies:

Students will be able to identify and evaluate the opportunities and risks of various financial products to meet capital needs, investment needs, etc.

Students will be able to make financial decisions appropriate to the situation, especially the right choice of financial products and financial service providers.

Students will be able to use financial products wisely as part of the company's risk management.

Applicability in this and other Programs

The in-depth project seminar "Strategic and International Financial Management" builds on this module.

Furthermore, the module can be used for further education, postgraduate and internationally oriented Master's programs.

Entrance Requirements

Basic knowledge in external and internal accounting as well as in finance and investment management and in financial mathematics

Learning Content

1. Fields of cooperation with financial service providers
 - Starting points for cooperation with financial service providers
 - Demand fields, products and sales approaches
2. basics of cooperation with banks and insurance companies
 - Market overview of banks
 - Functions and economic significance of banks
 - Market overview of insurance companies
 - Basics of insurance operations
3. payment transactions, cash management and investment management
 - Single European Payment Area (SEPA)
 - Cash Management and Corporate Banking Portals
 - Investment management



4. rating, financial communication and key figures

- Basics of rating (financial rating, ESG rating)
- Financial communication
- Financial ratios in the context of credit rating analysis

5. credit business, bond business and leasing

- Lending business
- Bond business
- Leasing

6. receivables management and credit insurance (hedging of default risks)

- Importance of receivables management
- Factoring
- Credit insurance

7. hedging of market price risks

- Types of market price risks
- Instruments for quantifying market price risks
- Strategies for hedging market price risks
- Derivatives

8. foreign business

- Foreign payment transactions
- Foreign trade financing
- Investment financing abroad

9. corporate insurance and company pension schemes

- Corporate liability insurances
- pecuniary loss insurance
- company pension plans

Teaching Methods

Seminary teaching

Recommended Literature

Bacher, Urban, Bankmanagement kompakt, Praxiswissen der Bankbetriebslehre, 5. Auflage, Hartung-Gorre Verlag Konstanz, 2015

Becker, Hans Paul, Peppmeier, Arno, Bankbetriebslehre, 12. aktualisierte Auflage, Friedrich Kiehl Verlag, Ludwigshafen 2020

Bitz, Michael, Stark, Gunnar, Finanzdienstleistungen, Darstellung - Analyse - Kritik 9. Auflage, Oldenbourg Verlag, München 2015

Eilenberger, Guido, Bankbetriebswirtschaftslehre: Grundlagen-Internationale Bankleistungen-Bank-Management, 8. Auflage, Oldenbourg Verlag, 2012



Führer, Christian, Grimmer, Arnd, Versicherungsbetriebslehre, Kiehl Verlag, Ludwigshafen 2009

Hartmann-Wendels, Thomas, Pfingsten, Andreas, Weber, Martin, Bankbetriebslehre, 7. Auflage, Springer, Berlin Heidelberg New York 2019

Rosenbaum, Markus, Wagner, Fred, Versicherungsbetriebslehre: Grundlegende Qualifikationen, Verlag Versicherungswirtschaft, Karlsruhe 2002



GM-08 Taxation and Auditing

Module code	GM-08
Module coordination	Prof. Dr. Ralf Alefs
Course number and name	G2102
Lecturers	Prof. Dr. Ralf Alefs Stefanie Kaffine N.N.
Semester	2
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written ex. 90 min.
Duration of Examination	90min.
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

Entrepreneurial decisions can often only be made with consideration of the tax consequences. In addition, basic knowledge of tax law and auditing is necessary in order to be able to present a knowledgeable and well-founded case to banks, tax advisors and auditors in the management area.

The aim is to master the basics in the area of income and sales tax as well as auditing and to be able to apply them to, among other things, issues specific to legal forms.

Upon completion of the module, students will have achieved the following learning objectives:



Professional Competence:

- Students will be able to evaluate the consequences of business taxation for partnerships from a tax perspective and make informed decisions within this area.
- Students will be able to evaluate the choice of legal form between partnerships and corporations from a comprehensive tax perspective.
- Students will be familiar with the German VAT taxation system and apply the tax regulations in numerous examples.
- The learning objective of the sub-module Auditing is to impart basic knowledge about the annual audit, in particular about the objectives and the content as well as the implementation including the technique of the annual audit.
- Students give reports on the audit results and answer questions on liability and quality assurance.
- After jointly working out individual audit areas, students are able to illuminate audit-relevant issues from various points of view.
- The students have the professional competence to make an audit judgment based on the analysis they have made.

Methodological competence:

Students possess basic methodological skills to evaluate entrepreneurial developments and to intervene in operational processes in a controlling manner.

Personal competence:

Students are capable of self-study as well as study- and science-oriented time management by dealing with practical issues in the operational process.

