



Module handbook

M.A. Business Management

Consecutive Masters

Valid from SS 2018

Last update : 18.07.2017

1. Content, Structure and Qualifications of the Course

Content

Companies and other organisations urgently require managers who can successfully create and promote change.

The discussion around the need for managers to take an active role in Industry 4.0 is a good indication of the broad range of systemic management competencies that will be required in the future. It is also crucial that managers be able to effectively understand and influence people and their behaviour in corporate cultures. In the context of complex organisations this increasingly involves enabling employees to organise themselves effectively because 'centralistic controls' are likely to fail in the face of increasing complexity. Many managers who learned the old 'central authoritarian' management style are not able to meet the demands placed on them in today's business world. The current VW scandal is a notable example of the management challenges facing complex organisations.

These developments have led the HdWM to consult closely with managers in its partner companies to develop a new system-oriented Master's degree. The competency goals set for this programme are oriented on the demands placed on managers in modern companies and organisations.

Including the already acquired ECTS-credits, 300 ECTS-credits are required for completion of the **M.A. Business Management** course. Without taking into account a preparatory semester or a 4th semester to be spent abroad, the course itself counts as **90 ECTS-credits**. These are distributed evenly over three semesters for a comfortably manageable study load.

Structure

In the **first semester** practical and systemic basic skills of management and leadership will be taught in five modules; this will include the academic classification of management theories.

In the **second semester** three modules - "Processes and Process Management", "Intercultural Management", and "Change Management and Organisation Development" will deal with specific management theories, to be directly followed by a compulsory internship in a company or a HdWM research project.

The Master course comprises three areas of specialisation which prepare for specific positions connected with leadership or management. In the **third semester** two modules from a specialisation area will be chosen, either:

- **International Sales Management** (for leadership positions in sales and marketing)
- **Personnel Management** (for positions in the field of internal and external personnel service, **but** also for basic personnel management duties)
- **IT Management** (for leadership positions in the digitalisation of companies and business models)

The course structure and the modules, with their content and competence targets, build on these target perspectives and the specific competence requirements.

Parallel to this, the writing of the Master's thesis is done in the third semester and completes the course of study.

The **Practical Relevance** of the course is achieved through a high proportion of lecturers who hold leading positions in companies, and also through the many practically relevant investigation tasks, especially in the first semester, as well as through the internship and the practical connectedness of the master's thesis.

Qualifications

Academic Qualification

At the end of their studies students can

- comprehend management systems as cybernetic feedback control systems and the basic axioms of cybernetics as its basis and through this
- grasp the elements of management systems in the target-oriented regulation of productive social systems;
- explain management systems of differing range (economic feedback control systems, leadership systems in companies) and assess their empiric reliability;
- apply related sciences, such as business management, systemic social psychology and company sociology, to management topics;
- apply methods for formulating and examining management hypotheses and theories and for critical discussion of management literature.

All this results in a comprehensive academic qualification. This will be consolidated even further if students choose a research internship instead of a company internship and / or write an empirical master's thesis as part of a management research project.

Professional Qualifications and Competencies

At the end of their studies students can

- recognise and explain the organisation of management systems and personnel management as practical tasks in organisations and as an object area of management theory, assess existing management systems and within such systems successfully perform elementary line and project management tasks themselves;
- comprehend normative fundamental principles of companies and their management systems and make them the basis of their own leadership behaviour (laws, internal objectives, open and implicit rules, company ethics and culture);
- apply specific systems of company control: St. Gallen management systems, Balanced Scorecard and Strategic Controlling according to Gälweiler, models of strategic and operational leadership;
- communicate successfully as an executive, also using modern methods of communication;
- apply finance regulating systems, quality and risk management systems, personnel management systems;
- explain the tasks and instruments of the leadership role and leadership-related activities and apply leadership tools;

- head projects such as change management projects.

Professional Competencies

Together with the specialist and methodological competencies from their first course of study graduates are in a position to successfully manage first leadership positions and demanding leadership-related staff positions (controlling, risk management, marketing, company communication etc).

Additional Qualifications and Competencies

Students acquire the ability to successfully analyse, to assess and, at least, make a first attempt at optimising operational systems. Here, especially, case studies provide practical training opportunities, which will be extended in internships. Particularly important and constitutive for the course is the systemic view of organisations; it protects from simple lineal attempts at explanation and facilitates the mastering of complexity.

Students acquire further competencies, which significantly facilitate the carrying out of these professional roles, but beyond that are aspects of classical personality development:

- They know their own communication styles and on the basis of that can successfully communicate in a more target-oriented manner;
- They can assess their own behaviour and emotions within the emotional and social demands of business contexts and are capable of presenting an emotionally stable professional mode;
- They know their own personal strengths and resources and can realistically assess their performance ability and market themselves successfully.

Reflection on ethical aspects of management behaviour

In keeping with the management approach put forward here, executives have a particularly high responsibility for colleagues, the company and their customers. So that this ethical position can be communicated convincingly and corresponding behaviour trained, questions of leadership ethics will be dealt with in all modules.

This is dealt with, more explicitly, in the introductory module on the norms governing the fundamental principles of management systems.

Internationality

The Master's course clearly defines what principles, tasks and tools as well as rules of effectivity are universally valid, and where cultural differences exist, e.g. in different leadership cultures and communication rules.

This knowledge will be consolidated in the module "Intercultural Management" and processed in a practice-oriented way, e.g. with reference to leading intercultural teams.

In all intensive courses of the Master's, particular attention is paid to the international aspect.

The internship can take place abroad.

The Master's course offers the specific opportunity to spend a fourth semester in the management department of a university in another country, thereby deepening knowledge of intercultural management and increasing their own international experience.

Personality Development and Interdisciplinary Thinking

Students acquire further competencies which significantly facilitate the carrying out of professional roles, but beyond that are also aspects of classical personality development:

- They know their own communication styles and on the basis of that can communicate successfully in a target-oriented manner;
- They can assess their own behaviour and emotions within the emotional and social demands of business contexts and are capable of presenting an emotionally stable professional mode.
- They know their own personal strengths and resources and can realistically assess their performance ability and market themselves successfully.

