HOCHSCHULE DER WIRTSCHAFT FÜR MANAGEMENT

UNIVERSITY OF APPLIED MANAGEMENT STUDIES

Module Handbook
M.A. Business Management

(Variant Business Management & Digital Leadership,
4 Semesters, 120 ECTS, English)

Consecutive Master

Valid from WiSe 2022

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Content

Module Overview M.A. Business Management (Variant BMDL English)

Topic Outline

Nr.	Description	ECTS 1	2	3	4	P	WL KS	SS	ECTS
	Management								
MNOR	Values, Ethics and Compliance	6				K	60	90	6
MSYS	System- Orientated Management	6				S	60	90	6
MGLM	Management Decisions	6				K	60	90	6
MPRO	Processes and Process Management		6			K	60	90	6
MIKM	Intercultural Management		6			FA	60	90	6
MCHA	Change Management and Organisation Development		6			P	60	90	6
MDT	Management of digital transformation (for specialization 1 and 2)			6		P	60	90	6
MBAP	Data Science, Business Intelligence und Analytics (for specialization 1 and 2)			6		K	60	90	6
	Methods								
MTAM	Critical Thinking in Management	6				MP	60	90	6
MWKM	Communicating and Negotiating in Management	6				P	60	90	6
FM	Research Methods			6		S	60	90	6
	Specialization 1: IT-Management & International Sales Management								
MIVM	International Sales Management			6		K	60	90	6
MIME	International Marketing and E-Business			6		K	60	90	6
	Specialization 2 : IT Management & People and Culture								
MIHRM	International Human Resource Management			6		K	60	90	6
NWDA	New Work and Management in the Digital Working World			6		K	60	90	6
	Praktikum, Masterthesis								
MMP	Management Internship (optional)		12			PB	20	280	12
MFP	Research Internship (optional)		12			FB	78	222	12
PPM	Practice Project (optional)		12			P	60	240	12
MA	Master Thesis				25	T	25	625	25
MK	Master Colloquium				5	-	45	80	5
	With Management Internship	**30**	**30**	**30**			**660**	**1590**	**120**
	With Research Internship	**30**	**30**	**30**			**718**	**1532**	**120**
	With Practice Project	**30**	**30**	**30**			**700**	**1550**	**120**

Explanation: WL = Workload, KS = Contact Study, SS = Individual Study, P = Exam Type:
K = Written Exam, S = Seminar Paper, FA = Case Study, P = Presentation, MP = Oral Exam, PB = Internship Report, FB = Research Report, T = Master Thesis.

Module Overview M.A. Business Management (Variant BMDL English)

Time Plan Outline

Nr.	Description	ECTS 1	2	3	4	P	WL KS	SS	ECTS
1. Semester									
MNOR	Values, Ethics and Compliance	6				K	60	90	6
MTAM	Critical Thinking in Management	6				MP	60	90	6
MSYS	System- Orientated Management	6				S	60	90	6
MGLM	Management Decisions	6				K	60	90	6
MWKM	Communicating and Negotiating in Management	6				P	60	90	6
2. Semester									
MPRO	Processes and Process Management		6			K	60	90	6
MIKM	Intercultural Management		6			FA	60	90	6
MCHA	Change Management and Organisation Development		6			P	60	90	6
Praktikum									
MMP	Management Internship (optional)		12			PB	20	280	12
MFP	Research Internship (optional)		12			FB	78	222	12
PPM	Practice Project (optional)		12			P	60	240	12
3. Semester									
MDT	Management of Digital Transformation (IT-Management, with specialization 1 and 2)			6		P	60	90	6
MBAP	Data Science, Business Intelligence and Analytics (IT-Management, with specialization 1 and 2)			6		K	60	90	6
FM	Research Methods			6			60	90	6
Specialitzation 1 IT-Management & International Sales Management									
MIVM	International Sales Management			6		K	60	90	6
MIME	International Marketing and E-Business			6		K	60	90	6
Specializatioin 2 IT-Management & People and Culture									
MIHRM	International Human Resource Management			6		P	60	90	6
NWDA	New Work and Management in the Digital Working World			6		P	60	90	6
4. Semester									
MA	Master Thesis				25	T	25	625	25
MK	Master Colloquium				5	-	45	80	5
With Management Intership		30	30	30	30		660	1585	120
With Research Internship		30	30	30	30		718	1532	120
With Practice Project		30	30	30	30		700	1550	120

Explanation: WL = Workload, KS = Contact Study, SS = Individual Study, P = Exam Type:

K = Written Exam, S = Seminar Paper, FA = Case Study, P = Presentation, MP = Oral Exam, PB = Internship Report, FB = Research Report, T = Master Thesis

Module descriptions 1st semester

Module-No./ Code	MNOR
Name of Module	**Values, Ethics and Compliance**
Person responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the module	• Companies as goal-oriented institutions • Characteristics of a company participating in economic life • Governing bodies and their roles as defined by the Articles of Association • Normative, strategic and operational management Legal and economic requirements for the establishment of a company • Corporate ethics, corporate sustainability and corporate culture • Internal guidelines as defined by compliance, mission and vision statements, codes of conduct, and corporate culture • Overview of the national and international corporate law systems with an emphasis on board systems, shareholder and stakeholder rights • International developments and basic principles of Corporate Governance and respective Corporate Governance Codes • Fundamental Corporate Governance Issues: Principal Agent Theory, Asymmetric Information, Conflicts of Interest • Employees' rights and basics of labour law • Compliance, Compliance Management Systems, Transparency • Legal corporate forms and framework (Corporate and Commercial Law)
Learning outcomes of the module	• Organizational, legal and ethical functions and obligations of boards and other governing bodies are known and can be related to each other • Legal foundations of management (corporate laws, human resource law, contract law, compliance related laws) are known and can be explained. • The principles of normative management can be named and demonstrated with examples. • The connection to strategic and operative action can be explained and illustrated with examples. • Students know the terms governance, compliance, and corporate culture and are able to explain them and evaluate their consistency.
Semester	1st Semester
Duration of module	one semester
Frequency of module offer	every semester
ECTS-credits	6 ECTS-credits
Workload and its composition	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours

Type of module (required, elective, etc.)	required module
Application of module	M.A. Business Management
Prerequisites	none
Teaching language	English
Type of examination/ requirements for awarding of credit points	Written examination (90 minutes). Students will receive a case study (or a series of case scenarios) from a company and answer questions about the company's corporate structure and normative management.
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, using examples from business practice as provided or from research, and online publications. During the second half of the module, students investigate the normative foundations (legal form, company mission and vision, governance, structures, corporate culture, etc) of their partner companies (or a virtual company) and share the findings in special small-group sessions and online conferences.
Literature	• Bachmann, B. (2017). Ethical leadership in organizations: concepts and implementation. Springer International Publishing. • du Plessis, J.J., Grossfeld, B., Luttermann, C., Saenger, I., Sandrock, O., Casper, M. (2017). German Corporate Governance in International and European Context. Springer. • Fleckner, A.M. & Hopt, K.J. (2013). Comparative Corporate Governance: A Functional and International Analysis (International Corporate Law and Financial Market Regulation). Cambridge University Press. • Goergen, M. (2012). International Corporate Governance. Pearson Education. • John, K., Makhija, A.K., and Ferris, S.P. (2017). Global Corporate Governance Vol: 19. Emerald Publishing Limited. • Malik, F. (2011). Corporate Policy and Corporate Governance: How organizations self-organize. Frankfurt a.M.: campus. • Malik, F. (2006). Effective Top Management. Beyond the failure of corporate governance and shareholder value. Weinheim: Wiley VCH. • Schmidpeter, R., Capaldi, N., Idowu, S.O., Stürenberg Herrera, A. (2019). International Dimensions of Sustainable Management: Latest Perspectives from Corporate Governance, Responsible Finance and CSR. Springer.

