



# Curriculum & Syllabi Handbook

## MBA International Management Part-Time



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Winter Semester 2022/23  
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[www.esb-business-school.de](http://www.esb-business-school.de)



## Contents

1.	Study Structure .....	5
2.	Overview: Modules and Courses .....	7
3.	CORE MODULES AND COURSES.....	9
3.1.	Market-oriented Management.....	9
3.2.	Managerial and Financial Accounting.....	11
3.3.	Negotiating across Borders .....	13
3.4.	Business Research Methods .....	16
3.5.	Economics & Finance.....	18
3.5.1.	Economics of Firms and Markets.....	18
3.5.2.	Business Finance .....	22
3.6.	Strategic & Sustainable Management.....	23
3.6.1.	Strategic Management.....	24
3.6.2.	Sustainability Management.....	26
3.7.	Leadership & Change.....	28
3.7.1.	Leadership .....	29
3.7.2.	Organisational Behaviour and Change .....	32
3.8.	Digitisation & Entrepreneurship .....	34
3.8.1.	Digital Business Strategies .....	34
3.8.2.	Digital Entrepreneurship .....	37
3.9.	Business Process Management Simulation .....	37
3.10.	International Business Law .....	39
3.11.	Master Thesis .....	41
4.	ELECTIVES.....	43

## Qualification Profile

### Aims of the programme

This MBA in International Management (Part-Time) enables its graduates to assume managerial responsibilities, assess business processes, formulate strategic development objectives and make business decisions on the basis of scientific models and proven best practice in an international environment.

It builds on, and accounts for, previously gained knowledge and experience in various disciplines and industries in the context of case studies and related group discussions in many of its classes.

The MBA is primarily designed for non-business graduates but can also be attended by graduates with a business background.

### Degree awarded

Master of Business Administration (MBA)

### Duration of studies

5 semesters part-time – 90 ECTS

### Competency goals (CGs) according to AACSB

The overall competency goals and objectives of ESB degree programmes have evolved from the ESB Business School **mission** and are subject to continuous quality assurance processes.

*‘Within an educational environment that is truly international, we develop leaders who shape global business practice and society responsibly.’*

Derived from this target, ESB Business School is committed to achieving distinct learning outcomes in individual programmes. The quality of teaching and learning is measured along these outcomes. The programme goals are rendered in English and follow the international quality standards of AACSB (Association to Advance Collegiate Schools of Business). On the basis of assessment results, curricular improvements may be deemed necessary and thus implemented to help improve learning and teaching within the degree programme and in line with the educational mission of ESB Business School.

The defined competency goals (and objectives) for all ESB programmes include:

- Language proficiency
- Intercultural competence
- Ethical behaviour
- Problem-solving competence
- Functional and methodological competence
- Digital skills in functional and/ or methodological context

**Table 1: Competency goals and objectives MBA Part-Time**

LANGUAGE PROFICIENCY	INTERCULTURAL COMPETENCE	ETHICAL BEHAVIOUR	PROBLEM-SOLVING COMPETENCE	FUNCTIONAL COMPETENCE	METHODOLOGICAL COMPETENCE
COMPETENCY GOAL 1	COMPETENCY GOAL 2	COMPETENCY GOAL 3	COMPETENCY GOAL 4	COMPETENCY GOAL 5 DIGITAL SKILLS	COMPETENCY GOAL 6 DIGITAL SKILLS
<b>ESB MBA Part-Time graduates</b> are proficient in at least one foreign language and communicate in spoken and written word at B2 proficiency level (admission requirements).	...are interculturally competent.	...are able to manage complex, ethical and legal issues expertly in their professional field and in wider, environmental contexts.	...are experts at solving complex problems in the domain of International Management.		...have the ability to assess and develop digital business strategies.
	...reflect upon the cultural context and its complexities when making decisions in a global business environment.	...are reflexively aware of ethical and legal issues in their professional field. They are able to critically analyse these issues on the basis of normative theory or models.	...develop innovative solutions for entrepreneurial scenarios.		...demonstrate proficiency in the application of appropriate instruments/frameworks for developing digital business strategies.
Measure embedded in admission requirements	Measure embedded in module M 3 'Negotiating across Borders' by way of self-reflective exercises and IES online test	tbd	Measure embedded in module M 15 'Master Thesis'	tbd	Measure embedded in module M 9.1. 'Digital Business Strategies' by way of case study and presentation

## Qualification profile of graduates

Graduates of the MBA International Management Part-Time programme acquire comprehensive management skills; they are familiar with the entire economic spectrum from marketing to financing, from corporate strategies to process optimisation. They demonstrate entrepreneurial spirit and skills. They are able to see far into the future and are highly sensitive to different business cultures and international partners.

The MBA is not directed towards specific industries per se. Its focus is more on functions within an international environment. These include general management, human resources, strategic planning, finance, sales, and also entrepreneurship, which is gaining more and more importance for corporations.

Typical corporate areas:

- Corporate strategy
- Leading international teams
- Business management
- Consulting
- Self-employment ventures

## 1. Study Structure

### Lectures and seminars

The MBA is a part-time programme. Classroom seminars are held on Fridays and Saturdays and supported by online contact seminars during the week. These offer introduction and recapitulation of lecture content as well as guidance and supervision of project work where applicable. Lecture notes and material are offered via Relax, the university's online learning platform.

The weekend schedule is interrupted by four block weeks that are timetabled in the semesters 1, 2, 3 and 4. These block weeks allow lecturers a more continuous interaction and additionally offer the students the opportunity for compact and continuous exchange and integration.

The modules are programme-specific and cannot be transferred to other degree programmes.

**Table 2: Study structure**

Course	Contact hours (à 45 min.)		(Weekend) lectures <sup>1</sup>	ECTS credits <sup>2</sup>
	Lecture	CS		
<b>1. Semester</b>	<b>Lecture</b>	<b>CS</b>	<b>WE</b>	<b>ECTS</b>
Market-oriented Management	45	15	3	6
Managerial and Financial Accounting	45	15	3	6
Negotiating across Borders	45	15	3*	6
Business Research Methods	15	15	1	2
<b>Total</b>	<b>150</b>	<b>60</b>	<b>10</b>	<b>20</b>
<b>2. Semester</b>	<b>Lecture</b>	<b>CS</b>	<b>WE</b>	<b>ECTS</b>
Economics & Finance	60	30	4	8
Economics of Firms and Markets	(30)	(15)	(2)	(4)
Business Finance	(30)	(15)	(2)	(4)
Strategic & Sustainable Management	60	30	4	8
Strategic Management	(30)	(15)	(2)	(4)
Sustainability Management	(30)	(15)	(2)**	(4)
Elective 1	30	15	2	3
<b>Total</b>	<b>150</b>	<b>75</b>	<b>10</b>	<b>19</b>
<b>3. Semester</b>	<b>Lecture</b>	<b>CS</b>	<b>WE</b>	<b>ECTS</b>
Leadership & Change	60	30	4	8
Leadership	(30)	(15)	(2)**	(4)
Organisational Behaviour and Change	(30)	(15)	(2)	(4)
Digitisation & Entrepreneurship	60	30	4	8
Digital Business Strategies	(30)	(15)	(2)	(4)
Digital Entrepreneurship	(30)	(15)	(2)	(4)
Elective 2	30	15	2	3
<b>Total</b>	<b>150</b>	<b>75</b>	<b>10</b>	<b>19</b>
<b>4. Semester</b>	<b>Lecture</b>	<b>CS</b>	<b>WE</b>	<b>ECTS</b>
Business Process Management Simulation	30	15	2**	5
International Business Law	30	15	2	5
Elective 3	30	15	2	3
Elective 4	30	15	2	3
<b>Total</b>	<b>120</b>	<b>60</b>	<b>8</b>	<b>16</b>
<b>5. Semester</b>	<b>Lecture</b>	<b>CS</b>	<b>WE</b>	<b>ECTS</b>
Master Thesis	-	-	--	16
<b>Total</b>	<b>-</b>	<b>-</b>	<b>--</b>	<b>16</b>
<b>For programme in total</b>	<b>570</b>	<b>270</b>	<b>38***</b>	<b>90</b>