Social Competence:

Students have insight into problem solving through independent team or group work, among other things.

Applicability in this and other Programs

The module can be used for advanced, postgraduate and internationally oriented master's programs.

Entrance Requirements**Learning Content**

Specifically, this module explores the following topics:

- Income taxation
 - Limited and unlimited income tax liability



- Types of income with a special focus on income from business operations
- Income from capital assets with a focus on profit distribution
- Types of profit determination, such as comparison of business assets and determination of profit according to § 4 (3)
- Corporate income tax
 - Tax liability
 - Determination of taxable income
 - Profit distributions (ordinary profit distribution as well as hidden profit distribution)
 - Corporate income tax rate
 - Partial income procedure / withholding tax
- Trade tax
 - Personal and factual tax liability
 - Trade tax determination rules
 - Apportionment and assessment rates
 - Trade tax burden for corporations and joint ventures
- Value added tax
 - Significance, system and functioning of sales tax
 - The taxability of sales (exchange of services, gratuitous transfers of value)
 - Significant tax exemptions, tax base and tax rate
 - Tax accrual and assessment Invoicing and input tax deduction
 - Intra-Community movement of goods
- Auditing
 - The professional profile of the auditor
 - Quality management system
 - Fundamentals of the audit of financial statements
 - Audit strategy and audit technique
 - Audit procedures within the scope of the audit of the financial statements
 - Audit of accounting records
 - Audit of the inventory
 - Audit Results and Reporting
 - Disclosure of the financial statements
 - Audit of fixed assets
 - Audit of current assets
 - Audit of borrowed capital
 - Current developments
 - Exercises with practical relevance



Teaching Methods

Seminary teaching

Recommended Literature

- Literatur Steuern

Bornhofen, Steuerlehre 2, aktuelle Auflage

Frotscher, Körperschaftsteuer und Gewerbesteuer, aktuelle Auflage

Grefe/Olfert, Unternehmenssteuern, aktuelle Auflage

Hahn/Krotschak, Lehrbuch Umsatzsteuer, aktuelle Auflage

Zenthöfer /Alber, Körperschaftsteuer und Gewerbesteuer, aktuelle Auflage

- Literatur Wirtschaftsprüfung

Erhardt/Häfele, Wirtschaftsprüfung kompakt, 3. Auflage, 2021

Graumann , Wirtschaftliches Prüfungswesen, 6. Auflage, 2020

Marten/Quick/Ruhnke: Wirtschaftsprüfung, 6. Auflage, 2020

Wüstemann, Wirtschaftsprüfung case by case, 5. Auflage, 2017



GM-09 Corporate Management Instruments

Module code	GM-09
Module coordination	Prof. Dr. Thomas Meier
Course number and name	G2103 Corporate Management Instruments
Lecturers	Matthias Böhm Simon Edenhofer N.N.
Semester	2
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written ex. 90 min.
Duration of Examination	90min.
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

The module aims to enable students to understand the importance of effective and efficient corporate management, familiarize themselves with the key operational and strategic control instruments in a company, and apply them in practice. Furthermore, students will learn about the significance of corporate management in an international context, including its peculiarities and relevant practical solutions. Upon completion of the module, students will have acquired the following professional, methodological, personal, and social competencies:

Professional Competence:



- You will learn the conceptual foundations, tasks and objectives of corporate management in a company.
- You will understand the different control instruments, their prerequisites, and when to apply them.
- You will be able to distinguish between operational and strategic corporate management.
- You will be able to design concepts or instruments for corporate management.
- You will be capable of solving issues related to corporate management in an international context.
- -You will learn how to apply and shape corporate management using limited resources and with a focus on goals.

Methodological Competence:

- You will learn to independently design control instruments for corporate management.
- You will understand how to gather information for the purpose of corporate management and how to research information from various sources, as well as evaluate and classify numerical data and facts.
- You will develop analytical thinking skills, recognize complex interrelationships, understand causality, and independently develop solutions.
- You will evaluate facts to design models for necessary actions and applicable control instruments.
- You will develop techniques for presenting and conveying researched information or existing know-how in an interesting manner, promoting discussions in the group.

Personal Competence:

- You will understand the importance of adaptability, particularly in the context of corporate management.
- You will recognize the benefits of decision-oriented actions and the ability to make reflective adjustments in unforeseen circumstances.

Social Competence:

- The seminar-style format of the course promotes the acquisition of social skills.
- Through integrated team exercises, you will learn about teamwork.
- You will develop a willingness to cooperate and, if necessary, conflict management skills.
- Through integrated presentation components, you will understand the importance of communication skills.



Applicability in this and other Programs

The advanced project seminar "Finance" builds on this module.

Furthermore, the module can be used for further education, postgraduate and internationally oriented Master's programs.