Above all, they learn to think systemically, which explicitly means thinking in an “interdisciplinary” way - in order to develop a holistic basis for leadership behaviour, which for example also includes the technological (IT-) basis of the company.

Entry Qualifications

Students can be admitted to the course if they have completed a first degree in Germany or one recognised in Germany and who can show proof of at least 30 ECTS-credits with a content in economics (e.g. Business Administration (BWL), Economics (VWL), Commercial Law (Wirtschaftsrecht)).

Since the Master's is worth 90 ECTS-credits, 210 ECTS-credits are required from the first degree, and / or from further recognised academic or other achievements.

As well as university attainments, for this purpose, the HdWM recognises a working period of at least one year in business / commerce, after the first degree. Proof of this has to be shown through documents and a consultation.

Students who only partially fulfil the requirements (210 ECTS-credits, at least 30 from business studies) must, before admittance, complete a preparatory semester at the HdWM and acquire the necessary credits through attendance of courses from the HdWM Bachelor programme (which they have so far not attended) with certificates in business studies or business psychology. Alternatively, they can choose a Master's study extended to 4 semesters, spending the 4th semester completing a management course at a university abroad and thereby gaining at least 30 ECTS-credits. In this case, the Master's degree will only be awarded after the 4th semester, even if the Master's thesis has already been completed in the 3rd semester.

Module Overview M.A. Business Management

Topic Outline

M.A. Business Management								
Nr.	Description	ECTS				WL		ECTS
		1	2	3	P	KS	SS	
Management								
MNOR	Normative Management	6			K	60	90	6
MSYS	System-Oriented Management	6			S	60	90	6
MGLM	Basic Management Tools	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		K	60	90	6
Methods								
MTAM	Theory-Driven Management	6			MP	60	90	6
MWKM	Effective Communication in Management	6			P	60	90	6
Main Focus: International Sales Management								
MIVM	International Sales Management			6	K	60	90	6
MIME	International Marketing and E-Business			6	K	60	90	6
Main Focus: Human Resource Management								
MIHRM	International Human Resource Management			6	K	60	90	6
MKEP	Management of Staff Competency Development			6	K	60	90	6
Main Focus: IT Management								
MDBE	Digital Business, E-Business and Industry 4.0			6	K	60	90	6
MBAP	Data Science, Business Intelligence, Analytics and Predictive Modelling			6	K	60	90	6
Internship, Master's Thesis								
MMP	Management Internship (optional)		12		PB	25	275	12
MFP	Research Internship (optional)		12		FB	78	222	12
MA	Master's Thesis			18	T	40	410	18
Variante 1 mit Managementpraktikum		30	30	30		665	1585	90
Variante 2 mit Forschungspraktikum		30	30	30		718	1532	90

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's Thesis.

Module Overview M.A. Business Management

Time Plan Outline

M.A. Business Management								
Nr.	Description	ECTS				WL		ECTS
		1	2	3	P	KS	SS	
1st Semester								
MNOR	Normative Management	6			K	60	90	6
MTAM	Theory-Driven Management	6			MP	60	90	6
MSYS	System- Oriented Management	6			S	60	90	6
MGLM	Basic Management Tools	6			K	60	90	6
MWKM	Effective Communication in Management	6			P	60	90	6
2nd 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		K	60	90	6
MMP	Management Internship (optional)		12		PB	25	275	12
MFP	Research Internship (optional)		12		FB	78	222	12
3rd Semester								
Main Focus: International Sales Management								
MIVM	International Sales Management			6	K	60	90	6
MIME	International Marketing and E-Business			6	K	60	90	6
Main Focus: Human Resource Management								
MIHRM	International Human Resource Management			6	K	60	90	6
MKEP	Management of Staff Competency Development			6	K	60	90	6
Main Focus: IT Management								
MDBE	Digital Business, E-Business and Industry 4.0			6	K	60	90	6
MBAP	Data Science, Business Intelligence, Analytics and Predictive Modelling			6	K	60	90	6
Internship, Master's Thesis								
MA	Master's Thesis			18	T	40	410	18
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2. Overview of Semester Content and Module Description

M.A. Business Management	
Overview of Semester Content	
Semester	1
Modules	<ul style="list-style-type: none"> • Normative Management and Corporate Governance • Theory-Driven Management • System-oriented Management • The Basic Tools of Management • Effective Communication in Management
Total number of ECTS-credits awarded	30 ECTS-credits
Description	<p>In the first semester the bases are laid for the successful organisation of management systems.</p> <p>Personal and interdisciplinary competencies are taught and trained in “Effective Communication in Management”.</p> <p>The bases for academic study and the later writing of the Master’s thesis are taught in the module “ Theory-Driven Management”.</p>

Module-No./ Code	MNOR
Name of Module	Normative Management and Corporate Governance
Course M 1.1	Normative Management
Content of course 1	<ul style="list-style-type: none"> • Companies as goal-oriented institutions • Normative, strategic and operational management • Corporate ethics and corporate culture • Internal guidelines as defined by compliance, mission and vision statements, codes of conduct, and corporate culture
Course M 1.2	Company Constitution and Legal Framework in Management
Content of course 2	<ul style="list-style-type: none"> • Legal forms of business organisation and the corresponding implications for liability • Overview of the national and international legal system with an emphasis on commercial law and legal rights of customers • Legal obligations of business owners, shareholders and management • Basics of labour law including commercial constitutional law
Learning outcomes of the module	<ul style="list-style-type: none"> • Legal foundations of management (human resource law, contract law, criminal law, data protection law, customer rights law) 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. • Students can recognise discrepancies between normative foundations and actual management practice and explain their possible causes. • Students can deduce a company's normative foundations and their application by looking closely at its internal culture.
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, per course 30 hours Self-study: 90 hours, per course 45 hours
Type of module (required, elective, etc.)	required module
Application of module	M.A. Business Management
Prerequisites	none
Person responsible for module	Prof. Dr. Michael Nagy
Name of lecturer , course M 1.1	
Name of lecturer, course M 1.2	
Teaching language	English
Type of examination/ requirements for awarding of credit points	Written examination (120 minutes) for both courses above. Students will receive a case study from a company and answer questions about the company's legal situation and normative management.