\* 1 WE + 1 block week

\*\* 1 block week

\*\*\* 30 WE + 4 block weeks

**Weekend seminars:** Fridays: 15:30-21:30 / Saturdays: 08:30-15:30 / **Contact seminars:** 17:00-21:00 /

**Block week:** Monday-Thursday: 08:30-15:30

<sup>1</sup> Weekend seminars/ block week: 15 teaching units per weekend/ block week including examinations

<sup>2</sup> 1 Credit is equivalent to 30h workload (contact hours and self-study)

## 2. Overview: Modules and Courses

Table 3: Modules and courses

Code	Modules and courses	ECTS per semester					Workload (teaching units à 45 min.)					Type of assess-ment	Language	Grade weighting
		1.	2.	3.	4.	5.	Lecture/ seminar	Contact seminar	Weekends	Self-study	Total workload			
<b>M 1</b>	<b>Market-oriented Management</b>	6					45	15	3	120	180	CA	Dt	6/88
<b>M 2</b>	<b>Managerial and Financial Accounting</b>	6					45	15	3	120	180	KL(2h)	Engl	6/88
<b>M 3</b>	<b>Negotiating across Borders</b>	6					45	15	3	120	180	CA	Engl	6/88
<b>M 4</b>	<b>Business Research Methods</b>	2					15	15	1	30	60	-	Engl	-
<b>M 5</b>	<b>Economics &amp; Finance</b>		8				60	30	4	150	240	KL(2h) / PA		8/88
M 5.1	Economics of Firms and Markets		(4)				(30)	(15)	(2)	(75)	(120)		Dt	
M 5.2	Business Finance		(4)				(30)	(15)	(2)	(75)	(120)		Engl/Dt	
<b>M 6</b>	<b>Strategic &amp; Sustainable Management</b>		8				60	30	4	150	240	PA / CA		8/88
M 6.1	Strategic Management		(4)				(30)	(15)	(2)	(75)	(120)		Dt	
M 6.2	Sustainability Management		(4)				(30)	(15)	(2)	(75)	(120)		Engl	
<b>M 7</b>	<b>Module Elective 1</b>			3			30	15	2	45	90	PA / CA	Engl/Dt	3/88
<b>M 8</b>	<b>Leadership &amp; Change</b>			8			60	30	4	150	240	PA / CA		8/88
M 8.1	Leadership			(4)			(30)	(15)	(2)	(75)	(120)		Engl	
M 8.2	Organisational Behaviour and Change			(4)			(30)	(15)	(2)	(75)	(120)		Engl	
<b>M 9</b>	<b>Digitisation &amp; Entrepreneurship</b>			8			60	30	4	150	240	PA / CA		8/88
M 9.1	Digital Business Strategies			(4)			(30)	(15)	(2)	(75)	(120)		Engl	
M 9.2	Digital Entrepreneurship			(4)			(30)	(15)	(2)	(75)	(120)		Engl	
<b>M 10</b>	<b>Module Elective 2</b>			3			30	15	2	45	90	PA / CA	Engl/Dt	3/88
<b>M 11</b>	<b>Business Process Management Simulation</b>				5		30	15	2	105	150	PA	Engl	5/88
<b>M 12</b>	<b>International Business Law</b>				5		30	15	2	105	150	KL(2h)	Dt	5/88
<b>M 13</b>	<b>Module Elective 3</b>			3			30	15	2	45	90	PA / CA	Engl/Dt	3/88
<b>M 14</b>	<b>Module Elective 4</b>			3			30	15	2	45	90	PA / CA	Engl/Dt	3/88
<b>M 15</b>	<b>Master Thesis</b>					16				480	480	MT		16/88
	<b>Total</b>	20	19	19	16	16	570	270	38	1860	2700			

**Abbreviations:**

**CA** Continuous assessment  
**MT** Master Thesis

**KL** Klausurarbeit/ written exam  
**PA** Projektarbeit/ Project work (may include written paper and presentation)

**Table 4: Electives/ Electives may vary through adjustments and updates (see §3 Abs. 2).  
Students must take at least 4 electives.**

Code	Modules and courses	ECTS per semester					Workload (teaching units à 45 min.)					Type of assess- ment	Language	Grade weighting
		1.	2.	3.	4.	5.	Lecture/ seminar	Contact seminar	Weekends	Self-study	Total workload			
VM 1	Behavioural Finance			3			30	15	2	45	90	PA / CA	Dt	3/88
VM 2	Strategy Implementation			3			30	15	2	45	90	PA / CA	Dt	3/88
VM 3	Marketing below the Line			3			30	15	2	45	90	PA / CA	Dt	3/88
VM 4	Negotiating and Drafting Contracts			3			30	15	2	45	90	PA / CA	Engl	3/88
VM 5	Supply Chain Management			3			30	15	2	45	90	PA / CA	Engl/Dt	3/88
VM 6	Business Development			3			30	15	2	45	90	PA / CA	Engl	3/88
VM 7	Sports Management			3			30	15	2	45	90	PA / CA	Dt	3/88
VM 8	Advanced Law for Managers			3			30	15	2	45	90	PA / CA	Dt	3/88
VM ff.	Electives supplemented by the Examinations Board			3			30	15	2	45	90	PA / CA	Engl/Dt	3/88
VM A	Elective 1 completed abroad			3							90	PA / CA	Engl	3/88
VM B	Elective 2 completed abroad			3							90	PA / CA	Engl	3/88
VM C	Elective 3 completed abroad			3							90	PA / CA	Engl	3/88
VM D	Elective 4 completed abroad			3							90	PA / CA	Engl	3/88

### 3. CORE MODULES AND COURSES

#### 3.1. Market-oriented Management

Module	M 1
Semester	1
Duration of module	3 weekends plus online contact seminars
Type of module	Core
How frequently is the module offered	1x per semester
Admission requirements	None
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Gerd Nufer</u> Building 17, Office 017, Tel.: 07121 271 6011 <a href="mailto:gerd.nufer@reutlingen-university.de">gerd.nufer@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Michael Streich
Language of instruction	German
Credits (ECTS)	6
Total workload and breakdown	180 hours
Contact hours	Block lectures on weekends and online contact seminars; in total 60 hours.
Examination/ type of assessment	CA
Weighting of grade within programme	6/88
Learning outcomes	<p>The aim of the course is to acquire basic knowledge concerning theories and tools for marketing and the prevailing market mechanisms. The hands-on work in practical case studies enables the application and embedding of the theoretical marketing knowledge acquired.</p> <ul style="list-style-type: none"> <li>• <b>Subject-specific competencies</b> <ul style="list-style-type: none"> <li>– The students learn market-focused thinking and responsiveness in order to be able to develop markets. They learn to create/devise a marketing strategy and to implement it by using marketing tools.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Professional competencies</b> <ul style="list-style-type: none"> <li>– The students are capable of establishing correlations and cross-links between individual marketing tools and to classify these within the overall context of market-oriented corporate management.</li> </ul> </li> <li>• <b>Social skills, key competencies</b> <ul style="list-style-type: none"> <li>– Within the scope of dealing with and working on case studies in groups, the students develop and enhance their social skills and advance their personality development. They acquire problem-solving skills and decision-making capabilities, for self-management and autonomy along with the ability to work in a team.</li> </ul> </li> <li>• <b>Personal competencies</b> <ul style="list-style-type: none"> <li>– Students recognize the importance and necessity of marketing, are capable of classifying these in the overall framework of business administration and of dealing with the resulting questions in a professional manner. They become competent dialog partners to specialists in national and international marketing and are capable of professional communication with marketing managers and officers and of developing solutions for marketing issues or problems.</li> </ul> </li> </ul>
<p>Course-specific contributions to AoL competency goals (CG 1 - 6)</p>	<p><b>CG 4 reinforced:</b> Students evaluate and summarize the key concepts of marketing. Through a rigorous management approach, students will acquire the ability to understand and solve marketing problems. Moreover, students are able to apply theoretical concepts to specific practical situations. Students work in groups on case studies and present their results.</p> <p><b>CG 6 reinforced:</b> Students understand digital marketing strategies. They are able to identify and analyse challenges and perspectives regarding digital marketing.</p>
<p>Content/ indicative syllabus</p>	<ul style="list-style-type: none"> <li>• Strategic Marketing</li> <li>• Product Policy</li> <li>• Pricing Policy</li> <li>• Communication Policy</li> <li>• Distribution policy</li> <li>• Market research</li> <li>• Case Studies</li> </ul>
<p>Teaching and learning methods</p>	<p>Mixture of different teaching methods that alternate and address different learning types:</p> <ul style="list-style-type: none"> <li>▪ Course delivered with seminar-based approach</li> <li>▪ Preparation of concepts in small groups with final presentation of results and discussion</li> </ul>