Module-No./ Code	MTAM
Name of Module	**Critical Thinking in Management**
Person responsible for module	Prof. Dr. Frank Stäudner
Content of the module	• Development of scientific Thinking • Theories, models, systems, hypotheses, explanations and predictions • Rules of good scientific practice for formulating and testing hypotheses • Critical rationalism and constructivism as a framework for acting in management • System theories – cybernetics. IT-technical and psychological system theories • Industry 4.0 as a system-theoretic phenomenon • Benefits and limits of basic theories of management action: business and economic studies; economic and social psychology; psychology of learning; sociology • Empirical and application-oriented management theories
Learning outcomes of the module	• Students can define a theory and explain the usefulness of theories as well as the difference between fundamental and application-oriented theories. • They know how to explain scientifically gained knowledge and distinguish it from everyday learning. • Students understand the system orientation of modern sciences and can explain it using examples from various economic and social sciences. • They can explain why leadership and management are complex fields of activity that require a theoretical basis. • Students can determine whether a claim – in particular from management literature – is formulated precisely, i.e. is verifiable. They know the rules of good scientific practice, in particular for writing scientific texts, and can apply theories correctly to analyse and solve practical management problems. • They can outline a research design to answer basic management-related questions.
Semester	1st semester
Duration of module	1 semester
Frequency of module offer	Every semester
ECTS-credits	6 ECTS-credits
Workload and its composition	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequisites	none
Teaching language	English
Type of examination/ requirements for awarding of credit points	Oral examination in teams of 3-4 students to be chosen by lot. Each team will receive a text of 2-4 pages from a management book. The

	students have two hours to analyse their text with the help of questions provided. The focus should be on the information content of the text (derivable hypotheses) and possible ways to test them empirically. Following the preparation time, each student has 15 minutes to answer his or her questions. This is followed by fifteen minutes for questions by both examiners. Individual grades will be given.
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from research, and online publications. During the second half of the module, students should investigate the implicit or explicit theories that form the basis for management systems and and practice in their partner companies. They will share their findings in special small-group sessions and online conferences.
Literature	• Feyerabend, P. (2010): Against Method. 4th edition. London: Verso • Goffin, K., Mitchell, R. (2017): Innovation management. Effective strategy and implementation. Third edition. London: Palgrave • Popper, K. (2002): The Logic of Scienctific Discovery. 5th edition. London: Routledge • Prasad, A., Prasad, P., Mills, A.J., J.; Helms Mills, J. (2018): The Routledge companion to critical management studies. London: Routledge • Robbins, S.P., Coulter, M.K.,Randel, A. (2021): Management. 15th edition. Harlow: Pearson • Saunders, M.N., Lewis P., Thornhill A. (2019): Research Methods for Business Students. 8th edition. Harlow: Pearson.

Module-No./ Code	MSYS
Name of Module	**System-Oriented Management**
Person responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the module	• The use of the term 'system' in the natural, economic and social sciences and as a concept in the area of technological applications • Systems Thinking's relevance for business administration, understanding complexity and problem framing • The concept of system science and the interdisciplinary approach: what are systems and how to think in terms of systems? • The foundations of cybernetics as a control science in technology and in management • System-oriented management studies • The General Management Model by F Malik • The Integrated Management System and the new St. Gallen management model • Viable systems model, Model of systemic control and the Team syntegration model • Leadership and change from an integrated/systemic perspective • Agile management and other trends in management incl. its systemic challenges for managers • Smart Cities as a Megatrend
Learning outcomes of the module	• Students know the definitional basis for the terms 'system' and 'system theory' and can explain them in a general sense and with examples, particularly the ability of systems to stabilise and complete themselves. • They can explain the 'systemic turn' in the natural, economic and social sciences and describe the logical problems associated with the reductionist approach. • They can give an overview of systemic theories in business and economic studies, sociology, and social psychology and go into more depth by citing examples. • Students can explain that cybernetics is the basic science for understanding control systems and thus the practice-oriented form of of management studies. • They can explain and talk about the relationship between the base models of system-oriented management (General Management Model, Integrated Management System, the balanced scorecard approach to management, EFQM- and ISO- Quality Management System). • They understand that finance controlling, HR controlling and quality management provide key indicators for the management control loop with the key figures they deliver. • Students can analyse and assess companies and their management systems presented in case studies using the systems learned. • They can explain their previous experience in companies (job or internship) using the named system models and discuss factors such as corporate culture and implicit/explicit rules of

	conduct and communication in the individual companies.
Semester	1st semester
Duration of module	1 semester
Frequency of module offer	every semester
ECTS-credits	6 ECTS-credits
Workload and its composition	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequisites	none
Teaching language	English
Type of examination/ requirements for awarding of credit points	Seminar paper. Students choose a company and describe, analyse and assess its management system in terms of one or more of the discussed cybernetic steering models. The length of the paper should be 5000 words.
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises on the basis of selected texts, examples from research and online publications. During the second half of the module, students explore the management systems used in their partner companies or in another chosen company and share their findings in special small-group sessions and online conferences.
Literature	• Cunliffe, A. L. (2014): A very short, fairly interesting and reasonably cheap book about management. 2nd edition, London: Sage • Grand, S. (2016): Routines, strategies and management: Engaging for recurrent creation 'at the edge'. Cheltenham, UK: Edward Elgar • Mintzberg, H. (2009): Managing. San Francisco, CA: Berrett-Koehler • Nicolini, D. (2013): Practice theory, work, and organization: An introduction. New York, NY: Oxford University Press • Rüegg-Stürm, J. & Grand, S. (2019). Managing in a complex world. Bern, Haupt • Schwaninger, Markus (2008). Intelligent Organisations. Berlin/New York, Springer • Weick, K. E. (1995): Sensemaking in organizations. Thousand Oaks, CA: Sage

Module-No./ Code	MGLM
Name of Module	**Management Decisions**
Person responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the module	• Mastery of management tools as a clear sign of differentiation between experts and amateurs • Typical management tools for planning, goal formation, organisation and operations control, employee monitoring and appraisal • Meeting management • Monitoring & reporting and using modern communication media • Resource management through budget management, industrial methods, lean management and use of new technologies (i.e. Big Data and AI) • Team management tools, also decentralised • Tools for controlling risk and quality management, and their importance for managers • Project management tools and their fields of application • IT support for management tools • Problems in the practical application of management tools and possible solutions • Ethical questions associated with the use of selected tools • Online collaborative learning
Learning outcomes of the module	• Students understand the concept of 'tools' and can apply it to the function of managers and employees close to the management level (controlling, quality management, marketing, etc.) • They can assess tool mastery with effectivity and efficiency criteria. • In role plays, students can select the appropriate tools for use in operational management, performance assessment, as well as meeting management and reporting. They can also apply these tools in basic situations. • They can describe the tools used in finance controlling, HR controlling and quality management and are able to use some of these correctly. • Students can describe the difference between project work and routine work and • specify which project management tools should be used for projects of different complexity. • They know how to use simple project management tools. • Students can – using participatory observation – assess managers both in terms of how well they use tools and their ethical standards.
Semester	1st semester
Duration of module	1 semester
Frequency of module offer	every semester
ECTS-credits	6 ECTS-credits
Workload and its composition	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours

Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management M.A. Business Management and Business Psychology
Prerequisites	none
Language	English
Type of examination/ requirements for awarding of credit points	Written examination (90 Minutes)
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from research, and online publications. During the second half of the module, students explore the management systems used in their partner companies or in another chosen company and share their findings in special small-group sessions and online conferences.
Literature	• Certo, S.C. and Certo, S.T. (2014). Modern Management: Concepts & Skills. Pearson. USA • Drucker, F.P. (2016). The Peter F. Drucker Reader. Selected Articles form the Father of Modern Management Thinking. The Harvard Business Review. • Malik, F. (2015). Managing Performing Living. Effective Management for a New World. Campus Verlag. Frankfurt. • Malik, F. (2011). Customers who viewed Uncluttered Management Thinking: 46 Concepts for Masterful Management. Campus Verlag. Frankfurt. • Robbins, S.P. and Coulter, M. (2021). Management. Global Edition. 15th Edition. Pearson. USA

Module-No./ Code	MWKM
Name of Module	**Effective Communication in Management**
Person responsible for module	Prof. Dr. Perizat Daglioglu
Content of the module	• Basic concepts of communication, especially management and corporate communication • Models of communication (von Thun, Watzlawick) and communication interference • Fundamentals of successful communication in professional contexts and the distinction between professional and private communication situations • The importance of management communcation for sustaining corporate success • Classical and new communication channels (e-mails, online- conferences, social media, etc.) and their use • Impact on virtual communication e.g. during Corona pandemic • Ethical issues in corporate communications • Gender differences in communication styles • Basics of negotiation techniques • Successful procedure according to the Harvard Negotiation Model • Typical business conflict situations and their content and rules • Negotiation techniques in conflict situations • Basics of mediation in management
Learning outcomes of the module	• Students can name the basic theories of successful communication and communication interference and thus analyse and handle communication situations effectively. • They can explain the various communication media as well as the contents for which each is best suited. • Students can handle typical business communication situations confidently in German and a further language. • They know how to apply the principles of the Harvard Negotiation model in typical negotiation situations. • They can discuss the ethical dimension of professional communication in terms of manipulation, suggestions, and data protection.
Semester	1st semester
Duration of module	1 semester
Frequency of module offer	every semester
ECTS-credits	6 ECTS-credits
Workload and its composition	Total workload: 150 hours Contact time: 60 hours, 30 hours per course Self-study: 90 hours, 45 hours per course
Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management
Prerequisites	none
Teaching language	English

Type of examination/ requirements for awarding of credit points	Oral presentation Students must give a presentation to introduce a particular negotiation situation and prepare to carry out the negotiation, which will take place in both German and English or another language. The students will receive their negotiation topics four weeks before the examination date. Students will carry out their preparation in teams, with each student receiving his or her own specific task. The individual tasks are thematically related, e.g. through a common company or product base for each team.
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from practice, and online publications. Students will participate in numerous role plays and other practical exercises.
Literature	• Carnegie, D. (2006). How to win friends and influence people.Random House. • Fischer, R. & Ury, W. (2012). Getting to Yes: Negotiating an agreement without giving in. Random House Business. • Owen,H. (2017). Interpersonal Communication (6th ed). New York: Routledge. • Thill, J.V. and Bovee, C.L. (2016). Excellence in Business Communication. Pearson. USA. ISBN-10:9780134319056

Module descriptions 2nd semester

Module-No./ Code	MPRO
Name of Module	**Processes and Process Management**
Person responsible for module	Prof. Özer Pinar
Content of the module	• Definition of 'process' in the technical disciplines and in organisational theory • Definition of 'process management' • Elements of processes: goals, resources, input, value creation, output • Useful forms for describing processes (flow charts, technical roadmaps, verbal descriptions) • Typical measurement and evaluation methods for assessing the quality of processes • The company as a process landscape of interacting management, core and supporting processes • Process management as a management task • Typical risks and how they can be controlled through the management of processes • Quality and risk management norms and systems with an explicit process orientation • Process Management for Agile Management • Technology supported processes for the Supply Chain (z.B. Blockchain)
Learning outcomes of the module	• Students can clearly define 'process' and 'process management'. • They can describe the components of processes and their significance and discuss these using examples from companies. • They can develop process descriptions (flow charts) on the basis of verbal descriptions. • Students can describe the most important measurement and evaluation instruments including their key performance indicators (KPIs) and apply them to processes in given exercises. • They can outline the process landscape for companies where they work or have worked. • They can explain process management as a component of the management tasks 'organising' and 'managing' both in general terms and by means of examples. • Students can identify typical process risks accurately and explain how they can be controlled. • They can name quality and risk management standards and systems with an explicit process orientation and explain how they are structured.
Semester	2nd semester
Duration of module	The first 8 weeks of the semester as these are followed by the internship
Frequency of module offer	every semester
ECTS-credits	6 ECTS-credits

Workload and its composition	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management
Prerequisites	Completion of modules 1-5 as this module assumes that students have mastered the learning outcomes of the previous ones
Teaching language	English
Type of examination/ requirements for awarding of credit points	Written examination (90 minutes)
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from practice, and online publications. Students will participate in numerous role plays and other practical exercises.
Literature	• Benedict, T., Kirchmer, M., Scarsig, M., Pater, F., Raju, S., Morris, D., Hilty, J. (2019). BPM CBOK Version 4.0: Guide to the Business Process Management Common Body Of Knowledge. ABPMP International. Independently Published. • Dumas, M., La Rosa, M., Mendling, J., Reijers, H.A. (2018). Fundamentals of Business Process Management. Second Edition. Springer. BRD. ISBN-13: 978-3662565087 • Jeston, J. (2018). Business Process Management Practical Guidelines to Successful Implementations. 4th Edition. Routledge. ISBN: 9781138738409.