Entrance Requirements

Learning Content

1. Introduction to corporate controlling
2. Basics of controlling
3. The importance of operational and strategic controlling instruments
4. The balanced scorecard (BSC) as a performance measurement tool
 - 4.1 Development of the BSC
 - 4.2 Implementation of the BSC
- 5 Value-based controlling
 - 5.1 Control variables of value management
 - 5.2 Determining the cost of capital
 - 5.3 Concepts of value management
- 6 Risk management and controlling
 - 6.1 Basic features of risk management
 - 6.2 Specifics of risk controlling
7. Specifics of international controlling
 - 7.1 Investment and Group Controlling
 - 7.2 Determination of transfer pricing and further relevant international controlling topics

Teaching Methods

Seminar-style teaching, discussions, teamwork and presentations

Recommended Literature

Alter R. (2013), Strategisches Controlling, Oldenbourg Verlag München
Britzelmaier Bernd (2014), Controlling, Pearson Studium, Hallbergmoos
Gleich R. (2012), (Hrsg.) Balanced Scorecard, Haufe Verlag, München
Hoffjan, A. (2009), Internationales Controlling, Schäffer Poeschel-Verlag, Stuttgart



Horváth P. (2012), Controlling umsetzen, Vahlen Verlag, 5. Aufl., München

Joos-Sachse T. (2014), Controlling, Kostenrechnung und Kostenmanagement, Springer Gabler Verlag, Wiesbaden

Paul J. (2014), Beteiligungscontrolling und Konzerncontrolling, Springer Gabler Verlag, Wiesbaden

Vanini U. (2012), Risikomanagement, Schäffer-Poeschel-Verlag, Stuttgart



GM-10 International Leadership Management

Module code	GM-10
Module coordination	Prof. Dr. Henning Schulze
Course number and name	G2104 International Leadership
Lecturers	Sonja Salzsieder Prof. Dr. Henning Schulze
Semester	2
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written assignment (StA)
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

The demands placed on managers have increased greatly in recent years. Increasingly, managers are in demand who are able to use management tools in a self-reflective and situation-appropriate manner. This is especially true in an increasingly internationalized management environment, not only in large companies, but even in small and medium-sized firms.

In this context, managers are required to effectively steer interaction and relationship processes in the direction of goal achievement and employee motivation. With this in mind, students will acquire the following competencies:

Professional competence:



- Learn what leadership is and recognize the relevance of leadership today (also in an international business environment);
- gain an overview of the development of leadership theories and how they have changed in light of the rapidly changing demands on leaders,

Methodological competence:

- Develop counseling skills and other skills to effectively manage relational and interactional processes;
- Be able to apply what has been learned with practical examples and also relate it to an ever more demanding (international) leadership environment.

Social Competence:

- Develop skills to effectively manage relationship and interaction processes, as well as expand their consulting skills;
- Become familiar with the management tool "coaching" and selected intervention techniques;

Personal competence:

Reflect on their own role as a manager and possibly as a coach at the same time.

Applicability in this and other Programs

What is learned in this module is applicable in other degree programs, such as Master Human Resources and Organizational Development - PEOE or Master HRM.

Entrance Requirements

none

Learning Content

- 1 Introduction to the topic of management and the history of management (incl. classification in the overall management of a company)
- 2 The management process
- 3 Selected management tools in the area of personal leadership and communication
- 4 Coaching as a modern management tool, incl. possible role conflicts
- 5 The role(s) as a manager and as a coach
- 6 The coaching process and selected instruments
- 7 Cultures: leading in and between cultures
- 8 Models for the reflection of the own person and of interaction processes
- 9 Self-reflection



Teaching Methods

Theory inputs, individual & group work, case discussions, practical exercises / practical case work, presentations

Recommended Literature

Balling, R., Das Doppel-Spagat-Modell - die ganze Landschaft der Beratung, Handout, Sommozheim, 2005

Deresky, H., International Management, Managing Across Borders and Cultures, Pearson, Prentice Hall, 2003

Dubs, R., Euler D., Rüegg-Stürm, J., Wyss, Chr. (Hrsg.), Einführung in die Managementlehre, Bern, Haupt, 2004

Kälin, K., Müri P., Sich und andere Führen, Bern, Haupt, 1993

Kutschker, M./Schmid, S. (2002): Internationales Management, 5., überarbeitete Auflage, München, Wien : Oldenbourg, 2006

Gührs, M., Nowak, C., Das konstruktive Gespräch - Ein Leitfaden für Beratung, Unterricht und Mitarbeiterführung mit Konzepten der Transaktionsanalyse, 7., überarbeitete und erweiterte Auflage, Limmer, Meezen, 2014