Weighting of the module grade in the final grade	6/90 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 investigate the normative foundations (legal form, company mission and vision, governance, structures, corporate culture, etc) of their partner companies and share the findings in special small-group sessions and online conferences.
Special features (e.g. percentage of online-work, practice, guest speakers, etc.)	The second half of the course consists of ten one-hour personal or online sessions with small groups of students (maximum 10) in order to discuss the company-based observation and assessment tasks of modules 1-5. The focus will be on the normative basis of the companies. This part of the module also serves as preparation for the final exam.
Literature	<p>Bachmann, B. (2017). Ethical leadership in organizations: concepts and implementation. Springer International Publishing.</p> <p>Götzelmann, A (2010).: Wirtschaftsethik Wirtschaft kompakt. Books on demand. Norderstedt.</p> <p>Malik, F. (2011). Corporate Policy and Corporate Governance: How organizations self-organize. Frankfurt a.M.: campus.</p> <p>Malik, F. (2006). Effective Top Management. Beyond the failure of corporate governance and shareholder value. Weinheim: Wiley VCH.</p> <p>Further references in English will be complemented.</p>

Module-No./ Code	MTAM
Name of Module	Theory-Driven Management
Content of the module	<ul style="list-style-type: none"> • History of science, especially management sciences, business and economic studies • Relationship and differentiation between foundational theories and application-oriented 'technological' theories • Rules of good scientific practice for formulating and testing hypotheses • Critical rationalism and constructivism • System theories – cybernetics. IT-technical and psychological system theories • Industry 4.0 as a system-theoretic phenomenon • 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	<ul style="list-style-type: none"> • 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. • They can explain the theory of knowledge behind different approaches to formulating and testing hypotheses, in particular in critical rationalism • 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
Prerequisites	none
Person responsible for module	Prof. Dr. Susanne Steimer
Name of professor / lecturer	
Teaching language	English

<p>Type of examination/ requirements for awarding of credit points</p>	<p>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.</p>
<p>Weighting of the module grade in the final grade</p>	<p>6/90 percent</p>
<p>Teaching and learning methods</p>	<p>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.</p>
<p>Special features (e.g. percentage of online work, practice, guest speakers, etc.)</p>	<p>The second half of the course consists of ten one-hour personal or online sessions with small groups of students (maximum 10) in order to discuss the company-based observation and assessment tasks of modules 1-5. The focus is on how management concepts are actually applied in companies.</p>
<p>Literature</p>	<p>Baumgarth, C.; Eisend, M. u.a. (Hrsg.) (2009): Empirische Mastertechniken. Eine anwendungs- orientierte Einführung für die Marketing- und Managementforschung. Becker, F.G. (2011): Grundlagen der Unternehmens- Führung – Einführung in die Managementlehre. Berlin 2011. Hinterhuber, H.: (2015): Strategische Unternehmensführung. 9. Auflage. Erich Schmidt Berlin. Popper, K.(2013): Logik der Forschung. Akademie Verlag Berlin. Voss, R.(2011): Wissenschaftliches Arbeiten...leicht verständlich. UTB Wien, Köln, Weimar . Feyerabend, P. (1986): Wider den Methodenzwang. Suhrkamp (stw 597), Frankfurt am Main 1986. Ders. (1984): Wissenschaft als Kunst. Suhrkamp (es 1231), Frankfurt am Main 1984. Wronka, T. (2008): Strategische Managementforschung: Aktuelle Entwicklungen und internationale Perspektiven. Gabler Wiesbaden. References in English will be complemented.</p>

Module-No./ Code	MSYS
Name of Module	System-Oriented Management
If relevant, courses of the module	
Content of the module	<ul style="list-style-type: none"> • The use of the term 'system' in the natural, economic and social sciences and • as a concept in the area of technological applications • The concept of system science and the interdisciplinary approach • The foundations of cybernetics as a control science • System-oriented management studies • The General Management Model • The Integrated Management System and the new St. Gallen management model as cybernetic models • The balanced scorecard as a cybernetic steering instrument • The EFQM and ISO-QM systems from a system-theoretical perspective • Cybernetic-based human resource management systems • Industry 4.0 and its systemic challenges for managers
Learning outcomes of the module	<ul style="list-style-type: none"> • 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
Prerequisites	none
Person responsible for module	Prof. Dr. Michael Nagy
Name of professor / lecturer	
Teaching language	English
Type of examination/ requirements for awarding of credit points	Term 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	6/90 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.
Special features (e.g. percentage of online-work, practice, guest speakers, etc.)	The second half of the course consists of ten one-hour personal or online sessions with small groups of students (maximum 10) in order to discuss the company-based observation and assessment tasks of modules 1-5. This part of the module also serves as a preparation for the final examination.
Literature	Ashby, W.R. (1956). An introduction to cybernetics. New York: Suhrkamp Springer Science + Business Media. Beer, Stafford (1967). Cybernetics and management (2nd ed.). London: English Universities Press. Kaplan, R. S. & Norton, David P. (1996): The balanced scorecard. Translating Strategy into action. Boston: Harvard Business Press. Malik, F. (2015). Managing Performing Living: Effective Management for a New Era. Frankfurt, New York: Campus Verlag. Malik, F. (2016). Navigating the Unknown: A new way for management, governance and leadership. Frankfurt/New York: Campus Verlag Malik, F. (2016). Strategy for managing complex systems: a contribution to management cybernetics for evolutionary systems. Frankfurt, New York: Campus Verlag. Malik, F. (2016). Strategy: Navigating the Complexity of the New World. Frankfurt, New York: Campus Verlag

Module-No./ Code	MGLM
Name of Module	Basic Management Tools
Course M 4.1	Leadership Tools
If relevant, courses of the module	
Content of course 1	<ul style="list-style-type: none"> • 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 • Reporting and using modern communication media • Resource management through budget management, industrial methods, and lean management • Team management tools, also decentralised
Course M 4.2	Product Management and Controlling Tools
Content of course 2	<ul style="list-style-type: none"> • 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
Learning outcomes of the module	<ul style="list-style-type: none"> • 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, 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	<p>Total workload: 150 hours</p> <p>Contact time: 60 hours, per course 30 hours</p> <p>Self-study: 90 hours, per course 45 hours</p>

Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management
Prerequisites	none
Person responsible for module	Prof. Dr. Michael Nagy
Name of professor/lecturer	
Language	English
Type of examination/ requirements for awarding of credit points	Written examination
Weighting of the module grade in the final grade	6/90 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.
Special features (e.g. percentage of online-work, practice, guest speakers, etc.)	The second half of the course consists of ten one-hour personal or online sessions with small groups of students (maximum 10) in order to discuss the company-based observation and assessment tasks of the module. This part of the module also serves as a preparation for the final examination.
Literature	<p>Malik, F. (2010). Management. The essence of the craft. Frankfurt, New York: Campus.</p> <p>Malik, F. (2011). Uncluttered Management Thinking: 46 Concepts for Masterful Management. Frankfurt, New York: Campus Verlag.</p> <p>Gleißner, W.; Romeike, F. (2014): Risikomanagement: Umsetzung, Werkzeuge, Risikobewertung. Haufe Stuttgart.</p> <p>Stöger, R.(2007): Wirksames Projektmanagement. Schäffer Poeschel Stuttgart.</p> <p>Ericksen, J. (2011). Controlling Instrumente von A – Z. 8. Auflage. Haufe Stuttgart.</p> <p>Heinloth, S. (2011): Praxishandbuch für Führungskräfte. Carl Hanser Verlag München.</p> <p>Kaminske, G.F. (Hrsg.) (2012): Handbuch QM-Methoden. Carl Hanser Verlag München.</p> <p>Kraus, G.; Westermann, R.(2004). 3. Auflage. Gabler Wiesbaden.: Projektmanagement mit System.</p> <p>Möllhoff, D. (2001). Praxishandbuch Personalmanagement. Grundlagen und Instrumente für erfolgreiche Personalarbeit. Campus. Frankfurt. New York.</p> <p>Seeger, C.(2010): Die besten Ideen von Peter F. Drucker. Edition Harvard Business Manager, 1/2010.</p> <p>Further references in English will be complemented.</p>

Module-No./ Code	MWKM
Name of Module	Effective Communication in Management
Course M 5.1	Effective Communication and Moderation in Management
Content of the module	<ul style="list-style-type: none"> • 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 communication for sustaining corporate success • Typical communication situations in workplace situations and the factors influencing their success • Classical and new communication channels (e-mails, online-conferences, social media, etc.) and their use • Ethical issues in corporate communications
Course M 5.2	Effective Conflict Resolution and Negotiation in Management
Content of the module	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Students can name the basic theories of successful communication and communication interference and thus analyse and handle communication situations effectively. • They can explain the difference in quality standards for private and professional communication and give concrete examples. • 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 can present both ordinary and more complex issues well and negotiate successfully according to the Harvard model. • 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
Person responsible for module	Prof. Dr. Perizat Daglioglu
Name of professor / lecturer	

Teaching language	English
Type of examination/ requirements for awarding of credit points	<p>Oral presentation</p> <p>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.</p> <p>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.</p>
Weighting of the module grade in the final grade	6/90
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.
Special features (e.g. percentage of online-work, practice, guest speakers, etc.)	
Literature	<p>Owen, H. (2017). <i>Interpersonal Communication</i> (6th ed). New York: Routledge.</p> <p>Fischer, R. & Ury, W. (2012). <i>Getting to Yes: Negotiating an agreement without giving in</i>. Random House Business.</p> <p>Carnegie, D. (2006). <i>How to win friends and influence people</i>. Random House.</p> <p>Schulz von Thun, F. (Hrsg.) (2003): <i>Miteinander reden: Kommunikation für Führungskräfte</i>. Rowohlt, Reinbek</p> <p>Malik, F. (2007): <i>Gefährliche Managementwörter Und warum man sie vermeiden sollte</i>. Campus Verlag. Frankfurt, New York.</p> <p>Watzlawick, P., Beavin, D. u.a. (2011) : <i>Menschliche Kommunikation – Formen, Störungen, Paradoxien</i> 12. Auflage. Huber Bern 2011.</p> <p>Further references in English will be complemented.</p>

M.A. Business Management	
Overview of Semester Content	
Semester	2
Modules	<ul style="list-style-type: none"> • Processes and Process Management • Intercultural Management • Internship • The Basic Tools of Management • Effective Communication in Management
Total number of ECTS-credits awarded	30 ECTS-credits
Description	<p>In the second semester reinforcement of selected topics, which contribute to the overcoming of current challenges in management.</p> <p>Personal and interdisciplinary competencies promoted through “Management Internship“ As an alternative to a company internship, a “Research Internship“ can be chosen. For this, students can participate in research projects of the university.</p>

Module-No./ Code	MPRO
Name of Module	Processes and Process Management
If relevant, courses of the module	
Content of the module	<ul style="list-style-type: none"> • 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
Learning outcomes of the module	<ul style="list-style-type: none"> • 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

Person responsible for module	Prof. Dr. Michael Nagy
Name of professor/lecturer	
Teaching language	English
Type of examination/ requirements for awarding of credit points	Written examination
Weighting of the module grade in the final grade	6/90 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.
Special features (e.g. percentage of online work, practice, guest speakers, etc.)	The second half of the course consists of 3 one-hour personal or online sessions in which small groups of students (maximum 10) discuss the company-based observation and assessment tasks of the module. This part of the module also serves as a preparation for the final examination.
Literature	<p>Knuppertz, T.; Feddern, U. (2011): Prozessorientierte Unternehmensführung. Schäffer Poeschel Stuttgart.</p> <p>Stöger, R.(2011): Prozessmanagement. Schäffer Poeschel Stuttgart.</p> <p>Wagner, K.W.; Käfer, R.: (2013): PQM - Prozessorientiertes Qualitätsmanagement. Leitfaden zur Umsetzung der ISO 9001. 6. Aufl. Carl Hanser Verlag München.</p> <p>Gaitanides, M.: (2007): Prozessorganisation: Entwicklung, Ansätze und Programme des Managements von Geschäftsprozessen (Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften). Vahlen München.</p> <p>References in English will be complemented.</p>