Module-No./ Code	MIKM
Name of Module	**Intercultural Management**
Person responsible for module	Prof. Dr. Dolores Sanchez Bengoa
Content of the module	• The concept of culture from the perspective of different social and behavioural sciences including anthropology and social psychology • Increasing interculturality due to the globalisation of suppliers and markets as well as migration and the increased mobility of labour. • Increasing interculturality through the new media and decentralised international teams spread across several locations. • Categories of culture and intra- and intercultural communication (living environment, value system, cohesion, identity) • Intercultural variations and constants in the goals, methods, and communication patterns of managers • Corporate culture in national companies and multinational corporations • Importance of intercultural teams • Intercultural marketing • Diversity management: using diversity as a resource • Cultural influences on online collaborative learning
Learning outcomes of the module	• Students can explain the concept of culture from the perspective of different social and behavioural sciences and discuss interculturality in general and by means of examples. • They can explain how interculturality is becoming an increasingly important issue for companies and large international concerns due to the globalisation of suppliers as well as migration and the increased mobility of labour. • They know how to achieve acceptance and work successfully within international teams – including those that work across borders and at different locations – by adhering to the necessary rules of communication and using new media efficiently. • They can explain intercultural variations and constraints in the goals, methods and communication patterns of managers and take these into account with regard to their own behaviour. • They can outline the ethical and social philosophical foundations of diversity management and explain sources of diversity (gender-related, social, cultural, generational) and use it as a • resource.
Semester	2nd semester
Duration of module	The first 8 weeks of the semester as these are followed by the internship
Frequency of module offer	Every semester
ECTS-credits	6 ECTS-credits
Workload and its composition	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours

Type of module (required, elective, etc.)	Required
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Type of examination/ requirements for awarding of credit points	Students will receive a case study from an international company to prepare in teams of three or four. Preparation time is two weeks. Students should divide their answers to the key questions on the case study so that each person presents for 10 minutes and answers questions for 10 additional minutes. Individual grades will be given.
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts. In addition, students analyse typcial processes and their interdependencies in their partner companies and create a process landscape of the most important processes.
Literature	• Dolan, S. L. & Kawamura, K.M. (2015). Cross- Cultural Competence. A Field Guide for Developing Global Leaders and Managers. Emerald. • Hall, E.T. (1981). Beyond Culture. New York: Anchor Books. • Hofstede, G., Hofstede, G.J. & Minkov, M. (2010). Cultures and Organizations: Software of the Mind: Intercultural Cooperation and Ist Importance for Survival. United States of America: McGraw- Hill. • Meyer, E. (2014). The Culture Map: Breaking through the invisible boundaries of global business. New York: Public Affairs. • Molinsky, A. (2013). Global dexternity: how to adapt your behavior across cultures without losing yourself in process. Boston: Harvard Business Review Press. Recommended Reading: Selected articles from Cross- Cultural Management: An International Journal. ISSN: 1352-7606.

Module-No./ Code	MCHA
Name of Module	**Change Management and Organisation Development**
Responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the Module	• Framing corporate Dynamics: understanding the relevance of change and organisational development from a systems perspective • The importance of resilience in corporate norms, strategies and processes • Differentiation of and connection to personal development, business model, product and process innovation; the importance of lifecycles in business and society • Dealing with sudden changes and how to respond by application of minimum standards: models, tools and proven approaches • Resistance to change and the application of adapted communications styles • A smarter approach: Avoiding shocks and unintended consequences of responses to sudden changes by becoming an intelligent organization and complex adaptive system • Application of critical success factors in change initiatives: international change/transformation business cases and their stories • Corporate culture and ways to influence it
Learnig outcomes of the module	• Students will learn to perceive change as a common element of business dynamics • They'll be in a position to differentiate and explain the stages of organisational life cycles, the specifics behind and appropriate means to ensure the longevity of an organisation. • They can describe change theories and useful tools to run urgent adaptations to changing environments. They'll become familiar with typical defects in change processes. • Students will learn the concepts and ideas behind organizational culture. They will understand how appropriate leadership can influence the organisational culture in order to encourage an organization to become more adaptive in turbulent environments. • They can explain the nature of purposeful communication in changing environments and how to apply it effectively. • They will learn to understand the different types of innovation, the meaning of disruptions and the priority of managing an innovation pipeline. • Business cases and group work will underpin the logics of change.
Semester	2nd semester
Duration of module	The first 8 weeks of the semester as these are followed by the internship
Frequeny of module offer	every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours

Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management M.A. Business Management & Business Psychology M.Sc. Business Psychology
Prerequisites	Modules 1 to 5 must be completed, as the content of these will be further developed.
Teaching language	English
Type of exam / prerequisites for awarding of credits	Written exam of 90 minutes. Regular attendance at lectures prerequisite for awarding of credits.
Weighting of the module grade in the final grade	6/120 percent
Teaching- and learning methods	Short lectures alternate with seminar discussion phases and practical exercises from selected texts and case studies, also from online publications. Participation in role plays and other practical exercises.
Literature	• Cameron, Esther and Green, Mike (2015). Making Sense of Change Management. London, KoganPage • Heskett, James(2012). The Culture Cycle. London, FT Press • Kegan, Robert and Laskow Lahey, Lisa (2009). Immunity to Change. Boston, MA, HBR Press • Laloux, Frederic (2014). Reinventing Organisations. Brussels, Nelson Parker • Morgan, Gareth (2006). Images of Organisation. London, Sage • Osterwalder, A. & Pigneur, Y. (2010). Business Model Generation. Hoboken, NJ, Wiley

Module-No./ Code	MMP
Name of Module	**Management Internship**
Person responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the module	Students complete a management-related internship in the company of their choice: either a partner company or another company in Germany or abroad. During the internship they perform everyday tasks and also observe and describe selected elements of the management system and manager behaviour in their company. They describe, analyse and assess their experiences and observations in a 20-page internship report. The internship company and position must be approved by the head of studies.
Learning outcomes of the module	• Students can identify, describe and assess both consistencies and inconsistencies in a company's management system including the following aspects: strategy/goal, organisation (process, structures) and culture (customer orientation, values, attitudes, symbols) • They are able to formulate their thoughts in scientific terms and make connections to basic theories.
Semester	2nd semester
Duration of module	8 weeks, 3 of which extend beyond the normal semester teaching time
Frequency of module offer	every semester
ECTS-credits	12 ECTS-credits
Workload and its composition	Total workload: 300 hours Contact time: 20 hours Self-study: 280 hours (8 weeks in companies)
Type of module (required, elective, etc.)	elective
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequisites	Completion of modules 1-8 as this module assumes that students have mastered the learning outcomes of the previous ones
Teaching language	English
Type of examination/ requirements for awarding of credit points	Students complete a 5000-word paper that focuses on an aspect of their company's management system. They should describe this aspect and assess it with regard to the theories learned in previous modules. They should also make suggestions about how this aspect of management could be optimised. This paper serves as a preparation for the master's thesis.
Weighting of the module grade in the final grade	12/120 percent
Teaching and learning methods	The 20 contact hours consist of a one-day introductory workshop at the university, an evaluation day halfway into the internship, and an assessment day at the end. In the case of internships abroad, the halfway point evaluation may be replaced by regular online conferences. During the course of the internship, students should identify topics that can be covered in the master's thesis with the inclusion of a relevant empirical element.