Hagehülsmann, U.; Hagehülsmann, H.: Der Mensch im Spannungsfeld seiner Organisation: Transaktionsanalyse in Managementtraining, Coaching, Team- und Personalentwicklung, Junfermann, Paderborn 1998

Looss, W., Unter vier Augen: Coaching für Manager, 5. Auflage, Moderne Industrie, München, 2001

Mohr, G., Lebendige Unternehmen führen, Frankfurt, Frankfurter Allgemeine Buch, 2002

Rauen, Chr., Coaching: innovative Konzepte im Vergleich, Angewandte Psychologie, Göttingen, 2001

Robbins, S. P., Organizational Behaviour, 11th Ed., Person, Prentice Hall, 2005

Robbins, S. P., Coulter, M., Management, 7th ed., Person, Prentice Hall, 2002

Rothlauf : Interkulturelles Management: Mit Beispielen aus Vietnam, China, Japan, Russland und den Golfstaaten, 5., vollständig überarbeitete Auflage, München, Wien; Oldenbourg 2012

Schwaninger, M., Intelligente Organisationen - Konzepte für turbulente Zeiten auf der Grundlage von Systemtheorie und Kybernetik, Duncker & Humblot, Berlin, 1999

Stewart, I., Joines, V., ta today: a new introduction to transactional analysis, Livespace, Nottingham, 2004

Stewart, I., Transactional Counselling in Action. Sage, London, 1989

Vogelauer, W., Methoden-ABC im Coaching: praktisches Handwerkszeug für den erfolgreichen Coach, 2. Auflage, Luchterhand, Neuwied, 2002



Weisbach, Chr.-R., Sonne-Neubacher, P., Leadership in Professional Conversation, Deutscher Taschenbuch Verlag, München, 2005

Wildenmann, B.: Professionell führen: Empowerment für Manager, die mit weniger Mitarbeitern mehr leisten müssen, 7., aktualisierte Auflage, Luchterhand, Neuwied 2009



GM-11 IT-Strategies & Digitalisation Management

Module code	GM-11
Module coordination	Prof. Dr. Alexander Rühr
Course number and name	G2105 IT-Strategies & Digitalisation Management
Lecturers	Kathrin Auer Prof. Dr. Karsten Becker N.N. Alexander Pflieger Prof. Dr. Alexander Rühr
Semester	2
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written ex. 90 min.
Duration of Examination	90min.
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

The module enables students to understand the IT and digitalization perspective as an integral part of corporate strategy and to translate it into concrete implementation decisions. It serves as the link between the strategic theoretical knowledge acquired during the programme and its practical application in the digital transformation of companies. Upon successful completion, students are able to make well-founded IT-



strategic decisions and to manage digitalization initiatives from planning through to organizational anchoring.

The following competencies are addressed:

Subject-specific competence

- Students can define and distinguish key terms and concepts of IT management, IT strategy, and digitalization management
- They can explain and evaluate the interplay between corporate and IT strategy
- They can analyze the fields of action of digital value creation and assess their strategic significance

Methodological competence

- Students can apply core instruments of IT management
- They can employ tools of digitalization management
- They can derive digitalization initiatives from a given strategy and structure their implementation methodically

Social competence

- Students can develop, justify, and represent IT and digitalization decisions in a team and towards different stakeholders
- They can develop and present solutions collaboratively in group work and case studies

Personal competence

- Students can reflect on the role and responsibility of IT leadership functions and their anchoring within top management
- They develop the judgment to assess the opportunities and risks of digital transformation initiatives

Applicability in this and other Programs

The module provides an integrated perspective on IT strategy and digitalization management and is thus compatible with strategically, organizationally, and technologically oriented specializations. It also offers newcomers with an interest in business a structured introduction to the strategic management of digitalization and can be used in further management- and business-informatics-related degree programmes.

Entrance Requirements

Basic knowledge in the field of "strategic planning" is advantageous but not required. Specific IT or programming skills are not required.



Learning Content

The module combines the planning-oriented perspective of IT strategy with the implementation-oriented perspective of digitalization management. It is divided broadly into three consecutive parts:

Part I IT Strategy & Governance

- Fundamentals: IT, IT management; digitalization vs. digital transformation
- Corporate and IT strategy
- Requirements management
- Enterprise Architecture Management
- IT sourcing

Part II Digital Value Creation

- From IT strategy to digital transformation strategy
- Digital products, services, and customer interfaces
- Digital business processes
- Digital business models

Part III Prerequisites & Governance

- Organizational, technical, and competence-related prerequisites of the transformation
- Steering the digital transformation

Teaching Methods

Seminar-style teaching with a consistently high level of interaction:

- Joint discussions and analysis of current practical examples
- Case studies with real and practice-oriented company contexts
- Group work involving the creation of concrete artefacts (e.g. requirements specification, customer journey map, sourcing evaluation, business model canvas)
- Presentations by course participants
- Preparation and follow-up of course content by participants

Recommended Literature

- Hess, T. (2022). Digitale Transformation strategisch steuern: Vom Zufallstreffer zum systematischen Vorgehen (2. Aufl.). Springer Gabler.
- Hungenberg, H. (2014). Strategisches Management in Unternehmen: Ziele Prozesse Verfahren (8. Aufl.). Springer Gabler.
- Johanning, V. (2019). IT-Strategie: Die IT für die digitale Transformation in der Industrie fit machen (2. Aufl.). Springer Vieweg.