Miscellaneous	If applicable, guest lecturer
Indicative reading list	<ul style="list-style-type: none"> <li>– Fantapié Altobelli, Claudia: Marktforschung, 3. Auflage, Konstanz/München 2017</li> <li>– Homburg, Christian: Marketingmanagement. Strategie – Instrumente – Umsetzung – Unternehmensführung, 7. Aufl., Wiesbaden 2020</li> <li>– Kotler, Philip / Keller, Kevin Lane / Opresnik, Marc Oliver: Marketing-Management. Konzepte – Instrumente – Unternehmensfallstudien, 15. Aufl., München 2017</li> <li>– Meffert, Heribert / Burmann, Christoph / Kirchgeorg, Manfred / Eisenbeiß, Maik: Marketing. Grundlagen marktorientierter Unternehmensführung. Konzepte – Instrumente - Praxisbeispiele, 13. Aufl., Wiesbaden 2019</li> <li>– Sander, Matthias: Marketing-Management. Märkte, Marktforschung und Marktbearbeitung, 3. Aufl., München 2019</li> </ul>

### 3.2. Managerial and Financial Accounting

Module	M 2
Semester	1
Duration of module	6 weekend days plus online contact seminars
Type of module	Core
How frequently is the module offered	1x per semester
Admission requirements	None
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Robert LoBue</u> Building 17, Office 014, Tel.: 07121 271 6021 <a href="mailto:robert.lobue@reutlingen-university.de">robert.lobue@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Robert LoBue
Language of instruction	English
Credits (ECTS)	6
Total workload and breakdown	180 hours

Contact hours	Block lectures on weekends and online contact seminars; in total 60 hours.
Examination/ type of assessment	KL (2h)
Weighting of grade within programme	6/88
Learning outcomes	<ul style="list-style-type: none"> <li>• <b>Subject-specific competencies</b> <ul style="list-style-type: none"> <li>- Key methods, formulas, and calculations for values in the financial statements</li> <li>- Application of accounting standards, processes, and documentation</li> <li>- Financial input for planning and forecasting</li> <li>- Accounting systems for measurement and analysis of business functional areas including revenues, costs and margins</li> <li>- Management accounting models and techniques</li> </ul> </li> <li>• <b>Professional competencies</b> <ul style="list-style-type: none"> <li>- Accounting for decision making</li> <li>- Financial literacy and applications</li> <li>- Recognising financial impacts of operational transactions and decisions on financial results</li> <li>- Critical management expectations and governance requirements of the accounting function</li> </ul> </li> <li>• <b>Social skills, key competencies</b> <ul style="list-style-type: none"> <li>- Integrative relationship of accounting process, reports, and values to business operations transactions, decisions, and obligations for team programs and projects</li> <li>- Connecting accounting to market economics and business law to contribute to higher operational and strategic goals of the enterprise</li> </ul> </li> <li>• <b>Personal competencies</b> <ul style="list-style-type: none"> <li>- Identifying relevant factors in decision-making</li> <li>- Anticipating financial impacts of plans and activities at all management levels of the organization.</li> </ul> </li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 2 introduced:</b> Students learn to compare and to apply the international principles of accounting and reflect upon similarities and differences of accounting standards in a variety of countries.</p> <p><b>CG 3 introduced:</b> Corporate governance, transparency, and fairness are presented and reflected upon as critical underlying principles for social responsibility and sustainable management practices.</p>

	<p><b>CG 4 introduced:</b> Students analyse basic methods of financial management of companies by comparative analysis and learn to assess the financial impact of management decisions.</p> <p><b>CG 5 introduced:</b> The financial accounting system forms the core of any organizational information technology database connected to new digital apps and services. The cost management system proactively participates in innovations, processes, methods, resources, and activities of digitalization.</p>
Content/ indicative syllabus	<ul style="list-style-type: none"> <li>- Accounting standards and processes</li> <li>- Financial statement preparation and understanding</li> <li>- Cost behaviour and revenue relationships</li> <li>- Management accounting for decision-making in pricing and operational decision-making</li> <li>- Financial and management accounting reporting</li> </ul>
Teaching and learning methods	Seminar-based approach, digital tutorials, interactive cases & exercises
Indicative reading list	<ul style="list-style-type: none"> <li>– Harrison W. T., Horngren C. T., et al (2019), Financial Accounting, 11th global edition, Pearson.</li> <li>– Bhimani, A., Horngren, C.T., Datar, S.M. &amp; Rajan, M.V. (2019). Management and Cost Accounting (7th ed.). Pearson Prentice Hall.</li> <li>– Horngren, C. T., Sundem, G. L., et al (2014), Introduction to Management Accounting, 16th global edition, Pearson.</li> <li>– Exercises and explanations posted online in the RELAX course page</li> <li>– Other commonly-used financial and managerial textbook resources, preferably in English</li> </ul>

### 3.3. Negotiating across Borders

Module	M 3
Semester	1
Duration of module	1 weekend plus 1 block week plus online contact seminars
Type of module	Core
How frequently is the module offered	1x per semester
Admission requirements	None
Level	Master/ MBA

Module coordinator/ responsible professor	<u>Prof. Dr. Hazel Grünewald</u> Building 17, Office 005, Tel.: 07121 271 3074 <a href="mailto:hazel.gruenewald@reutlingen-university.de">hazel.gruenewald@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Hazel Grünewald
Language of instruction	English
Credits (ECTS)	6
Total workload and breakdown	180 hours
Contact hours	Block lectures and online contact seminars; in total 60 hours.
Examination/ type of assessment	CA
Weighting of grade within programme	6/88
Learning outcomes	<ul style="list-style-type: none"> <li>● <b>Subject-specific competencies</b> Students learn and practise methods and techniques that can be effectively used in negotiations. They become familiar with how to deal with the obstacles and complicating factors that might appear while applying them. The course focuses on the practical aspects of negotiation but has solid foundations in negotiation research.</li> <li>● <b>Professional and interdisciplinary competencies</b> Students learn to determine if a negotiation is position-based or interest-based. They can differentiate between integrative and distributive bargaining and gain an understanding of which game to play depending on the situation. Students analyse the different stages of a negotiation and get acquainted with/ practise relevant strategies and tactics to successfully manage cross-cultural communications and business negotiations. Students perceive the impact of personality, management styles and culture on the international negotiation process. Students are confronted with ethical implications in negotiations. They are also made aware of some of the cognitive biases likely to confront negotiators.</li> <li>● <b>Social skills/ key competencies</b> Students are able to reflect and discuss current topics connected to making deals in an international environment. They develop a sense of how to separate substantive issues (the deal) from broader relationship issues.</li> <li>● <b>Personal competencies</b></li> </ul>