Literature	- Baird, B.N. (2014). Internship, Practicum, and Field Placement Handbook. 7th Edition. Pearson. USA - Saunders, M., Thornhill, A., Lewis, P. (2019). Research Methods for Business Students. 8th Edition. Pearson. USA - Sweitzer, H.F. (2014). Successful Internship 4th edition. Brooks Cole Publishing Co. ISBN13: 9781285077192

Module-No./ Code	MFP
Name of Module	**Research internship**
Person responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the module	The module intensifies existing knowledge of statistics or empirical social research and directs the students (preferably small groups) to transfer theoretical academic questions to an empirical research design, to possibly connect this with other questions and work on it independently. Main focal points: • Basics of Research Philosophy • Qualitative and Quantitative Approaches • Identifying an economic or socio-scientific problem (research gap) • Co-ordination with other groups on possible thematic interfacing or overlapping • Searching for existing and useful data sources as well as describing them • Developing a first conceptual basis, examining and critically discussing relevant literary sources, consolidation of the theory and development of research hypotheses (quantitative) and research questions (qualitative) • Research methods and techniques • Probability and Non- Probability Sampling • Collecting empirical data; assessing its feasibility; research ethics • Exploratory, descriptive and explanatory data evaluation • Reconnecting empirical analysis to its fundamental theoretical basis.
Learning outcomes of the module	• Students acquire more profound knowledge of empirical social research and statistical methods. • They can master new specialist and methodological fields of knowledge. • They can collect data sources independently, apply them to the research problem/research objectives and, if necessary, adjust the topic to the data situation. • They can carry out social and economic analyses with secondary data (e.g. country analyses based on statistical annual reports or other statistical publications, social structure analyses with SOEP) and recognise which primary data collections might be helpful. • Students master the basics of multivariant methods. • They are able to formulate meaningful intermediate results in a presentable way. • They are able to write up and present final reports in the correct academic form (including the description of the methods used). Conference presentations and journal publications are encouraged. • They can also present (and visualise) the results in a shorter

	"business" form.
	• Students can competently assess the quality of academic studies of other researchers and justify this convincingly to others.
	• They master statistical software (e.g. STATA, SPSS, R, HANA-Tools, MaxQDa).
Semester	2nd semester
Duration of module	1 semester
Frequency of module offer	every semester
ECTS-credits	12 ECTS-credits
Workload and its composition	Total workload: 300 hours, Contact time: 78 hours Self-study and exam times: 222 hours
Type of module (required, elective, etc.)	elective
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequisites	Business mathematics, statistics
Teaching language	English
Type of examination/ requirements for awarding of credit points	Research report of 5000 words Prerequisite for awarding credit points is regular participation in research internship.
Weighting of the module grade in the final grade	12/120 percent
Teaching and learning methods	Lectures, short lectures by guest speakers, seminar presentations of intermediate results and practical exercises with relevant software
Literature	• Harned, B. (2017). Project Management for Humans: Helping People Get Things Done. Rosenfeld. Media. USA • Kuckartz, U. (2014). Qualitative Text Analysis: A Guide to Methods, Practice & Using. Sage. London. • Mayring, P. (2014). Qualitative content analysis: theoretical foundation, basic procedures and software solution. Klagenfurt, 2014. • Neuman, W. L. (2013). Social Research Methods: Qualitative and Quantitative Approaches: International Edition. Pearson. USA • Saunders, M., Thornhill, A., Lewis, P. (2019). Research Methods for Business Students. 8th Edition. Pearson. USA • Recommended Reading: Selected articles from Journal of Business Research (Elsevier. 5- Year Impact Factor: 5.484) and other peer reviewed journals in the knowledge stream of the respective research project.

Modul-Nr./ Code	PPM
Name of module	**Practice Project**
Responsible for module	**Prof. Dr. Hans Rüdiger Kaufmann/Thomas Willmann**
Content of the module	Students work on a concrete problem from management practice in a limited time frame in co-operation with or on behalf of a company or another organisation. The practical project includes: • Clarification of the assignment & concretisation • Gathering & processing information (theory-based & from the • practical field) • Development of solution strategies & approaches • Continuous adjustment of the developed concept to the needs of • the client • Presentation to & discussion of the results with the client • Documentation of results Clarification of the assignment, follow-up meeting if necessary and presentation of the results are accompanied by the lecturers of the HdWM. Otherwise, the teachers act as process facilitators and professional contact persons, encourage reflection on the current project status and personal learning processes.
Learning outcome of the module	• The students become familiar with complexity, uncertainty and dynamics in the modern working world and learn to work on a task in a creative and self-organised way. They can use current theoretical approaches and models to deal with a concrete management problem and acquire knowledge about structures, processes and the design of topics in the practical field. • Professional competence: The students link new knowledge with existing knowledge, they apply it within the framework of a complex practical problem and develop a practicable concept in a self-directed manner. • Methodological competence: The students learn to research systematically and purposefully as well as the purposeful processing of information and project design, control and organisation, finally the addressee-oriented preparation and presentation of results. • Social competence: The students can communicate in a solution-oriented manner in the project team and with the client, develop consensual solutions and recognise the necessity of effective cooperation to achieve the goal. • Personal competence: The students reflect on their own learning process and its results through feedback within the team, by the client and the accompanying lecturers. They acquire the competence for dealing productively with complexity, ambiguity and time pressure.
Semester	2. Semester
Duration of Module	ca. 12 Weeks

Frequency of Module Offer	Each Semester
ECTS-Credits	12 ECTS-Credits
Workload and its composition	Total workload: 300 Stunden Contact time: 60 Stunden Self study and exam time: 240 Stunden
Type of module (required, elective, etc)	Elective
Usability of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequsites for participation	Modules of the 1. Semester must be completed
Teaching language	English
Type of exam / prerequisites for awarding credit points	Final presentation and project documentation Prerequisite for the award of credit points is regular attendance at the appointments with the client.
Weighting of grade in the final grade	12/120 Percent
Teaching and learning methods of the module	Teacher-led assignment clarification, follow-up meetings and presentation of results
Literature	• Berkun, S. (2008). Making Things Happen: Mastering Project Management. OReilly. USA • Harned, B. (2017). Project Management for Humans: Helping People Get Things Done. Rosenfeld. Media. USA Recommended Reading: Selected Articles from Journal of Workplace Learning

Module descriptions 3rd semester

Module-No./ Code	MIVM
Name of module	**International Sales Management**
Responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the module	- Framework of the International Sales Concept - International market segments using the US, China, Europe as an example - International Sales concepts - Strategies in international sales - International sales organizations (customer centric Sales Organisation) - Direct / Indirect Distribution - Involvement of sales partners - Sales control tools - Sales channels (multi-channel systems, omni-channel) - Leadership of international sales teams - Negotiation management - Brand love and brand hate
Learning outcomes of the module	After completing the module students are able to explain basic questions of international sales management. They have understood the global challenges facing sales management today and how these can be met. They know the opportunities of market segmentation and are able to apply them. They are able to explain basic strategic options and from these can derive concrete actions. They know the different ways of organising international sales work and how to organise the interface with marketing or pricing accordingly. They can critically analyse the influence of protagonists in sales management and can discuss questions of corporate governance.
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	Total workload: 150 hours Contact time: 60 hours Self-study time: 90 hours
Type of module (required, elective, etc)	elective
Application of module	M.A. Business Management
Prerequisites for participation	Modules from semesters 1 and 2 should be successfully completed.
Teaching language	English
Type of exam / prerequisites for awarding credit points	Written exam of 90 minutes Prerequisite for awarding credit points is regular attendance at lectures.
Weighting of the grade in the final grade	6/120 percent
Teaching and learning methods of	Short lectures alternate with seminar-type discussion phases and

the module	practical exercises with selected texts and research examples, also with online publications.
Literature	• Guenzi, P. & Geiger, S. (2011). Sales Management. A multinational perspective. Hampshire: Palgrave Macmillan • Honeycutt, E.D., Ford, J.B. & Simintiras, A.C. (2003). Sales Management: A Global Perspective. London, New York: Routledge. • Johnston, M.W. & Marshall, G.W. (2020). Sales Force Management. Routledge. USA • Noonan, C. (2010). Sales Management. Taylor & Francis. USA Recommended Reading: Selected Articles from Journal of Personal Selling and Sales Management. Taylor & Francis.