Module-No./ Code	MIKM
Name of Module	Intercultural Management
If relevant, module courses	
Content of the module	<ul style="list-style-type: none"> • 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
Learning outcomes of the module	<ul style="list-style-type: none"> • 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

(required, elective, etc.)	
Application of module	M.A. Business Management
Prerequisites	Completion of the modules 1-5 as this module assumes that students have mastered the learning outcomes of the previous ones
Person responsible for module	Prof. Dr. Perizat Daglioglu
Name of professor/lecturer	
Teaching language	English
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	6/90 percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts. In addition, students analyse typical processes and their interdependencies in their partner companies and create a process landscape of the most important processes.
Special features (e.g. percentage of online work, practice, guest speakers, etc.)	The second half of the course consists of 3 one-hour personal or online sessions in which small groups of students (maximum 10) discuss the company-based observation and assessment tasks of the module. This part of the module also serves as a preparation for the final examination.
Literature	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 Its 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 dexterity: how to adapt your behavior across cultures without losing yourself in process. Boston: Harvard Business Review Press.

Module-No./ Code	MCHA
Name of Module	Change Management and Organisation Development
If relevant, module courses	
Content of the Module	<ul style="list-style-type: none"> • Definition and typical reasons for organisation development • Differentiation from and connection to personal development • Change Management and typical starting points such as product and process innovation, strategy change, redevelopment phases, increased growth • Connection between organisation development, change management and strategic risk control • Change management tools and their differentiation from everyday leadership tools • Socio-psychological systemic explanatory approaches to the degree of change willingness (or aversion / resistance) in organisations • Factors for effecting successful change management processes and their explanation from a communications-theoretical, systemic and business management point of view
Learnig outcomes of the module	<ul style="list-style-type: none"> • Students can clearly define “process” and “process management”. • They are able to describe the components of processes and their significance and to illustrate these through examples from companies. • They can develop process representations (e.g. flow charts) from verbal transcriptions. • They can describe important measurement and evaluation tools including their KPIs and apply them to processes presented to them. • They can sketch process landscapes for companies they worked in or are working in. • They can explain process management generally as part of the leadership tasks “organising” and “steering” and with particular examples. • They correctly name typical process risks and can explain how these can be controlled. • They can name quality and risk management norms and systems with explicit process orientation and can explain their structure.
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
Prerequisites	Modules 1 to 5 must be completed, as the content of these will be further developed.

Responsible for module	Prof. Dr. Karl
Name of lecturer / of course	
Teaching language	English
Type of exam / prerequisites for awarding of credits	Written exam of 120 minutes. Regular attendance at lectures prerequisite for awarding of credits.
Weighting of the module grade in the final grade	6/90 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.
Special features (e.g. online content, company visits, guest lectures, etc.)	In the second half of the module, in smaller groups (maximum 10), 3 personal or online conferences will take place, in which company-related investigation and assessment tasks of the module will be discussed. This also serves as preparation for the final exam.
Literature	Doppler, A. & Lauterburg, Ch. (2001). Managing Corporate Change. Heidelberg: Springer. Kotter, J.P. (1996). Leading Change. Boston: Harvard Business Review Press. Kotter, J.P. & Rathgeber, H. (2006). Our iceberg is melting: changing and succeeding under any conditions. New York: St. Martin's Press. Kotter, J.P., Chan Kim, W. & Mauborgne, R. (2011). HBR's 10 Must Reads on Change Management. Boston: Harvard Business Review Press.

Module-No./ Code	MMP
Name of Module	Management Internship
If relevant, courses of the module	
Content of the module	<p>Students complete a management-related internship in the company of their choice: either a partner company or another company in Germany or abroad.</p> <p>During the internship they perform everyday tasks and also observe and describe selected elements of the management system and manager behaviour in their company.</p> <p>They describe, analyse and assess their experiences and observations in a 20-page internship report.</p> <p>The internship company and position must be approved by the head of studies.</p>
Learning outcomes of the module	<ul style="list-style-type: none"> • 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	<p>Total workload: 300 hours</p> <p>Contact time: 25 hours</p> <p>Self-study: 275 hours (40 days in companies, writing of case study)</p>
Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management
Prerequisites	Completion of modules 1-8 as this module assumes that students have mastered the learning outcomes of the previous ones
Person responsible for module	Prof. Dr. Perizat Daglioglu
Name of professor / lecturer	
Teaching language	English
Type of examination/ requirements for awarding of credit points	<p>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.</p> <p>This paper serves as a preparation for the master's thesis.</p>
Weighting of the module grade in the final grade	12/90 percent
Teaching and learning methods	The 25 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.

	<p>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.</p>
<p>Special features (e.g. percentage of online work, practice, guest speakers, etc.)</p>	<p>The second half of the course includes 3 one-hour personal or online sessions in which small groups of students (maximum 10) discuss the company-based observation and assessment tasks of the module. This part of the module also serves as a preparation for the final examination.</p> <p>This can also take place online if students go abroad for their internships.</p>
<p>Literature</p>	<p>Baumgarth, C.; , Eisend, M. u.a. (2009): Empirische Mastertechniken: Eine anwendungsorientierte Einführung für die Marketing- und Managementforschung. Gabler Wiesbaden.</p> <p>Karmasin, M.; Ribing, R.(2014): Ein Leitfaden für Seminararbeiten, Bachelor-, Master-, Magister- und Diplomarbeiten sowie Dissertationen. 9.Auflage. Facultas wuv wien.</p> <p>Schreyögg, Georg und Jörg Sydow (1995): Managementforschung 5: Empirische Studien. Walter de Gruyter. Berlin, New York.</p> <p>Voss, R. (2011): Wissenschaftliches Arbeiten – leicht verständlich! UVK/Lucius Konstanz.</p> <p>Literature in English will be complemented.</p>

Module-No./ Code	MFP
Name of module	Research internship
Module course	
Content of the module	<p>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.</p> <p>Main focal points:</p> <ul style="list-style-type: none"> • Concepts of academic theory • Finding an economic or socio-scientific problem and breaking it down analytically into parts • Co-ordination with other groups on possible thematic interfacing or overlapping • Developing a first theoretic basis, examining relevant literary sources, consolidation of the theory and development of research hypotheses • Searching for existing and useful data sources as well as describing them • If necessary collecting their own data; assessing its feasibility • If necessary development of a data collecting tool • Descriptive data evaluation • Inference data evaluation • Simulation data evaluation • Reconnecting empirical analysis to its fundamental theoretical basis
Learning outcome of the module	<ul style="list-style-type: none"> • Students acquire more profound knowledge of empirical social research and statistics methods. • They can master new specialist and methodological fields of knowledge. • They can collect data sources independently, apply them to the research problem 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 multivariate 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). • 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).