	Students can analyse and understand their own personalities and tendencies in bargaining situations. They learn how to move out of their comfort zone and adapt to situations.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 2 assessed:</b> Students reflect upon the cultural variables that impact decision making in a global business environment – embedded assessment in the context of group exercises, simulation and a self-reflective essay and by way of IES (Intercultural Efficiency Scale) online test.</p> <p><b>CG 3 reinforced:</b> Students reflect upon the potential ethical consequences of management decisions from a cultural and personality perspective – reinforced in the context of group exercises, simulation and a self-reflective essay.</p>
Content/ indicative syllabus	<ol style="list-style-type: none"> <li>1. Cross-cultural communication/ MBTI – negotiating with different styles</li> <li>2. Introduction to negotiations <ul style="list-style-type: none"> <li>• Distributive versus integrative negotiations</li> <li>• The Harvard method: principled negotiations</li> <li>• Dealing with obstacles and complicating factors</li> <li>• Different personalities and styles</li> <li>• Rationality and cognition</li> <li>• Cross-cultural negotiation</li> <li>• Multiparty negotiation</li> </ul> </li> </ol>
Teaching and learning methods	<ul style="list-style-type: none"> <li>- Case study</li> <li>- Video</li> <li>- Interactive with continuous simulations</li> <li>- Quest 3C game</li> <li>- Exercises/ simulations in groups</li> </ul>
Indicative reading list	<p>Students will receive handouts and additional materials provided on the RELAX platform.</p> <p>Recommended literature</p> <ul style="list-style-type: none"> <li>– Adizes, Ichak. (2004) <i>Management/Mismanagement styles: How to identify a style and what to do about it</i>. Santa Barbara, CA: The Adizes Institute Publications.</li> <li>– Cialdini, Robert B. (2007): <i>Influence. The psychology of persuasion</i>. Rev. ed.; 1st Collins business essentials ed. New York: Collins.</li> <li>– Fisher, Roger; Shapiro, Daniel (2005): <i>Beyond reason. Using emotions as you negotiate</i>. New York: Viking.</li> <li>– Harvard business essentials. <i>Negotiation</i> (2003). Boston: Harvard Business School Press (The Harvard business essentials series).</li> </ul>

	<ul style="list-style-type: none"> <li>– Lewicki, Roy J.; Barry, Bruce; Saunders, David M. (2010): Negotiation. 6th ed. Boston: McGraw-Hill/Irwin.</li> <li>– Ury, William (2007): Getting past no. Negotiating your way from confrontation to cooperation. Rev. ed. New York: Bantam Books.</li> </ul>
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### 3.4. Business Research Methods

Module	M 4
Semester	1
Duration of module	2 weekend days plus online contact seminars
Type of module	Core
How frequently is the module offered	1x per semester
Admission requirements	None
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Robert LoBue</u> Building 17, Office 014, Tel.: 07121 271 6021 <a href="mailto:robert.lobue@reutlingen-university.de">robert.lobue@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Robert LoBue
Language of instruction	English
Credits (ECTS)	2
Total workload and breakdown	60 hours
Contact hours	Block lectures on weekends and online contact seminars; in total 30 hours.
Examination/ type of assessment	Pass/Fail based on personal attendance
Weighting of grade within programme	-
Learning outcomes	Critical Personal Skills Development including Reading, Thinking & Writing for Academic and Research Papers, Presentations & Publications

<p>Course-specific contributions to AoL competency goals (CG 1 - 6)</p>	<p><b>CG 1 reinforced</b> in Academic Writing Skills  <b>CG 3 reinforced</b> in Citation Expectations and Avoiding Plagiarism  <b>CG 4 reinforced</b> in Literature Review and Research Methodology</p>
<p>Content/ indicative syllabus</p>	<p>Academic Writing Skills:</p> <ul style="list-style-type: none"> <li>- Development of Topic/Thesis Focus/Purpose</li> <li>- Literature Sourcing, Selection, &amp; Review</li> <li>- Writing Style &amp; Structure</li> <li>- Academic (APA) Citation Guide</li> </ul> <p>Business Research Methodology:</p> <ul style="list-style-type: none"> <li>- Determining Research Philosophy: Ontology &amp; Epistemology</li> <li>- Formulating a Research Design</li> <li>- Selecting, Constructing and Conducting of Research Method(s)</li> <li>- Collecting &amp; Analysing Data</li> <li>- Validating the Contribution – for Application and/or Theory</li> <li>- Writing up Results &amp; Defence i.e. Master’s Thesis</li> <li>- Considering Publication</li> </ul>
<p>Teaching and learning methods</p>	<p>Seminar-based approach, tutorials, cases &amp; exercises</p>
<p>Indicative reading list</p>	<p>Purdue University On-Line Writing Laboratory (Purdue OWL)          General Writing:  <a href="https://owl.purdue.edu/owl/general_writing/index.html">https://owl.purdue.edu/owl/general_writing/index.html</a>          Research and Citation (including APA Style Guide):  <a href="https://owl.purdue.edu/owl/research_and_citation/resources.html">https://owl.purdue.edu/owl/research_and_citation/resources.html</a></p> <p>Mark N.K. Saunders, Philip Lewis, &amp; Adrian Thornhill: Research Methods for Business Students (2019), 8th ed., Pearson.</p> <p>Christina Quinlan, Barry Babin, Jon Carr, Mitch Griffin, &amp; William Zikmund: Business Research Methods (2019), 2nd ed., CENGAGE.</p> <p>Additional sources cited in lecture notes and webpage</p>

### 3.5. Economics & Finance

Module	M 5
Semester	2
Duration of module	4 weekends plus online contact seminars
Type of module	Core
Courses included in the module	Economics of Firms and Markets Business Finance
How frequently is the module offered	1x per semester
Admission requirements	Completion of first semester modules
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Rolf Daxhammer</u> Building 5, Office 213, Tel.: 07121 271 3005 <a href="mailto:rolf.daxhammer@reutlingen-university.de">rolf.daxhammer@reutlingen-university.de</a>
Name(s) of lecturer(s)	N.N. Prof. Dr. Rolf Daxhammer
Credits (ECTS)	8
Total workload and breakdown	240 hours
Examination/ type of assessment	KL (2h) / PA
Weighting of grade within programme	8/88

#### 3.5.1. Economics of Firms and Markets

Course number/ code	M 5.1
Name(s) of lecturer(s)	N.N.
Language of instruction	German
Credits (ECTS)	4

Contact hours	Block lectures on weekends and online contact seminars; in total 45 hours.
Learning outcomes	<ul style="list-style-type: none"> <li>● <b>Subject-specific competencies</b> <p>Students know the principles of economics and understand the relationship between micro- and macroeconomics as well as the role of economic policy within a global economy. They are aware of the economic settings relevant for entrepreneurial decision making. They understand and reflect on the market mechanisms in different market forms. They know the determinants of demand and supply behaviour. Students can appreciate the role and interaction of different economic agents (households and firms) in (aggregated) markets, as well as the relevance of spill-over and feedback effects between the goods, money and labour markets. They are able to reflect the relevance of fiscal and monetary policy especially for employment and inflation in a European and global setting. They identify the implications of different types of market failure and are able to evaluate economic policy instruments to improve market outcomes. Furthermore, students are familiar with the basic explanation of international trade and currency markets as well as economic integration. Based on their knowledge they are able to describe, discuss and evaluate current economic developments. Students know and can reflect on the relevance of technological change and innovation for growth and employment in the domestic and global economy.</p> </li> <li>● <b>Professional competencies</b> <p>Students know the key characteristics of relevant theoretical approaches in micro- and macroeconomics. They know graphical, mathematical and econometric methods and tools to analyse and reflect market situations. They can describe and evaluate the implications of economic policy for individual and aggregate variables. Students have the theoretical and empirical tools and knowledge to analyse the problems and particularities related to individual behaviour and economic choices that cannot be explained by the standard economic rational agent-based theory.</p> <p>They are able to reflect on scientific contributions to economic topics by applying their knowledge of economic approaches.</p> <p>Students are able to identify the relations between strategic entrepreneurial goals and the economic environment. They can derive and explain the consequences of economic developments and policy for firms and are able to develop adequate solutions as a response to changes in the economic environment. Students are familiar with and can apply research in economics to demonstrate an understanding of rational economic behaviour as well as departures from rationality in economic decision-making and theory.</p> </li> <li>● <b>Social skills/ key competencies</b> <p>Students reflect and challenge economic problems and current challenges within a global economy. They deepen their knowledge of economic variables and settings and develop the ability to think as an economist. They apply their knowledge and expertise in business and develop economic questions on their own. They are able to analyse an</p> </li> </ul>