- Porter, M. E. (2004). Competitive strategy: Techniques for analyzing industries and competitors . Free Press.
- Tiemeyer, E. (2023). Handbuch IT-Management: Konzepte, Methoden, Lösungen und Arbeitshilfen für die Praxis (8. Aufl.). Hanser Fachbuch.



GM-12 Strategic Planning

Module code	GM-12
Module coordination	Prof. Dr. Stephan Schmidberger
Course number and name	G2106 Strategic Planning
Lecturer	Prof. Dr. Stephan Schmidberger
Semester	2
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written student research project
Weighting of the grade	5/90
Language of Instruction	English

Module Objective

The need for global strategy is intense as capital markets become more erratic, growth opportunities dwindle and competition emerges from unexpected countries and in unexpected ways.

After completing the course, the students will have following knowledge:

- This course exposes students to strategic management in an international context and students learn how to assess the strategic position and align the conflicting goals of the various regional, divisional and functional managers with an enterprise's mission.
- The students are able to apply the basic concepts and tools for formulating business strategy and focuses on how firms can develop sustainable competitive advantages.



- The students evaluate the role of the board of directors and general management as strategy makers.
- The students will get to know the tools who are necessary to analyse the business environment, the resources of the firm, and alternative strategies.
- The goal is to foster research skills, persuasion skills, integrative case-solving skills, practical planning and implementation skills.

Applicability in this and other Programs

"Strategic Programmes" (GM-11) is based on this module.

Entrance Requirements

Comprehensive English skills

Basis knowledge about strategic issues and strategic planning tools (as usually taught during an Bachelor Programme)

Learning Content

Central topics include assessing industry economics and dynamics to identify strategic threats and opportunities, evaluating the profit potential of strategic resources and capabilities, and strategic diversification. Other topics include assessing actual and potential cost and differentiation advantages, vertical scope of the firm, strategic management of multi-business firms, global strategy, strategic alliances, competitive advantage, strategic management in technology-intensive industries, and strategy under uncertainty.

I. THE NATURE OF GLOBAL STRATEGY

II. STRATEGY FORMULATION.

The Business Mission.

The External Assessment.

The Internal Assessment.

Strategy Analysis and Choice.

Focusing on the Network vs. Competitive Advantage

III. STRATEGY IMPLEMENTATION.

Implementing Strategies: Management and Operations Issues.

Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.

IV. STRATEGY EVALUATION.

Strategy Review, Evaluation, and Control.

V. STRATEGIC MANAGEMENT CASE ANALYSIS.

How to Prepare and Present a Case Analysis.



Teaching Methods

The course is arranged in two parts. In part one, through lectures, text assignments, short case analyses, group presentations and directed discussion, students learn and practice analytical techniques for assessing and solving the problems faced by companies planning or undergoing international expansion and/or change/development. In the second part, students are required to analyze a comprehensive, timely case; usually involving the assessment and implementation of a change in global strategy for an enterprise. Teams of students compete to convince management of their superior analytical skills. Students alternately act out the roles of strategic consultants, management teams and heads of departments in a realistic boardroom setting that is made more realistic through the presence of a recognized industry expert. Through role playing the students learn the various perspectives, goals, and problems the CEO as well as the various functional managers experience in initiating or altering the global strategy and the difficulties consultants face in convincing management of their "value added" contribution. The course features guest lecturers, lectures, discussion, group projects, intercultural teamwork, case studies, presentations, business simulation and role playing.

Remarks

- The course consists of lectures, extensive case work to demonstrate the use of the tools in a business context, written and/or oral analysis and simulated board room presentations and interactions. The course is designed to help students apply their cultural, business and academic experiences within a theoretical framework to practical problems that businesses face in a globally competitive environment.
- Team work takes place with the help of an experienced student tutor.