Semester	2
Duration of module	1 semester
Frequency of module offer	every semester
Number of ECTS-credits awarded	12 ECTS-credits
Total workload	Total workload: 300 hours, Contact time: 78 hours Self-study and exam times: 222 hours
Type of module (required, elective, etc)	elective
Usability of module	M.A.
Prerequisites for participation	Business mathematics, statistics
Responsible for module	Prof. Dr. Uwe Hochmuth
Name of lecturer(s) / of courses	
Teaching language	English
Type of exam / prerequisites for awarding credit points	Research report of 5000 words Prerequisite for awarding credit points is regular participation in research internship.
Weighting of grade in the final grade	12/90 percent
Teaching and learning methods of the module	Lectures, short lectures by guest speakers, seminar presentations of intermediate results and practical exercises with relevant software
Special features (e.g. percentage of online work, visits to companies, guest lectures, etc)	
Literature	Strübing, J. (2004): Grounded Theory, Wiesbaden. Schurz, G. (2008): Einführung in die Wissenschaftstheorie, Darmstadt. Atteslander, P. (2006): Methoden der empirischen Sozialforschung, 11. Auflage, Berlin. Haußer, F./Luchko, Y. (2011): Mathematische Modellierung mit MATLAB, Heidelberg. Literature in English will be complemented.

Main Focus: International Sales Management

Module-No./ Code	MIVM
Name of module	International Sales Management
If relevant, module courses	
Content of the module	<p>Associated factors in international sales:</p> <ul style="list-style-type: none"> • International comparison of consumer behaviour • Globalisation and international procuring • Corporate governance in international sales, international market segments: • Examples USA, Russia, China , strategies in international sales: • Strategic options, international sales strategies, organisation in international sales: • With international sales partner, sales organisation • Indirect vs. direct sales, channel-management, internal interface management in international sales: • Role of international sales in price management • Role of international sales in marketing, HR as success factors in international sales: • Negotiation management • CRM for international sales management • Directing employees who work internationally
Learning outcomes of the module	<p>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.</p> <p>They know the opportunities of market segmentation and are able to apply them.</p> <p>They are able to explain basic strategic options and from these can derive concrete actions.</p> <p>They know the different ways of organising international sales work and how to organise the interface with marketing or pricing accordingly.</p> <p>They can critically analyse the influence of protagonists in sales management and can discuss questions of corporate governance.</p>
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	<p>Total workload: 150 hours</p> <p>Contact time: 60 hours</p> <p>Self-study time: 90 hours</p>
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.
Responsible for module	Prof. Dr. Susanne Steimer
Name of lecturer / courses	
Teaching language	German or English

Type of exam / prerequisites for awarding credit points	Written exam of 120 minutes Prerequisite for awarding credit points is regular attendance at lectures.
Weighting of the grade in the final grade	6/90 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.
Special features (e.g. percentage of online work, company visits, guest lectures, etc)	Guest lectures by international sales managers and short observation placements in sales areas of businesses in the Rhine-Neckar metropolitan region
Literature	Guenzi, P. & Geiger, S. (2011). Sales Management. A multinational perspective. Hampshire: PALGRAVE MACMILLAN. Gupta, S. (2009). Sales & Distribution Management. Excel Books: Bangalore Honeycutt, E.D., Ford, J.B. & Simintiras, A.C. (2003). Sales Management: A Global Perspective. London, New York: Routledge. Further references in English will be complemented.

Module-No./ Code	MIME
Name of module	International Marketing and E-Business
If relevant, module courses	
Content of the module	<p>Internationalisation in marketing:</p> <ul style="list-style-type: none"> • Information basis of international marketing • Challenges of the globalisation of marketing and brands • Strategic international marketing • International employment of marketing tools • International marketing controlling • International marketing organisation and communication strategies <p>Current developments in the e-business:</p> <ul style="list-style-type: none"> • 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
Learning outcome of the module	<p>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 communication strategies.</p> <p>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.</p>
Semester	3rd semester
Duration of module	1 semester
Frequency of module offer	every semester
Number of ECTS-credits awarded	6 ECTS-credits
Total workload	<p>Total workload: 150 hours</p> <p>Contact time: 60 hours</p> <p>Self-study: 90 hours</p>
Type of module (required, elective, etc)	elective
Application of module	M.A. Business Management
Prerequisites for participation	All modules 1 – 10b must be completed
Responsible for module	Prof. Dr. Hartmut Feucht
Name of lecturer/courses	
Teaching language	English
Type of exam / prerequisites for awarding credit points	<p>Written exam of 120 minutes.</p> <p>Prerequisite for awarding credit points is regular attendance at lectures.</p>
Weighting of grade in the final grade	6/90 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.
Special features (percentage of online work, company visits, guest lectures, etc)	Guest lectures by international marketing managers and observation placements in the marketing areas of businesses in the Rhine-Neckar metropolitan region.