	<p>economic problem or issue using an appropriate theoretical framework, recognize its limitations and appreciate uncertainties around such analyses. They reflect the ethical dimensions of economic decisions.</p> <ul style="list-style-type: none"> <li> <b>Personal competencies</b>            Students know how to handle and apply complex economic approaches and are able to argue in a logically consistent way and draw conclusions. They develop a feeling for the mix of intuitive and sometimes fuzzy arguments and formal rigor needed to work with (economic) theory. They are able to use the power of abstractness to focus upon the essential features of an economic problem and to provide a systematic framework for the coherent and critical evaluation of the effects of policy or other exogenous events. They also understand the relevance of assumptions for the outcome of economic models. They appreciate thereby the relevance of different cultural settings for economic behaviour.         </li> </ul>
<p>Course-specific contributions to AoL competency goals (CG 1 - 6)</p>	<p><b>CG 2 reinforced:</b> Students reflect upon the cultural context and its complexities when making decisions in a global business environment. They are introduced to economic concepts that are applied in a national and international setting.</p> <p><b>CG 3 reinforced:</b> Students reflect upon the potential ethical consequences of management decisions. Based on their economic knowledge, they reflect, in class discussions, on the ethical implications of their managerial decisions such as wage setting and the laying-off of workers.</p> <p><b>CG 4 reinforced:</b> Students develop innovative solutions for entrepreneurial scenarios. Students learn to apply their economic knowledge in case studies developing sound managerial decisions.</p> <p><b>CG 6 introduced:</b> Students have knowledge of and reflect on the implications of digital business models for the concentration process within markets.</p>
<p>Content/ indicative syllabus</p>	<p>The lecture starts with an analysis of the monopolistic structures in information technology markets. Here the cases of Microsoft, Google and others are discussed and reflected on. Based on these first insights into the relevance of market power, the lecture will deal with the standard approaches in microeconomics to provide students with the knowledge of market processes and relevant variables. Here the distinction between perfect and imperfect markets and the modifications based on behavioural economics will be stressed in particular.</p> <p>The Euro crisis and its implications build the starting point for the discussion of key macroeconomic approaches. The relevant relations in the aggregate goods market, the money and the labour market are analysed from a Keynesian and a neo-classical perspective which enables students to understand the importance of the (in)stability of markets for economic policy and its implications for companies in closed and open economies. Furthermore, the long run development of economies based on technological change and innovation is analysed.</p> <ol style="list-style-type: none"> <li>Case 1: The Success of Google, Apple and Microsoft</li> </ol>

	<ol style="list-style-type: none"> <li>2. The Determinants of Demand and Supply</li> <li>3. The Economics of Perfect Markets</li> <li>4. The Economics of Imperfect Markets</li> <li>5. Introduction to Behavioural Economics</li> <li>6. Case 2: The Euro Crisis</li> <li>7. Aggregate Demand and Aggregate Supply</li> <li>8. The Economics of the Labour Market</li> <li>9. Money and Inflation</li> <li>10. Economic Fluctuations and Economic Policy</li> <li>11. International Trade and Currency Markets</li> <li>12. The Determinants of Innovation and Growth</li> </ol>
Teaching and learning methods	Seminar-based approach
Indicative reading list	<p>Basic:</p> <ul style="list-style-type: none"> <li>– Mankiw, N. Gregory / Taylor, Mark P. / Ashwin, A. (2019): Business Economics, 3rd ed., Andover: Cengage Learning EMEA.</li> <li>– Mankiw, N. Gregory / Taylor, Mark P. (2020): Economics, 5th ed., Andover: Cengage Learning EMEA.</li> </ul> <p>Further readings:</p> <ul style="list-style-type: none"> <li>– Aghion, P./ Howitt, P. (2009), Economics of Growth, Cambridge (Mass.): MIT Press.</li> <li>– Blanchard, O. (2020), Macroeconomics: Global Edition, 8th. ed., London/New York: Pearson.</li> <li>– De Grauwe, Paul (2018), Economics of Monetary Union, 12th ed., Oxford: OUP.</li> <li>– Fagerberg, J., Mowery, D.C., Nelson, R.R. (2013/2005), The Oxford Handbook of Innovation (reprint), Oxford: OUP.</li> <li>– Krugman, P., Obstfeld, M., Melitz, M. (2018), International Economics - Theory and Policy, 11th ed., Boston: Pearson Addison-Wesley.</li> <li>– Varian, Hal R. (2014): Intermediate Microeconomics. A Modern Approach, 9th ed., New York: W.W. Norton.</li> </ul> <p>Additional reading will be made available in class.</p>

### 3.5.2. Business Finance

Course number/ code	M 5.2
Name(s) of lecturer(s)	<u>Prof. Dr. Rolf Daxhammer</u> Building 5, Office 213, Tel.: 07121 271 3005 <a href="mailto:rolf.daxhammer@reutlingen-university.de">rolf.daxhammer@reutlingen-university.de</a>
Language of instruction	German and English
Credits (ECTS)	4
Contact hours	Block lectures on weekends and online contact seminars; in total 45 hours.
Learning outcomes	<ul style="list-style-type: none"> <li>● <b>Subject-specific competencies</b> <ul style="list-style-type: none"> <li>– understand and use the terminology for key finance instruments, ratios and concepts</li> <li>– evaluate the access to different financing instruments for different types of companies</li> <li>– calculate pre-emptive rights for capital increases</li> <li>– calculate a company's cost of capital and critically reflect on its limitations</li> <li>– compare different capital structure theories</li> <li>– apply different valuation methods and understand their real-life limitations</li> <li>– use derivative instruments for FX hedging purposes</li> </ul> </li> <li>● <b>Professional and interdisciplinary competencies</b> <ul style="list-style-type: none"> <li>– Students will transfer basic principles of mathematics to the field of corporate finance.</li> <li>– Students will learn how managerial decisions are reflected in cash-flow requirements and how a company's financial flexibility is limited by macroeconomic conditions.</li> </ul> </li> <li>● <b>Social skills/ key competencies</b> <ul style="list-style-type: none"> <li>– Students should gain a clear understanding of how neoclassical models use assumptions, which may not mirror real life investors' attitudes to ethics, risk or personal gain.</li> </ul> </li> <li>● <b>Personal and practical competencies:</b> <ul style="list-style-type: none"> <li>– During the lecture, students will learn how to develop complex analytical and mathematical issues in a seminar-based interactive environment.</li> </ul> </li> </ul>

<p>Course-specific contributions to AoL competency goals (CG 1 - 6)</p>	<p><b>CG 4 reinforced:</b> Different sources of financing are compared based on the perspective of buyers and sellers of securities. In written individual presentations students demonstrate that they can identify problems for companies which use financial markets as a source of financing; offering strategies on how to solve these problems.</p> <p><b>CG 6 reinforced:</b> Students will learn how the forecasting process in capital budgeting can be augmented using AI-approaches on comprehensive data sets.</p>
<p>Content/ indicative syllabus</p>	<ul style="list-style-type: none"> <li>• Finance and financial markets</li> <li>• Internal and external sources of finance</li> <li>• Equity</li> <li>• Debt</li> <li>• Derivatives</li> <li>• Capital Budgeting</li> </ul>
<p>Teaching and learning methods</p>	<p>Lectures (seminar-style), student tutorials, guest speakers, workshops</p>
<p>Indicative reading list</p>	<p>Compulsory reading:</p> <ul style="list-style-type: none"> <li>– Zutter, C.J./Smart, S.B (2019): Principles of Managerial Finance; Reading, MA</li> <li>– Gräfer, H./Schiller, B./Rösner, S. (2014): Finanzierung, Berlin</li> </ul> <p>Further reading:</p> <ul style="list-style-type: none"> <li>– Brealey, R., Myers, S., Allen, F., (2019): Principles of Corporate Finance, Columbus</li> <li>– Perridon, L./Steiner, M./Rathgeber, A.W. (2022): Finanzwirtschaft der Unternehmung; München</li> </ul>

### 3.6. Strategic & Sustainable Management

<p>Module</p>	<p>M 6</p>
<p>Semester</p>	<p>2</p>
<p>Duration of module</p>	<p>2 weekends plus 1 block week plus online contact seminars</p>
<p>Type of module</p>	<p>Core</p>
<p>Courses included in the module</p>	<p>Strategic Management Sustainability Management</p>
<p>How frequently is the module offered</p>	<p>1x per semester</p>

Admission requirements	Completion of first semester modules
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Carmen Finckh</u> Building 17, Office 130, Tel.: 0175 20 60 333 <a href="mailto:carmen.finckh@reutlingen-university.de">carmen.finckh@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Carmen Finckh Prof. Dr. Maud Schmiedeknecht
Credits (ECTS)	8
Total workload and breakdown	240 hours
Examination/ type of assessment	PA / CA
Weighting of grade within programme	8/88