Module-No./ Code	MIME
Name of module	**International Marketing and E-Business**
Responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of the module	Internationalisation in marketing: • Information basis of international marketing • Challenges of the globalisation of marketing and brands including the cultural perspective (link with module of Intercultural Management) • Strategic international marketing • International employment of marketing tools • International marketing controlling • International marketing organisation and online and offline communication strategies Current developments in the e-business: • Digital market place and electronic business processes • Virtualisation of marketing and sales • Multi-channel sales and online-shopping • Online lead gain and controlling of digital customer relations • Use of social media for company communication • Social media marketing tools • Influencer Marketing
Learning outcome of the module	After attending courses students can explain the challenges in international marketing and develop relevant action strategies. They can discuss marketing strategies in an international context and derive appropriate standardized or adapted communication strategies. They know the influence of e-business on international business activities and can develop relevant business models. They know how to rank the challenges of electronic business models, also in an international context.
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc)	elective
Application of module	M.A. Business Management
Prerequisites for participation	All modules 1 – 10b must be completed
Teaching language	English
Type of exam / prerequisites for awarding credit points	Written exam of 90 minutes.
Weighting of grade in the final grade	6/120 percent
Teaching and learning methods of the module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications.
Literature	• Czinkota, M.R. & Ronkainen, I.A. (2013). International Marketing (10th ed). Cengage Learning. USA • Kaufmann, H.R. & Manarioti, A. (2017). Encouraging

	Participative Consumerism Through Evolutionary Digital Marketing: Emerging Research and Opportunities. IGI. USA • Semenik, R.J., Allen, C., O'Guinn, T., Kaufmann, H.R. (2012). Advertising & Promotions: An Integrated Brand Approach. Cengage Learning. USA • Qualmann, E. (2012). Socialnomics: How Social Media tansforms the way we live and do Business (2nd ed). New York: Wiley. Recommended Reading: Selected Articles from the following journals: Industrial Marketing Management; Journal of Business Research; Journal of Brand Management; Journal of Product and Brand Management.

Module-No./ Code	MIHRM
Name of Module	**International Human Resource Management**
Person responsible for module	Prof. Dr. Dolores Sanchez Bengoa
Content of the module	• The employees as the most important variable for the performance and viability of companies • Employer Branding • Human resource strategy in international companies: definitions, content, goals • Positioning of strategic HR-Management of international companies in the executive board and senior management • Business partnership between the HR department and line managers in modern international corporations • Processes required to turn HR policies into practical programmes • Competencies and powers required by HR managers to enforce HR policy. • IT support of strategic HR work in multinational corporations • International legal framework for strategic HR management
Learning outcomes of the module	• Students can explain the importance of competent and motivated employees for the performance of international corporations. • Given the overall strategy of a company, students can develop an appropriate functional strategy for HR management and underpin this strategy with the necessary HR policy measures. • Students know the various organisational forms of HR management in international corporations and can describe them along with their opportunities and risks. • They can explain particular current challenges for HR management such as the 'war for talent'. • They are familiar with selected IT tools for the support of HR management and can apply them for basic purposes.
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	every semester
ECTS-credits	6 ECTS-credits
Workload and its composition	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc.)	elective
Application of module	M.A. Business Management
Prerequisites	All modules 1-9 must be completed
Teaching language	English
Type of examination/ requirements for awarding of credit points	Final written examination (90 minutes)
Weighting of the module grade in the final grade	6/120 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from practice,

	and online publications.
Literature	• Dowling, P.J.; Festing, M. & Sr. Engle, A.D. (2013). International Human Resource Management (6th ed.). Singapore: Cengage Learning EMEA. • Hayton, J. C., Biron, M., Castro Christiansen, L. & Kuvaas, B. (Eds.). (2012). Global Human Resource Management Casebook. New York: Routledge. • Tarique, I., Briscoe, D. and Schuler, R. (2016), International Human Resource Management. Policies and Practices for Multinational Enterprises, fifth edition, New York: Routledge. • Reiche, B.S., Harzing, A-W., Tenzer, H. (2018). International Human Resource Management. Sage Publications. UK. Recommended Reading: Selected Articles from the International Journal of Human Resource Management.

Module-No./ code	MKEP
Name of module	**New Work and Management in the Digital Working World**
Responsible for module	Prof. Dr. Perizat Daglioglu
Content of the module	• Organisational designs and change models • Transformational leadership and new hierarchies • Agile working methods (design thinking, scrum, kanban,...) • Virtual collaboration and communication • Legal aspects and changes in corporate culture • Digital change and the factor human-being
Learning outcomes of the module	Students... • can independently apply methods and tools of the digitally shaped working world and move confidently in an agile working environment shaped by digitality • can grasp changes in organisational structures and roles in the company and try them out for themselves • can independently apply and reflect on new working methods • apply change management tools for change processes in a digital work context • recognise conflict potentials of the new world of work and develop effective conflict resolution strategies • are able to visualise and shape changes in leadership roles, co-operation, culture in the company and their own role triggered by New Work.
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc.)	elective
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequisites for participation	All modules 1-9 must be completed
Teaching language	English
Type of exam / prerequisites for awarding credit points	Written exam of 90 minutes Prerequisite for awarding credit points is regular attendance at lectures.
Weighting of the grade in the final grade	6/120 percent
Teaching- and learning methods of the module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications.
Literature	• Gilbert, J. (2020). Human Resource Management: Essentials You Always Wanted to Know (Kindle Edition). Vibrant Publisher. India • Rees, G. & Smith, P.E. (2017). Strategic Human Resource Management. An international perspective (2nd ed.). London: SAGE Publications Ltd. • Sherieff, A. J. (2016). Upskill. An optimization-centric

	competence management. Chetpet Chennai: Notion Press.
	• Holbeche, L. (2018). The Agile Organisation: How to Build an Engaged, Innovative and Resilient business. Kogan Page. UK
	• Briken, K., Chillas, S., Krzywdzinski, M. and Marks, A. (2018). The New Digital Workplace. Bloomsbury Publishing. US.
	Recommended Reading: Selected Articles from the following journals: Human Resource Development Review and Human Resource Development International.