Literature	<p>Cross, R. & Parker, A. (2004). The hidden power of social networks. Understanding how work really gets done in organizations. Boston: Harvard Business School Press.</p> <p>Czinkota, M.R. & Ronkainen, I.A. (2013). International Marketing (10th ed). Cengage Learning.</p> <p>Hair, J.F., Andersen, R. E.& Mehta, R. (2009). Sales Management: Building Customer Relationships and Partnerships. Boston.</p> <p>Qualmann, E. (2012). Socialnomics: How Social Media transforms the way we live and do Business (2nd ed). New York: Wiley.</p> <p>Further references in English wil be complemented.</p>
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Main Focus: Human Resource Management

Module-No./ Code	MIHRM
Name of Module	International Human Resource Management
If relevant, courses of the module	
Content of the module	<ul style="list-style-type: none"> • The employees as the most important variable for the performance and viability of companies • 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	<ul style="list-style-type: none"> • 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.)	Specialisation module
Application of module	M.A. Business Management
Prerequisites	All modules 1-9 must be completed
Person responsible for module	Prof. Dr. Michael Nagy
Name of lecturer	
Teaching language	English
Type of examination/ requirements for awarding of credit points	Final written examination (120 minutes)

Weighting of the module grade in the final grade	6/90 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.
Special features (e.g. percentage of online work, practice, guest speakers, etc.)	Guest lectures by international HR managers and the opportunity for work shadowing in the HR area of companies in the Rhine-Neckar metropolitan region.
Literature	<p>Briscoe, D., Schuler, R. & Tarique, I. (2012). International human resource management 4th ed.). New York: Routledge.</p> <p>Dowling, P.J.; Festing, M. & Sr. Engle, A.D. (2013). International human resource management (6th ed.). Singapore: Cengage Learning EMEA.</p> <p>Hayton, J. C., Biron, M., Castro Christiansen, L. & Kuvaas, B. (Eds.). (2012). Global Human Resource Management Casebook. New York: Routledge.</p> <p>Further literature in English will be complemented.</p>

Module-No./ code	MKEP
Name of module	Management of employee competencies
If relevant, courses of the module	
Content of the module	<ul style="list-style-type: none"> • Competence concept in international specialist discussions • Gaining competencies through successful international employer branding and modern recruitment forms • Internationally designed training courses and study courses • Employee development in international companies: challenges, goals, concrete forms • Use of new media in blended learning concepts • Selection and development of executives in internationally oriented companies
Learning outcomes of the module	<ul style="list-style-type: none"> • Students can explain the term 'competence' and its importance in international specialist discussions about employee development in companies and give concrete examples. • They can explain the importance of international employer branding and modern recruitment forms, also through new media. • They are familiar with internationally developed training courses and study courses, can describe these and assess their effectivity (basics of educational controlling). • Employee development in international companies: challenges, goals, concrete forms • They can explain the use of media in blended learning concepts and develop simple settings for such educational measures. • They can describe the instruments for executive selection and development in internationally oriented companies, assess their effectivity and develop appropriate proposals for companies (e.g. assessment centre).
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	elective
Application of module	M.A. Business Management
Prerequisites for participation	All modules 1-9 must be completed
Responsible for module	Prof. Dr. Michael Nagy
Teaching language	English
Type of exam / prerequisites for awarding credit points	Written exam of 120 minutes Prerequisite for awarding credit points is regular attendance at lectures.
Weighting of the grade in the final grade	6/90 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.

<p>Special features (e.g. percentage of online work, company visits, guest lectures, etc)</p>	<p>Guest lectures by employee development specialists from international companies</p>
<p>Literature</p>	<p>Clifford, J.& Thorpe, S. (2007). Workplace Learning & Development: Delivering Competitive Advantage for your Organization. London, Philadelphia: Kogan Page.</p> <p>Easterby-Smith, M. & Lyles, M.A.(eds), (2011). Handbook of organizational learning and knowledge management (2nd ed). West Sussex: Wiley.</p> <p>Mallow, M., Cairns, L., Evans., K. & O'Connor, B.N., eds. (2011). The SAGE Handbook of Workplace Learning. London: SAGE Publications Ltd.</p> <p>Rees, G. & Smith, P.E. (2017). Strategic Human Resource Management. An international perspective (2nd ed.). London: SAGE Publications Ltd.</p> <p>Sherieff, A. J. (2016). Upskill. An optimization-centric competence management. Chetpet Chennai: Notion Press.</p> <p>Wilson, J. P. (ed), (2005). Human Resource Development: Learning & Training for Individuals & Organizations (2nd ed). London: Kogan Page Limited.</p>

Main Focus: IT Management

Module-No/ Code	MDBE
Name of module	Digital Business, E-Business and Industry 4.0
If relevant, courses of module / comment	
Content of module	<ul style="list-style-type: none"> • Digital business and e-business basics • IT as prerequisite and Big Data as driver for e-business: Computer performance, digitalisation, networking, data load and mobile data transmission • Electronic business processes and information competition as outcome for e-business • E-Procurement: systems, processes and management • E-Shop: systems, processes and management • E-Marketplace: systems, processes and management • E-Community: systems, processes and management • Case Study: development of a Big Data strategy • Big Data technology overview • Successful Big Data projects and companies: start-ups, online-companies, KMUs and large companies • Industry 4.0 as fourth Industrial Revolution • Internet of Things and convergence of technology developments • From Embedded Systems to Cyber-Physical Systems (CPS) • Smart Products, Smart Grids, Smart Meters, Smart Home, Smart Buildings, Smart Cars und Smart Mobility • Industry 4.0 als connecting technology of the Internet of Man, the Internet of Services and the Internet of Things • Entrepreneurial net product through the organisation of people, machines and IT • Horizontal and vertical networking via net product networks and production systems • 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 • Challenges and chances of Industry 4.0 technologies for medium-sized and large industrial businesses
Learning outcome of module	<p>In the module students gain the necessary knowledge to design and analyse digital business models. They apply the acquired knowledge in a practical way in a transfer project. After completing the module, they are able to analyse and set up digital business models independently. Students know the definition bases of digitalisation, digital business and e-business and can explain these in general terms as well as their IT-prerequisites.</p> <p>They recognise electronic net product and the entrepreneurial value of the production factor information and of electronic business processes. Besides sales and procurement (E-Procurement), marketing and sales (E-Shop) as well as market places (E-Marketplace) and contact networks as platforms of digital</p>