Recommended Literature

David, Fred, Strategic Management: Concepts and Cases (International Edition), 10th Edition, Prentice Hall, 2004

Hax, and Wilde, The Delta Project: Discovering New Sources of Profitability, Palgrave, 2001

Hax, Arnoldo, Overcoming the Dangers of Commoditization, in: Strategic Management, IMA, July 2005

Dash, Kildore, McDonald's in India, Thunderbird: The Garvin School of International Management, 2005

Moffet, Michael H., Ramaswamy, Kannan, Anheuser-Busch and Harbin Brewery Group of China Thunderbird: The Garvin School of International Management, 2005



Various standard literature on Strategic Planning (No precise recommendation is provided here in this Module description, as the search for suitable literature forms an important part of this module. Help on how to find suitable literature is provided during the course.)



GM-13 Change Management

Module code	GM-13
Module coordination	Prof. Dr. Henning Schulze
Course number and name	G3101 Change Management
Lecturers	Matthias Koeppen N.N. Bastian Parzer Sonja Salzsieder Prof. Dr. Henning Schulze
Semester	3
Duration of the module	1semester
Module frequency	annually
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60hours self-study: 90hours Total: 150hours
Type of Examination	written assignment (StA)
Weighting of the grade	5/90
Language of Instruction	German

Module Objective

Upon completion of the module, students will have achieved the following learning objectives:

Professional competence:

- Evidence and meaning and sequence of change processes.
- Phases in change processes

Personal competence as well as social competence:



- Learning and experiencing the necessary methodological and social competencies
- Roles in change processes
- Participation of managers and employees in change processes
- Analysis/diagnosis of the organization and the organizational context

Methodological competence:

- Significance of goal development as well as the derivation of strategies
- Development of a process and action plan

Applicability in this and other Programs

What is learned in this module is applicable in other degree programs, such as Master Human Resources and Organizational Development - PEOE or Master HRM.

Entrance Requirements

Active participation in block seminar

Learning Content

Change processes are something we live with everywhere today. Many managers say: "HAVE to live". Often, attempts are made to "operationally control" these processes. In doing so, it is often disregarded that people and teams are involved in the change processes. For those affected, every change means that they have to say goodbye to part of their previous, supposedly secure frame of reference. The associated steps in people and between people cannot be managed operationally alone. Successful handling of change processes requires sustainable preparatory leadership and increased social competence among all those involved.

Contents:

- Change - Development - Transformation
- Process models
- Maps for the diagnosis of organizations and ?units
- Effect and duration of change of systems (person and system focus)
- Basic processes for holistic change
- (Manager) roles in the change process
- Architecture of a change process by example
- Intervention methods and measures at a glance

Teaching Methods

- Theory input



- Discussion
- Exercises
- Working on a case study

Remarks

External, course held in two blocks; 3 + 3 days.

Two instructors

Recommended Literature

Burnes, B.: Managing Change . 4th edition. . Pearson; Prentice Hall, 2004.

Carnall, C.A.: Managing Change in Organizations . 4th edition. . Pearson; Prentice Hall, 2003.

Deresky, H. : International Management. Managing Across Borders and Cultures . Pearson; Prentice Hall, 2003.

Doppler, K.; Lauterburg, Chr. : Changemanagement: den Unternehmenswandel gestalten. 14., aktualisierte Auflage. Frankfurt am Main: Campus, 2019.

Greif, S.; Runde, B.; Seeberg, I.: Erfolge und Misserfolge im Change Management. Göttingen, u.a.: Hogrefe, 2004.

Holbeche, L.: Understanding Change: Theory, Implementation and Success . Amsterdam et al.: Elsevier, 2006

Kulmer, U.; Trebesch, K.: Der kleine Unterschied und die großen Folgen: von der Organisationsentwicklung zum Change Management. In: Zeitschrift Organisationsentwicklung, 13. Jg., Nr. 4; S. 80-85. Zürich: Organisationsentwicklung und Management AG, 2004

Leao, A.; Hofmann, M. (Hrsg.): Fit for Change: 44 praxisbewährte Tools und Methoden im Change für Trainer, Moderatoren, Coaches und Change-Trainer . Bonn: managerSeminare, 2007.

Thornhill, A.; Lewis, Ph.; Millmore, M.; Saunders, M. : Managing Change: A Human Resource Strategy Approach . Harlow u.a.: Pearson. 2000.

Schulze, H.S.: Internes Marketing von Dienstleistungsunternehmen: Fundierung der Instrumentarbereiche des internen Marketingsmittels ausgewählter Konzeptbereiche der Transaktionsanalyse. Europäische Hochschulschriften: Reihe 5; Band 1283. Berlin, Bern, New York, Paris, Wien 1992.