### 3.6.1. Strategic Management

Course number/ code	M 6.1
Name(s) of lecturer(s)	<u>Prof. Dr. Carmen Finckh</u> Building 17, Office 130, Tel.: 0175 20 60 333 <a href="mailto:carmen.finckh@reutlingen-university.de">carmen.finckh@reutlingen-university.de</a>
Language of instruction	German
Credits (ECTS)	4
Contact hours	Block lectures on weekends and online contact seminars; in total 45 hours.
Learning outcomes	Various competencies are improved: <ul style="list-style-type: none"> <li>• <b>Subject-specific competencies</b> <ul style="list-style-type: none"> <li>- Knowledge of contemporary strategy theory</li> <li>- Understanding of the functions and the limitations of the so-called main stream strategic management for the challenges of the future</li> <li>- Digital and sustainable business models</li> </ul> </li> <li>• <b>Professional competencies</b></li> </ul>

	<ul style="list-style-type: none"> <li>- Distinguish between strategic and non-strategic problem tasks</li> <li>- Problem-solving capabilities</li> <li>- Strategic thinking skills</li> <li>- Practical execution of strategy tools</li> <li>• <b>Social and key competencies</b> <ul style="list-style-type: none"> <li>- Ability to solve problems under uncertainty</li> <li>- Ability to communicate analyses and recommendations</li> </ul> </li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 2 reinforced:</b> Students reflect upon the cultural context and its complexities when making decisions in a global business environment.</p> <p><b>CG 3 reinforced:</b> Students reflect upon the potential ethical consequences of management decisions</p> <p><b>CG 4 reinforced:</b> Students develop solutions for strategic issues</p> <p><b>CG 5 reinforced:</b> Students reflect on the connection between strategy, sustainability and the relevance of digitalization in supply chains.</p> <p><b>CG 6 reinforced:</b> Students have the ability to assess and develop digital business strategies as part of the broader set of strategic choice.</p>
Content/ indicative syllabus	<ol style="list-style-type: none"> <li>1. Fundamentals of Strategy Management and Strategic Thinking <ol style="list-style-type: none"> <li>1.1. Strategic development and evaluation (process, tools)</li> <li>1.2. Business Models</li> <li>1.3. Strategy implementation at a glance</li> </ol> </li> <li>2. Rethinking Strategic Management <ol style="list-style-type: none"> <li>2.1. Foundations of sustainable strategic management</li> <li>2.2. Sustainable Strategizing</li> </ol> </li> <li>3. Business Concepts for Sustainable Strategizing <ol style="list-style-type: none"> <li>3.1. Sustainable business models</li> <li>3.2. Flourishing enterprise strategy design method</li> </ol> </li> <li>4. Value-based stakeholder Management</li> </ol>
Teaching and learning methods	Lectures, case-based learning, HBS Simulations
Indicative reading list	<p>References</p> <ul style="list-style-type: none"> <li>– Lynch, Richard L. (2015): Strategic management / Richard Lynch. 7. ed.: Pearson.</li> <li>– Wunder, Thomas (2016): Essentials of Strategic Management. Effective Formulation and Execution of Strategy: Schäffer-Poeschel Verlag für Wirtschaft Steuern Recht GmbH.</li> <li>– Wunder, Thomas (Hg.) (2017): CSR und Strategisches Management: Wie man mit Nachhaltigkeit langfristig im Wettbewerb gewinnt. Berlin, Heidelberg: Springer Berlin Heidelberg.</li> </ul>

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- Wunder, Thomas (Hg.) (2019): Rethinking Strategic Management. 1st ed. Cham: Springer International Publishing.
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### 3.6.2. Sustainability Management

Course number/ code	M 6.2
Name(s) of lecturer(s)	<u>Prof. Dr. Maud Schmiedeknecht</u> Building 17, Office 130, Tel.: 07121 271 3081 <a href="mailto:maud.schmiedeknecht@reutlingen-university.de">maud.schmiedeknecht@reutlingen-university.de</a>
Language of instruction	English
Credits (ECTS)	4
Contact hours	Block lectures and online contact seminars; in total 45 hours.
Learning outcomes	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> Students will develop an enhanced understanding of theoretical and practical aspects of sustainability management. They will be able to apply methods to identify and analyse business challenges and perspectives regarding sustainability issues (analysis). Furthermore, students will be familiar with strategies and instruments to apply sustainability management in business and to transform businesses towards circular economy (implementation).</li> <li>• <b>Methodological competencies:</b> Students will enhance their analytical and critical thinking skills in addition to their problem-solving skills particularly in the field of sustainability management. Furthermore, they will be able to create a presentation deck considering the requirements of a management consultancy.</li> <li>• <b>Social competencies:</b> Through the interactive nature of the course, students will apply their oral and written communication skills. Furthermore, they will apply their team skills by developing results in discussions in various team set-ups. Students will be able to analyse and critically reflect on their own learning process during the course.</li> <li>• <b>Personal competencies:</b> Students will gain knowledge and competencies in analysing and assessing sustainability management issues and thereby reflect how to grow into responsible decision makers. They will discuss personal consequences, e.g. to take the initiative for a responsible and future oriented behaviour in business and society.</li> </ul>

<p>Course-specific contributions to AoL competency goals (CG 1 - 6)</p>	<p><b>CG 2 reinforced:</b> Students reflect upon the complexities of international corporations regarding sustainability topics, e.g. social and ecological challenges of setting up sustainable supply chains.</p> <p><b>CG 3 reinforced:</b> Students reflect upon the potential ethical consequences of management decisions. Ethical awareness is reinforced by solving case studies.</p> <p><b>CG 4 reinforced:</b> Students analyse and assess sustainability management systems, e.g. by evaluating sustainability reports regarding strategy, implementation measurements, and KPIs.</p> <p><b>CG 5 introduced:</b> Students learn how companies can use data to enable transparency and authenticity in their processes, e.g. to conduct life cycle assessments and increase the transparency in their supply chains with big data and blockchain technology.</p>
<p>Content/ indicative syllabus</p>	<ul style="list-style-type: none"> <li>- Introduction to sustainability management: Topics, principles and standards</li> <li>- Implementation of sustainability management: Strategies, structures and processes</li> <li>- Sustainable business models and business model innovations: Circularity patterns and transformation towards circular economy</li> <li>- Selected functional areas of sustainability management: Supply chain and reporting</li> <li>- Climate solution simulation</li> </ul>
<p>Teaching and learning methods</p>	<p>Seminar style lecture including case studies, discussions, guest lectures, simulation, coaching by instructor and presentations by students</p>
<p>Indicative reading list</p>	<p>Lecture handout with list of references, case studies, current sustainability reports and articles, amongst others:</p> <ul style="list-style-type: none"> <li>– Aagaard, A., Lüdeke-Freund F., Wells, P. (eds.) (2021): Business Models for Sustainability Transitions: How Organisations Contribute to Societal Transformation. Palgrave MacMillan.</li> <li>– Bocken, N.M.P., Short, S.W., Evans, S. (2014): A literature and practice review to develop sustainable business model archetypes. Journal of Cleaner Production (65), pp. 42-56.</li> <li>– Geissdoerfer, M., Vladimirova, D., Evans, S. (2018): Sustainable business model innovation: A review. Journal of Cleaner Production (198), pp. 401-416.</li> <li>– Konietzko, J., Bocken, N., Hultink, E.J. (2020): A Tool to Analyze, Ideate and Develop Circular Innovation Ecosystems. Sustainability, 12(1):417.</li> <li>– Lüdeke-Freund, F., Breuer, H., Massa, L. (2022): Sustainable Business Model Design – 45 Patterns.</li> <li>– Takacs, F., Stechow, R., Frankenberger, K. (2020): Circular Ecosystems: Business Model Innovation for the Circular Economy.</li> </ul>

	<p>White Paper of the Institute of Management &amp; Strategy, University of St. Gallen.</p> <ul style="list-style-type: none"> <li>– Schaltegger, S., &amp; Burritt, R. (2018). Business cases and corporate engagement with sustainability: Differentiating ethical motivations. <i>Journal of Business Ethics</i>, 147(2), 241-259.</li> <li>– World Economic Forum (2021): The Global Risks Report 2021.</li> </ul>
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### 3.7. Leadership & Change