Module-No/ Code	MDBE
Name of module	**Management of Digital Transformation**
Responsible for module	Prof. Dr. Christoph Sandbrink
Content of module	• Disruptive innovation and new technologies • Technological revolutions and their social and economic consequences • Industry 4.0 • Technological drivers of Industry 4.0: mobility, networking, Internet of Things, Cyber-Physical Systems, Big Data, Social Web, Business Analytics, Predictive Analytics, Data Mining, Smart Buildings und Smart Grids • Digital mission statements, digital vision and value orientation • Digital business models • Digitalisation strategies for products, services and processes • Digital change and the human factor • IT as prerequisite and Big Data as driver for e-business: Computer performance, digitalisation, networking, data load and mobile data transmission • Case Study: development of a Big Data strategy • Successful Big Data projects and companies: start-ups, online-companies, KMUs and large companies • From Embedded Systems to Cyber-Physical Systems (CPS) • Smart Products, Smart Grids, Smart Meters, Smart Home, Smart Buildings, Smart Cars und Smart Mobility • Horizontal and vertical networking via net product networks and production systems • Challenges and chances of Industry 4.0 technologies for medium-sized and large industrial businesses
Learning outcome of module	Students can … - describe digital business models and develop digitisation strategies on different scales, from the overall strategy to the digitisation of established processes. - independently extrapolate central characteristics of digital transformation and determine consequences for different business models and internal company processes - Identify the challenges of digital transformation for management and staff leadership and develop adequate solutions.
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc)	required
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequisites for participation	Modules 1 - 9 must be completed as their content is further developed

Teaching language	English
Type of exam / prerequisite for awarding credit points	Written Exam (90 Minutes)
Weighting of grade in final grade	6/120 percent
Teaching and learning methods of module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications. In addition, in the second half of the module, students establish digitalisation strategies in their cooperating companies or other chosen companies and present these in their online conferences and group seminars.
Literature	• Davenport, T. (2014): Big Data @ Work, Vahlen, München. • Höller, J./Tsiatsis, V./Mulligan C. (2014): From Machine-to-Machine to the Internet of Things, Elvesier, Oxford. • Brynjolfsson, E.; McAfee, A. (2014): The Second Machine Age – Work, Progress, and Prosperity in a Time of Brilliant Technologies. Norton & Company. New York. • Duening, T.; Hisrich, R.; Lechter, M. (2015): Technology Entrepreneurship - Taking Innovation to the Marketplace, Elvesier. Oxford, 2. Aufl. • Lanier, J. (2013): Who owns the future? Allen Lane. London. • McKinsey Global Institute (2011): Big data: The next frontier for innovation, competition, and productivity. New York. • Schmidt, E.; Cohen, J. (2013): The New Digital Age – Reshaping the Future of People, Nations and Business. John Murray. London. • Strauß, R. (2013): Digital Business Excellence, Schäffer Pöschel. Stuttgart.

Module-No./ Code	MBAP
Name of module	**Data Science, Business Intelligence, Analytics**
Responsible for module	Prof. Dr. Herbert Schuster
Content of module	- The knowledge pyramid: From data via information to knowledge and decisions - Data Warehouse, Data Marts and Online Analytical Processing (OLAP). - Multidimensional data models, multidimensional thinking, business process perspective and different business perspectives - Suitable visualisation approaches for complex information connections: Dashboards, Business Cockpits and Balanced Scorecards, Infographics, Storytelling, Geographical Information Systems (GIS) and Micro-Geographical Market Segmentation procedures - Performance management and measurement: continuous optimisation and measurement of business performance - Data Mining tasks and procedures: procedures and algorithms for segmentation, discrepancy analysis, classification, prognosis, association analysis and sequence analysis - Text Mining variants and procedures: information extraction by means of computer linguistics, classification (ordering) of documents in a recognised classification system, clustering (grouping) of documents for retrieval of (homogenous) groups and document selection (information retrieval) for finding texts according to known search criteria - Platform R as a standard for data mining - Types of information retrieval through Web Mining, Social Media and Sentiment Analysis. - Predictive Analytics Methods Spectrum - The diverse application potential of Predictive Analytics - Predictive Analytics with SAP Predictive Analysis. - Predictive Analytics process cycle and project management: action and reaction models, descriptive report design and statistics for gaining in-depth data and business under-standing, predictive modelling (model creation), scoring process, test process and model application - Example scenarios for Big Data in a modern information society - The four dimensions of Big Data: Volume, Variety, Velocity and Veracity. - Solution strategies for structured, semi-structured and unstructured data in Batch and Real-Time Processing - Standard SQL and In-Memory Databases, No SQL, Hadoop (HDFS), MapReduce and Streaming Complex Event Processing (CEP). - In-Memory computing and applications with SAP HANA - Taxonomy and architecture components of Big Data solutions.
Learning outcomes of the module	- They feel comfortable dealing with classical (Data Warehouse) and new, highly innovative (Big Data) tools and can apply them in a focused way. - They learn how to think in multi-dimensional data models, to

	develop a business process perception and to differentiate between diverse business and sector perceptions and to adapt their own perception flexibly.
	• They understand the appropriate visualisation approach for presenting complex information correlations.
	• Students learn the process of Knowledge Discovery in Large Databases (KDD) and understand Data Mining and Machine Learning as a data -driven and hypothesis-free process.
	• They understand the functioning, application possibilities and limits of individual Data Mining processes for model creation and model validation.
	• They understand the principal structure of Data Mining algorithms: model and pattern structure, quality function, optimising and search processes and data management strategies.
	• Through use of software and related computer exercises they gain an overview of Platform R as standard for Data Mining analysis.
	• They learn Text Mining variants and processes as well as types of knowledge discovery in Web Mining, Social Media Analytics and Sentiment Analysis.
	• They recognise the Predictive Analytics Method Spectrum and the diverse application potential of Predictive Analytics as well as the accompanying process and project cycle.
	• Through the software applied and related computer exercises they gain an overview of Predictive Analytics with SAP Predictive Analysis.
	• They recognise typical scenarios and the four dimensions of Big Data.
	• They develop solution strategies for structured, semi-structured and unstructured data in Batch- and Real-Time Processing.
	• They recognise the taxonomy and architectural components of Big Data solutions. Students are enabled to develop Data Science models (Big Data algorithms) independently in their companies, and to test and employ them.
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	Every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	Total workload: 150 hours Contact time: 60 hours Self-study: 90 hours
Type of module (required, elective, etc)	required
Application of module	M.A. Business Management
Prerequisites for participation	none
Teaching language	English
Type of exam /prerequisites for awarding credit points	Written exam of 90 minutes. Prerequisite for awarding credit points is regular attendance at lectures

Weighting of grades in the final grade	6/120 percent
Teaching and learning methods of the module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications. In addition, in the second half of the module, in their cooperation company or other chosen company students research the analytical IT-systems in these companies and present them in the online conferences and group seminars.
Literature	• Berg, B. & Silvia, P. (2013). SAP HANA - An Introduction. Walldorf: SAP Press. • Chapman, C. & McDonnell Feit, E. (2015). R for Marketing Research and Analytics. Heidelberg: Springer. • Cook, D., Swayne, D.F., Buja, A. (2007). Interactive and Dynamic Graphics for Data Analysis: With R and GGobi. Springer. Germany. • Goodfellow, I., Bengio, Y., Courville, A. (2016). Deep Learning (Adaptive Computation and Machine Learning series). MIT Press. USA. • MacGregor, J. (2013). Predictive Analysis with SAP: The Comprehensive Guide. Walldorf: SAP Press. Recommended Reading: • Silge, J. & Robinson, D. (2017). Text Mining with R: A Tidy Approach. O'Reilly. USA. • Srivastava, A. & Sahami, M. (2009). Text Mining: Classification, Clustering, and Applications. Routledge and CRC Press. USA.