Schulze, H.S.: Visionsarbeit. In:

Rohm, A. (Hrsg.): Change-Tools: erfahrene Prozessberater präsentieren wirksame Workshop-Interventionen. Bonn: managerSeminare 2006; S. 207-212

Schulze, H.; Sejkora, K.: Positive Führung: Resilienz statt Burnout. Freiburg: Haufe, 2015



Sejkora, K.: Trennung oder Neubeginn. Hilfe für Paare in der Krise. Munderfing: Fischer & Gann 2015

Schulze, H.; Sejkora, K.: Positives Führen: Wertschätzende Beziehungsgestaltung mit "Landkarten" aus der Transaktionsanalyse. In: Au, C. von (Hrsg.): Eigenschaften und Kompetenzen von Führungspersönlichkeiten: Achtsamkeit, Selbstreflexion, Soft Skills und Kompetenzsysteme Reihe: Leadership und Angewandte Psychologie. Wiesbaden: Springer 2016; S.91-116

Sejkora, K.; Schulze, H.: Die Kunst der starken Führung: persönliche Potentiale kraftvoll nutzen - Ressourcen der Mitarbeiter stärken. Munderfing: Fischer & Gann 2016

Sejkora, K.; Schulze, H.: Vom Lebensplan zum Beziehungsraum: Wie Sie mit Hilfe der Transaktionsanalyse begrenzende Muster überwinden. Munderfing: Fischer & Gann 2017

Steward, I.; Joines, V. : **TA Today : A New Inroduction to Transactional Analysis.** Nottingham: Livespace, 2004.

Weisbach, Chr.-R.; Sonne-Neubacher, P. : **Leadership in Professional Conversation .** München: DTB, 2005.



GM-14 Advanced Project Seminar

Module code	GM-14
Module coordination	Prof. Dr. Henning Schulze
Course number and name	G3102 Advanced Project Seminar G3104 Semester Abroad
Lecturers	Prof. Dr. Anke Hoffmann Thomas Leukel
Semester	3
Duration of the module	1semester
Module frequency	annually
Course type	compulsory course, required course
Level	postgraduate
Semester periods per week (SWS)	4
ECTS	6
Workload	Time of attendance: 60hours self-study: 120hours Total: 180hours
Type of Examination	written assignment (StA)
Weighting of the grade	6/90
Language of Instruction	German

Module Objective

The goal of the courses in this module is to stimulate and reinforce students' independent and self-directed work.

Students work in small groups that do not exceed the size of 3-4 members. Groups in the seminars are approximately 10 students each.

The intensity of supervision is high.

The groups control their work by self-organization in consultation with the respective supervisor.



In the groups, subject-specific topics are worked on independently using selected, current project tasks and are presented and discussed in a qualified presentation at the end of the semester.

Within the framework of this module, students can alternatively choose between two "in-depth project seminars":

"Market Development and Internationalization Strategies".

"Strategic and International Financial Management "

Students must choose one of the project seminars. Seminar papers will be written as part of the project seminars.

or

Students go to a university abroad in the third semester and study a business management function (e.g. "International Marketing", "International Human Resource Management" or "International Sales", or similar (coordination with the study program coordinator and the colleague responsible for the contacts abroad).

Applicability in this and other Programs

Furthermore, the module can be used for further education, consecutive, postgraduate and internationally oriented master's degree programs such as "General Management", "Risk and Compliance Management" or for a doctorate.

Entrance Requirements

See subject descriptions.

Learning Content

See subject descriptions.

Teaching Methods

Seminar-style teaching, exercises, group and project work (at least one practical case is worked on in cooperation with a company)

Remarks

High proportion of independent work, regular meetings with the supervising university lecturer, final presentation with "disputation" of the contents.



G3102 Advanced Project Seminar

Objectives

In the in-depth project seminar "Market Development and Internationalization Strategies", students become familiar with the definition and delimitation of internationalization as well as the relevance of internationalization. They deal with levers and dimensions of internationalization.

They will be able to recognize, differentiate and deal with industry-specific differences.

They recognize the relevance of internationalization for building and maintaining competitive advantages and can argue this in relation to B-to-B and also B-to-C markets.

They can argue make-or-buy decisions in relation to international value chains and weigh opportunities against risks. The students deal with welfare-theoretical and ethical aspects and know how to build up the information basis for strategic decisions and are familiar with the strategic planning processes based on them and acquire skills in applying.

marketing policy instruments in an international context. They recognize and appreciate the interdependencies of decisions made in the context of internationalization strategies with other business disciplines, such as financing, choice of legal form, accounting, currency management, human resources management, leadership, and others.

Entrance Requirements

None

Learning Content

Growth opportunities for business organizations in many industries today very often lie in the regional expansion of their business activities. Today, in the age of globalization, this means that strategic decisions on internationalization must be thought about and decided upon. Without international value chains, competitiveness in many production industries and likewise in service industries will decline in the medium term at the latest.