Module	M 8
Semester	3
Duration of module	1 block week plus 2 weekends plus online contact seminars
Type of module	Core
Courses included in the module	Leadership Organisational Behaviour and Change
How frequently is the module offered	1x per semester
Admission requirements	Completion of first and second semester modules
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Julia Hormuth</u> Building 5, Office 116, Tel.: 07121 271 3075 <a href="mailto:julia.hormuth@reutlingen-university.de">julia.hormuth@reutlingen-university.de</a>
Name(s) of lecturer(s)	Dr. Roy Mouawad Prof. Dr. Hazel Grünewald
Credits (ECTS)	8
Total workload and breakdown	240 hours
Examination/ type of assessment	PA / CA
Weighting of grade within programme	8/88

### 3.7.1. Leadership

Course number/ code	M 8.1
Name(s) of lecturer(s)	Dr. Roy Mouawad <a href="mailto:roy.mouawad@reutlingen-university.de">roy.mouawad@reutlingen-university.de</a>
Language of instruction	English
Credits (ECTS)	4
Contact hours	Block lectures and online contact seminars; in total 45 hours.
Learning outcomes	<p>This course examines theories and models of leadership and issues and challenges of people management in organizations. Environmental factors, organizational objectives, company culture, and individual and group ethical standards are examined to incorporate situational determinants of leadership effectiveness. The course provides a framework on what “leadership” entails, along with developing an understanding for the skills and knowledge to address leadership opportunities and challenges. Students’ ability to understand and apply diverse approaches to leadership in organizations is emphasized by readings, case analyses, role-plays, and in-class exercises. Emphasis is on building a sound grasp of good practice, and on developing the ability to apply such knowledge to actual business problems. After the course, students will have:</p> <ul style="list-style-type: none"> <li>• gained in-depth knowledge on the topic of leadership</li> <li>• learned practical tools and methods of leadership that will apply to a variety of organizational structures</li> <li>• become aware of how leadership topics apply to work settings</li> <li>• gained insight on their own personality, skills, values, beliefs, and ethics as they relate to leading others</li> <li>• acquired an understanding of power, influence, change, culture, emotions, and team contexts as related to leadership</li> <li>• developed experience in discussion and debate on leadership topics</li> <li>• developed a personal philosophy of leadership and people management</li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 1 reinforced:</b> As the course is conducted in English, students improve their command of the English language through readings, discussions, presentations, and debates on leadership theories and issues.</p> <p><b>CG 2 reinforced:</b> Students work on cases that focus on international/intercultural issues, which require them to reflect upon the culture dependence of leaders’ and followers’ positions and expectations.</p> <p><b>CG 3 reinforced:</b> Students explore ethics in a global context by looking at contemporary issues, concept definitions, approaches to business ethics and causes of unethical behavior in a business context. Students will discuss the social and ethical consequences of leadership. They will</p>

	<p>explore, through exercises and case studies, cross-cultural issues related to leadership ethics.</p> <p><b>CG 5 reinforced:</b> Students understand the impact of leadership on various functional areas of organizations, mainly strategy and human resource management. Students will examine the role of leaders and managers in setting a clear vision and designing strategies to achieve it.</p> <p><b>CG 6 reinforced:</b> Students discuss leadership schools and theories. Through exercises and class discussions, they will evaluate and critically analyze complex leadership situations. They will use tools and techniques to solve leadership problems.</p>
Content/ indicative syllabus	<p><b>Introduction</b></p> <ol style="list-style-type: none"> <li>1. Introduction to leadership &amp; people management: leadership described</li> <li>2. Leadership vision, purpose</li> </ol> <p><b>Leadership theories</b></p> <ol style="list-style-type: none"> <li>3. Trait and skill-based approaches to leadership</li> <li>4. Behavioural leadership theories</li> <li>5. Situational leadership theories</li> <li>6. Transactional and transformational leadership</li> </ol> <p><b>Values and authenticity:</b></p> <ol style="list-style-type: none"> <li>7. Leadership styles, needs, and motivation</li> <li>8. Leadership and ethics</li> </ol> <p><b>Teams, emotions, and culture:</b></p> <ol style="list-style-type: none"> <li>9. Team leadership and shared vision</li> <li>10. Emotional intelligence: Competencies for leaders in the 21<sup>st</sup> century</li> <li>11. Culture and leadership (cultural intelligence)</li> </ol> <p><b>Strategy, performance, and learning:</b></p> <ol style="list-style-type: none"> <li>12. Strategic people management</li> </ol> <p>People management canvas</p>
Teaching and learning methods	<p>Primarily case study based teaching with input presentations by the lecturer. Cases need to be prepared before, during, and after class.</p> <p>Debates, discussions, role plays, and in-class exercises.</p> <p>For examination, students will have to develop a final report on their own on an issue of leadership and/or people management taken out of their personal experience/context.</p>
Miscellaneous	<p>Cases, presentations as well as additional reading material will be provided on the course's RELAX website.</p>
Indicative reading list	<p>– Bass, B. M. (1999). Two decades of research and development in transformational leadership. <i>European journal of work and organizational psychology</i>, 8(1), 9-32.</p>

- Boyatzis, R. E. (2008). Competencies in the 21st century. *Journal of management development*, 27(1), 5-12.
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- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. *Journal of management*, 38(6), 1715-1759.
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### 3.7.2. Organisational Behaviour and Change

Course number/ code	M 8.2
Name(s) of lecturer(s)	<u>Prof. Dr. Hazel Grünewald</u> Building 17, Office 005, Tel.: 07121 271 3074 <a href="mailto:hazel.gruenewald@reutlingen-university.de">hazel.gruenewald@reutlingen-university.de</a>
Language of instruction	English
Credits (ECTS)	4
Contact hours	Block lectures on weekends and online contact seminars; in total 45 hours.
Learning outcomes	<p>After successful completion of this course the students should have gained the following knowledge and developed the following competencies:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies</b> Understanding of key concepts, models and practices within the field of organisational behaviour such as personality, motivation, team dynamics and effectiveness, decision-making, organisational design, culture and change; appreciation of how theories can be translated into practical applications.</li> <li>• <b>Methodological competencies</b> Competence to develop and answer a specific research question, to prepare a paper and a presentation according to scientific standards. The ability to be able to stand back and view complex situations in perspective and to think critically about organisations and what happens in them.</li> <li>• <b>Social competencies</b> Presentation and teamwork skills (through group work and group presentations).</li> <li>• <b>Personal competencies</b> Awareness of their own skills in realising an academic project; competence to evaluate other students' academic projects and presentations.</li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 1 reinforced:</b> During the course students work in culturally diverse student groups on several business cases and develop presentations and/or short written reports in English.</p> <p><b>CG 2 reinforced:</b> Students work in culturally diverse teams. They focus on challenges of managing organisational behaviours in an international context. Additionally, students learn how to assess (national or organisational) culture as well as the challenges culture poses.</p> <p><b>CG 3 reinforced:</b> Ethical aspects of several OB topics will be discussed, e.g. ethical aspects when motivating or leading people, ethical aspects of</p>

	<p>diversity management. Students will learn to identify ethical problems in business cases and will determine appropriate theories/approaches to tackle a specific challenge. Students will reflect and become aware of the positive and negative consequences of their decisions.</p> <p><b>CG 4 reinforced:</b> Students will have tools to develop innovative solutions for entrepreneurial scenarios. Finally, students will be aware of the legal, economic and ethical consequences of their decisions.</p>
<p>Content/ indicative syllabus</p>	<p><b>PART I: The world of organisational behaviour</b> Foundations of organisational behaviour</p> <p><b>PART II: Individual process/ group and social processes</b> Understanding people at work</p> <ul style="list-style-type: none"> <li>• Personality dynamics</li> <li>• Values</li> <li>• Perception and learning</li> <li>• Emotions, attitudes and stress</li> </ul> <p>Motivation and job satisfaction</p> <ul style="list-style-type: none"> <li>• Content and process theories</li> <li>• Reinforcement theories</li> <li>• Designing a motivating work environment</li> </ul> <p>Change management</p> <ul style="list-style-type: none"> <li>• Application of change management to practice</li> </ul>
<p>Teaching and learning methods</p>	<p>Lectures with discussions, case studies, videos, research, group discussions, self-inventories, simulations.</p>
<p>Indicative reading list</p>	<ul style="list-style-type: none"> <li>– Buelens, Marc.; Sinding, Knud; Waldstrøm, Christian et al. (2011): Organisational Behaviour. 4th Edition. Berkshire: McGraw-Hill Higher Education.</li> <li>– Gerrig, Richard J., Zimbardo, Philip, Svartol, Frode et al. (2012): Psychology &amp; Life. 18th Edition. European Adaptation Edition. Harlow: Pearson</li> <li>– Kotter, John P. (2010). Leading change. Boston, Mass: Harvard Business University Press</li> <li>– Lauer, Thomas. (2021). Change management: fundamentals and success factors. Berlin: Springer</li> <li>– Robbins, Stephen P.; Campbell, Timvothy; Judge, Timothy A. (2019): Organizational Behavior. 18th edition, global edition. Harlow &amp; Munich: Pearson</li> </ul>