	<p>business models with their individual systems, processes and management aspects will be dealt with in depth, thus opening up directly employable entrepreneurial fields of operation for students. They become familiar with Big Data as a new management branch of digitalisation with the accompanying technologies, job descriptions and collaboration models and apply these in the development of a Big Data strategy. Students learn about the Industry 4.0 concept, strong and ever increasingly widespread in Germany, which contains IT networking with its diverse application potential in medium-sized and large industrial companies. For students the focus widens from the industrial companies studied to the Industry 4.0 technologies influencing them in energy supply, buildings and transport vehicles.</p> <p>They understand Industry 4.0 and Cyber-Physical Systems (CPS) as connecting technologies of the Internet of Man, the Internet of Services, the Internet of Things.</p> <p>They recognise the challenges and chances of Industry 4.0 technologies for medium-sized and large industrial companies.</p>
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	Modules 1 - 9 must be completed as their content is further developed
Responsible for module	Prof. Dr. Christoph Sandbrink
Name of lecturer / of course	
Teaching language	English
Type of exam / prerequisite for awarding credit points	Seminar paper of 5000 words
Weighting of grade in final grade	6/90 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.
Special features (e.g. percentage of online work, company visits, guest lectures, etc)	In the second half of the module, 10 one-hour personal or online conferences take place with small groups of students (maximum 10). In these, company-related research and assessment tasks of modules 1-4 are discussed. This also serves as preparation for the final written exam.
Literature	Brynjolfsson, E.; McAfee, A. (2014). The Second Machine Age – Work, Progress, and Prosperity in a Time of Brilliant Technologies. New York: Norton & Company.

	<p>Davenport, T. (2014). Big Data @ Work. München: Vahlen.</p> <p>Duening, T., Hisrich, R. & Lechter, M.(2015). Technology Entrepreneurship - Taking Innovation to the Marketplace. Oxford: Elviesier, Oxford.</p> <p>Höller, J., Tsiatsis, V., Mulligan C. (2014). From Machine-to-Machine to the Internet of Things. Oxford: Elviesier.</p> <p>Lanier, J. (2013). Who owns the future? London: Allen Lane.</p> <p>McKinsey Global Institute (2011). Big data: The next frontier for innovation, competition, and productivity. New York.</p> <p>Schmidt, E. & Cohen, J. (2013). The New Digital Age – Reshaping the Future of People, Nations and Business. London: John Murray.</p> <p>Strauß, R. (2013). Digital Business Excellence. Stuttgart: Schäffer Pöschel.</p> <p>Vogelstein, F. (2013). Dogfight – How Apple and Google went to War and started a Revolution. New York: Harper Collins Publishers.</p>

Module-No./ Code	MBAP
Name of module	Data Science, Business Intelligence, Analytics und Predictive Modelling
If relevant, courses in the module	<ul style="list-style-type: none"> • 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 • 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 understanding, 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	<ul style="list-style-type: none"> • Students recognise the theory of the knowledge pyramid: From data via information to knowledge and decisions

	<ul style="list-style-type: none"> • 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)	elective
Application of module	M.A. Business Management
Prerequisites for participation	
Responsible for module	Prof. Dr. Christoph Sandbrink

Name of lecturer / of courses	
Teaching language	English
Type of exam /prerequisites for awarding credit points	Written exam of 120 minutes. Prerequisite for awarding credit points is regular attendance at lectures
Weighting of grades in the final grade	6/90 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.
Special features (e.g. percentage of online work, company visits, guest lectures, etc)	In the second half of the module 10 one-hour personal or online conferences with small groups of students (maximum 10), in which the company-related observation and assessment tasks of modules 1 – 4 are discussed. This also serves as preparation for the final written exam. In their companies, students are enabled to develop, test and employ data science models independently.
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. MacGregor, J. (2013). Predictive Analysis with SAP: The Comprehensive Guide. Walldorf: SAP Press. Further references in English will be complemented.

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Module-No./ Code	MA
Name of Module	Master's thesis
If relevant, courses of the module	
Content of the module	<ul style="list-style-type: none"> • Students work on the master's 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).
Learning outcomes of the module	<ul style="list-style-type: none"> • Students can present complex management-related topics in written form using the rules of sound scientific practice and • demonstrate their competence in 1) working with empirical methods • and 2) maintaining a critical distance to management practice. • They are able to develop recommendations for optimising management systems and/or management practice.
Semester	3rd semester
Duration of module	16 weeks
Frequency of module offer	every semester
ECTS-credits	18 ECTS-credits
Workload and its composition	Total workload: 450 hours Contact time: 40 hours Self-study: 410 hours
Type of module (required, elective, etc.)	required
Application of module	M.A. Business Management
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.
Person responsible for module	Prof. Dr. Michael Nagy/ Prof. Dr. Perizat Daglioglu
Name of professor/lecturer	All professors of the university
Teaching language	English
Type of examination/ requirements for awarding of credit points	Master's thesis of 15.000 words (16 ECTS-credits) and oral exam of 20 minutes (2 ECTS-credits).
Weighting of the module grade in the final grade	
Teaching and learning methods	The 60 hours of contact time consist of: <ul style="list-style-type: none"> a) one day at the beginning of the semester during which the master's topic proposals are discussed and optimised within the group b) 8 half-day master's colloquia
Special features (e.g. percentage of online work, practice, guest speakers, etc.)	The second half of the course includes 3 one-hour personal or online sessions in which small groups of students (maximum 10) discuss the company-based observation and assessment tasks of the module. This part of the module also serves as a preparation for the final examination. This is also possible online if students are working abroad.

Literature	<p>Baumgarth, C.; , Eisend, M. u.a. (2009): Empirische Mastertechniken: Eine anwendungsorientierte Einführung für die Marketing- und Managementforschung. Gabler Wiesbaden.</p> <p>Karmasin, M.; Ribing, R.(2014): Ein Leitfaden für Seminararbeiten, Bachelor-, Master-, Magister- und Diplomarbeiten sowie Dissertationen. 9.Auflage. Facultas wuv wien.</p> <p>Schreyögg, Georg und Jörg Sydow (1995): Managementforschung 5: Empirische Studien. Walter de Gruyter. Berlin, New York.</p> <p>Voss, R. (2011): Wissenschaftliches Arbeiten – leicht verständlich! UVK/Lucius Konstanz.</p> <p>References in English will be complemented.</p>
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