Module-Nr./ Code	FM
Name of Module	**Research Methods**
Responsible for Module	Prof. Dr. Hans Rüdiger Kaufmann
Content of Module	Based on narrative and systematic literature reviews, preferably in peer reviewed high ranking international journals, the students identify existing knowledge and/or practical gaps, and design their research methodology to close them accordingly guided by research aim, objectives, research questions and/or hypotheses derived from the literature. The students learn to appreciate the differences and rationale of qualitative and quantitative approaches and are provided with advanced empirical qualitative case study and quantitative survey methods. Their application is tested, which can be used in economic, social and psychological research. Methods and techniques considered include qualitative case studies, interviews and focus groups, participant observation, surveys, questionnaires, observational data collection, experiments, content as well as statistical analysis at explanatory, descriptive and inductive levels. Strengths, limitations and methodological difficulties of the application of the respective methods are dealt with and suggestions for further research provided. Topics in detail: - Principles of scientific work and research design - Cross-sectional and longitudinal methods - Quality criteria (i.e. validity and reliability) and biases - The interrelationship between research gap research objectives, research questions/hypothesis, and interview/questionnaire questions. - Sampling methods - Case study method and its techniques: interviews, focus groups, participant observation - Survey Method and questionnaire design (i.e. operationalization - Content analysis and categorization applying inductive qualitative and deductive qualitative analysis with qualitative analytical software (MaxQDA, NVivo) - Descriptive and explanatory statistics applying quantitative analytical software (i.e. SPSS)
Learning Outcomes of the Module	Students... - can identify updated knowledge gaps - can develop a coherent research design, formulating research questions, research objectives, hypotheses and explain and present the underlying systematic, scientific-theoretical and methodological rationale - can explain, compare and apply methods in economic, social and psychological research. - can effectively conduct and analyze interviews, focus groups and participant observation - can select, use and analyze suitable survey instruments

	- -can discuss empirical findings with literature sources, highlight potential own innovative findings and develop suggestions for further research
Semester	3. Semester
Duration of the Module	One Semester
Frequency of Module Offer	Each Semester
Number of ECTS-Credits awarded	6 ECTS-Credits
Total Workload	Total Workload: 150 h. Contact hours: 60 h. Self- Study: 90 h.
Type of module (required, elective, etc)	Required
Application of module	M.A. Business Management
Prerequisites for participation	none
Teaching Language	English
Type of exam /prerequisites for awarding credit points	Term Paper. Students submit a research exposé of up to 1500 words.
Weighting of grades in the final grade	6/120 Prozent
Teaching and learning methods of module	Short lectures alternate with seminar-style discussion phases, guest lectures and group work. Research methods and analytical tools are tested on concrete data sets.
Literature (Required and Recommended Reading)	• Kuckartz, U. (2014). Qualitative Text Analysis: A Guide to Methods, Practice & Using. Sage. London. • Mayring, P. (2014). Qualitative content analysis: theoretical foundation, basic procedures and software solution. Klagenfurt, 2014. • Saunders, M.N.K., Lewis, P. and Thornhill, A. 2019. Research Methods for Business Students. Pearson. UK. Recommended Reading: Conference and Journal papers distributed by the lecturer.

Module descriptions 4th Semester

Module-No./ Code	MA
Name of Module	**Master Thesis**
Person responsible for module	Prof. Dr. Hans Rüdiger Kaufmann/Prof. Dr. Sanchez Bengoa
Content of the module	• Students work on the master thesis topic that was approved at the beginning of the semester. A generous amount of time is allotted so that students can conduct empirical research and evaluate their findings in and/or for companies. • The topic must be related to management and leadership including the basic theories taught in the Master's. • The thesis should have a practical application and be linked to empirical studies (in most cases). • Accompanying the work on the thesis, all students meet regularly with their first supervisors in the master colloquium to exchange views on methodological, thematic and formal issues. Parallel to the work on the thesis, the students plan a professional publication. With the submission of the thesis, an essay manuscript is also submitted in accordance with the publication guidelines of the selected publication medium.
Learning outcomes of the module	• Students can present complex management-related topics in written form using the rules of sound scientific work and 2) maintaining a critical distance to management practice. • They are able to develop recommendations for optimising management systems and/or management practice.
Semester	4th semester
Duration of module	One Semester
Frequency of module offer	Every semester
ECTS-credits	25 ECTS-credits
Workload and its composition	Total workload: 650 h. Contact time: 25h Self-study: 625h
Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management M.A. Business Management & Business Psychology
Prerequisites	Students must have completed modules 1-11 as this module builds on the contents of previous courses. The master's examination can only take place after completion of modules 1-11.
Teaching language	English
Type of examination/ requirements for awarding of credit points	Master's thesis of 15,000 words (18 ECTS credits), oral examination of 20 minutes (2 ECTS credits) and technical essay (5 ECTS credits).
Weighting of the module grade in the final grade	25/120 Percent
Teaching and learning methods	Regular exchange between teachers and students as well as moderated specialist discussion among students in the Master's colloquium. The colloquium is open to the public. Individual counselling by first supervisors.

Literature	- Kuckartz, U. (2014). Qualitative Text Analysis: A Guide to Methods, Practice & Using. Sage. London. - Mayring, P. (2014). Qualitative content analysis: theoretical foundation, basic procedures and software solution. Klagenfurt, 2014. - Neuman, W. L. (2013). Social Research Methods: Qualitative and Quantitative Approaches: International Edition. Pearson. USA - Saunders, M., Thornhill, A., Lewis, P. (2019). Research Methods for Business Students. 8th Edition. Pearson. USA Recommended Reading: Selected articles from Journal of Business Research (Elsevier. 5- Year Impact Factor: 5.484) or other peer reviewed journals in the respective knowledge stream of the students' Master Thesis.

Modul-Nr./ Code	MK
Module description	**Master Colloquium**
Person responsible for module	Prof. Dr. Hans Rüdiger Kaufmann
Content of module	Contents: Aims and knowledge gain of a scientific thesis Structure and outline of a Master's thesis Scientific writing Presenting scientific results Competences, key qualifications: Appreciation and reflection of existing research results Critical discussion of the chosen approach and the decisions made in terms of content and methodology Assessing the significance of one's own research results for science and practice
Learning outcomes of the module	The students … - know the international state of research on their chosen research question - can decide on a research topic within a given time frame and realistically implement their research project - can orally precisely and concisely present current research results on the management topics relevant to the thesis - can summarise and self-critically evaluate the results achieved in their research work
Semester	4th Semester
Duration of the module	One Semester
Frequency of module offer	Each Semester
ECTS-Credits	5 ECTS-Credits
Workload and its composition	Total workload: 125 h. Contact time: 45h Self-study: 80h
Type of module (required, elective, etc.)	Required
Application of module	M.A. Business Management
Prerequisites	The modules of the first three semesters need to be completed.
Teaching Language	English
Type of examination/ requirements for awarding of credit points	Regular participation and presentation of intermediate results
Weighting of the module grade in the final grade	5/120 Prozent
Teaching and learning methods	Regular exchange between teachers and students as well as moderated specialist discussion among students in the Master's colloquium. The colloquium is open to the public. Individual counselling by first supervisor.
Literatur	Cf. the bibliography for the Master's thesis module.