Contents:

- Delimitation & context of reasoning
- Historical development of globalization, dimensions of globalization 2021, quite critical discussion of "globalization" and its effects, economic and business significance of internationalization - especially from a German perspective
- Selection of attractive country markets and analysis of the appropriate time of market entry
- Selection of a suitable market entry strategy
- Development of a comprehensive international business and marketing plan



- Implementation, coordination and control of the marketing plan
- Internationalization - Quo Vadis?

Type of Examination

written assignment (StA)

Methods

Theory input
Discussion
Exercises
Working on a case study

Recommended Literature

Ulrich Krystek; Zur, E. (Hrsg.): Internationalisierung: Eine Herausforderung für die Unternehmensführung.

Stefan Schmid: Strategien der Internationalisierung: Fallstudien und Fallbeispiele.

Frank Keuper, Henrik Schunk (Hrsg.): Internationalisierung deutscher Unternehmen: Strategien, Instrumente und Konzepte für den Mittelstand. (Deutsch) Gebundene Ausgabe

Johannes Voll: Internationalisierung in der Unternehmensentwicklung: Implikationen kultureller Distanz im Internationalisierungspfad.

Mario A. Pfannstiel, Patrick Da-Cruz, Volker Schulte (Hrsg.): Internationalisierung im Gesundheitswesen: Strategien, Lösungen, Praxisbeispiele

Neubert, M.: Internationale Markterschließung: Vier Schritte zum Aufbau neuer Auslandsmärkte

Ralph Berndt; Claudia Fantapié Altobelli; Matthias Sander: Internationales Marketing-Management

Joachim Zentes; Bernhard Swoboda; Hanna Schramm-Klein: Internationales Marketing
Beatrice Ermer; Markus Weinländer: Internationales Marketing

G3104 Semester Abroad

Type of Examination

part of module exam



GM-15 Master's Thesis

Module code	GM-15
Module coordination	Prof. Dr. Henning Schulze
Course number and name	G3105
Lecturers	Prof. Dr. A Admin Prof. Dr. Anke Hoffmann Thomas Leukel
Semester	3
Duration of the module	1semester
Module frequency	each semester
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	0
ECTS	16
Workload	Time of attendance: 0hours self-study: 480hours Total: 480hours
Type of Examination	master thesis
Weighting of the grade	16/90
Language of Instruction	German

Module Objective

By writing a master's thesis, students should demonstrate their ability to apply the knowledge and skills acquired in the course of study to complex tasks in an independently written, scientific paper.

In doing so, they demonstrate that they have successfully completed the M.A. program and have acquired the ability to work independently in a scientific manner.



Applicability in this and other Programs

The ability to work scientifically is considered an interdisciplinary skill. The course belongs to all modules of the program.

Entrance Requirements

According to § 8 of the study and examination regulations, students who have achieved at least 30 ECTS credits can register for the Master's thesis.

Learning Content

The Master's thesis is a written paper. It is issued by a person authorized to conduct examinations in the course of study (university teacher, lecturer) and is supervised and evaluated by this person. The student can make suggestions for the topic.

The processing time is regularly 3 months - but a maximum of 8 months from issue to submission according to §11 APO). As a rule, the length should not exceed 70 pages. The Master's thesis can be written on any topic that can be assigned to one of the modules of the SIM degree program in terms of content.

Remarks

The Master's thesis must be written according to the guidelines of the Framework Examination Regulations (RaPO) and the General Examination Regulations (APO) of the Deggendorf University of Applied Sciences.

Recommended Literature

The thesis must contain a complete list of the literature used, the information obtained and other sources.

information and other sources.

In all other respects, reference is made to the following documents:

- Information, deadlines and forms for the master thesis as well as.

Both documents are available for download in the course "Allgemeines" in iLearn.



GM-16 Master Colloquium

Module code	GM-16
Module coordination	Prof. Dr. Henning Schulze
Course number and name	G3106
Semester	3
Duration of the module	1semester
Module frequency	each semester
Course type	required course
Level	postgraduate
Semester periods per week (SWS)	0
ECTS	4
Workload	Time of attendance: 0hours self-study: 120hours Total: 120hours
Type of Examination	oral ex. 30 min.
Weighting of the grade	4/90
Language of Instruction	German

Module Objective

The master thesis is followed by a colloquium as an oral examination. The students present and defend their master thesis (duration: 30min).

Applicability in this and other Programs

The ability to work scientifically and present findings is considered an interdisciplinary skill. The course belongs to all modules of the program.

Entrance Requirements

Submission of the master's thesis.

If the submission is made in time 4 weeks before the set deadline, the student is automatically registered for the colloquium.



Learning Content

The procedure of the colloquium can be read in iLearn in the "Allgemeines" course. There you will find the current document. Important information about the colloquium can be downloaded there.

Remarks

Examination performance
Oral defense of the MA

Recommended Literature

None