### 3.8. Digitisation & Entrepreneurship

Module	M 9
Semester	3
Duration of module	4 weekends plus online contact seminars
Type of module	Core
Courses included in the module	Digital Business Strategies Digital Entrepreneurship
How frequently is the module offered	1x per semester
Admission requirements	Completion of first and second semester modules
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Martin Mocker</u> Building 5, Office 115, Tel.: 07121 271 3123 <a href="mailto:martin.mocker@reutlingen-university.de">martin.mocker@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Martin Mocker Prof. Dr. Johanna Bath Jan Doering
Credits (ECTS)	8
Total workload and breakdown	240 hours
Examination/ type of assessment	PA / CA
Weighting of grade within programme	8/88

#### 3.8.1. Digital Business Strategies

Course number/ code	M 9.1
Name(s) of lecturer(s)	<u>Prof. Dr. Martin Mocker</u> Building 5, Office 115, Tel.: 07121 271 3123 <a href="mailto:martin.mocker@reutlingen-university.de">martin.mocker@reutlingen-university.de</a>

Language of instruction	English
Credits (ECTS)	4
Contact hours	Block lectures on weekends and online contact seminars; in total 45 hours.
Learning outcomes	<p>Upon completion of this course, participants will have developed the following competencies:</p> <ul style="list-style-type: none"> <li>• <b>Professional/ subject-specific competencies</b>  Students are expected to understand the ambiguity and complexity of defining and executing strategy in an increasingly digitizing world. They will be able to identify the key decisions driving long-term firm performance in a digital economy and understand how these decisions influence why some firms are more successful than others, while others still fail. Specifically, this course will help students to <ul style="list-style-type: none"> <li>– Understand the sources of competitive advantage in a digital world</li> <li>– Understand business model choices in a digital world, especially with regard to multi-sided platforms (such as Amazon Marketplace, LinkedIn, Airbnb, etc.)</li> <li>– Understand the organizational capabilities needed to execute a digital business strategy</li> <li>– Understand how large, established companies transform to deliver on their digital strategy</li> </ul> </li> <li>• <b>Methodological competencies</b>  The capability to deal with complex, ambiguous situations by breaking problems down into parts, analysing the parts critically, weighing opposing arguments, presenting a synthesis and debating a decision in class as well as staying open to enhancing or changing decisions.</li> <li>• <b>Social competencies</b>  Building on feedback to improve their written and oral communication skills, their ability to work in teams, as well as defend their arguments in a discussion.</li> <li>• <b>Personal competencies</b>  Deal with ambiguous situations that do not have a definite 'right or wrong' answer.</li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 1 reinforced:</b> English as course language</p> <p><b>CG 2 introduced:</b> In a selected case, students are required to discuss cultural aspects of global standardization.</p> <p><b>CG 3 introduced:</b> In specific cases, students will discuss the ethical implications of automation.</p> <p><b>CG 4 reinforced:</b> As part of their project work, students are required to analyse strategic business challenges faced by actual companies in the</p>

	<p>digital age and formulate how these can be solved with digital management tools and frameworks.</p> <p><b>CG 5 reinforced:</b> As part of several cases, students discuss the impact of current digital technologies on processes that form part of a company's supply chain.</p> <p><b>CG 6 assessed:</b> As part of the evaluated project work, students are required to assess the current situation of their company with regards to digital strategy as well as prioritizing challenges and developing a plan of action.</p>
Content/ indicative syllabus	<ol style="list-style-type: none"> <li>1. Motivation: why 'digital' matters for MBAs?</li> <li>2. Digital Business Strategy: sources of competitive advantage</li> <li>3. Digital Business Models: how to make money in the digital age</li> <li>4. Digital Innovation: what digital strategy is built of</li> <li>5. Digital Transformation: architecting for execution of the digital strategy</li> </ol>
Teaching and learning methods	<p>Discussion of cases (i.e. the narrative of a business manager facing a difficult problem that will be discussed in class); lectures; students also work in groups and are assigned projects.</p>
Miscellaneous	<p>Examination type is CA for this course.</p>
Indicative reading list	<p>References and access to supplementary readings, videos, cases are provided during lectures. Key readings include:</p> <ul style="list-style-type: none"> <li>– Fonstad, N.O.; Mocker, M.: Munich Re: Building a Foundation for Innovating Digital Offerings, MIT Sloan Center for Information Systems Research, Working Paper No. 445, August 2020.</li> <li>– Hagiu, A., 2014. Strategic decisions for multisided platforms. MIT Sloan Management Review, 55(2)</li> <li>– Mocker, M. and Ross, J.W., 2017. The Problem with Product Proliferation. Harvard Business Review, 95 (3).</li> <li>– Mocker, M., Weill, P. and Woerner, S.L., 2014. Revisiting Complexity in the Digital Age. MIT Sloan Management Review, 55(4)</li> <li>– Mocker, M.; Ross, J., Hopkins, C.: How USAA Architected its Business for Life Event Integration. MIS Quarterly Executive, 14 (2015) 4, pp. 137-150.</li> <li>– Mocker, M.; Ross, J.W.: Transforming Royal Philips to Reinvent Healthcare in the Digital Age. MIT Sloan Center for Information Systems Research, Working Paper No. 425, December 2017</li> <li>– Mocker, M.; Fonstad, N.O.: How AUDI AG Is Driving Toward the Sharing Economy. MIS Quarterly Executive, 16 (2017) 4, pp. 279-293.</li> <li>– Mocker, M; Beath, C.M.: The First Year of Digital Transformation at Principal International Chile. MIT Sloan Center for Information Systems Research, Working Paper No. 432, December 2018.</li> </ul>

	<ul style="list-style-type: none"> <li>– Mocker, M; Novales, A.: Connected Cleaning at Kärcher. MIT Sloan Center for Information Systems Research, Working Paper No. 441, January 2020.</li> <li>– Ross, J. W.; Beath, C. M.; Mocker, M.: Designed for Digital: How to Architect Your Business for Sustained Success. MIT Press (2019, forthcoming).</li> <li>– Van Alstyne, M.W., Parker, G.G. and Choudary, S.P., 2016. Pipelines, Platforms, and the New Rules of Strategy. Harvard Business Review, 94(4)</li> <li>– Weill, P. and Woerner, S.L., 2013. Optimizing your digital business model. MIT Sloan Management Review, 54(3)</li> </ul>
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### 3.8.2. Digital Entrepreneurship

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### 3.9. Business Process Management Simulation

Module	M 11
Semester	4
Duration of module	1 block week plus online contact seminars
Type of module	Core
How frequently is the module offered	1x per semester
Admission requirements	Completion of first, second and third semester modules
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Johanna Bath</u> Building 17, Office 014, Tel.: 07121 271 5028 <a href="mailto:johanna.bath@reutlingen-university.de">johanna.bath@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Johanna Bath <a href="mailto:johanna.bath@reutlingen-university.de">johanna.bath@reutlingen-university.de</a> Carolin Schwarz <a href="mailto:carolin.schwarz@reutlingen-university.de">carolin.schwarz@reutlingen-university.de</a>
Language of instruction	English

Credits (ECTS)	5
Total workload and breakdown	150 hours
Contact hours	Block lectures and online contact seminars; in total 45 hours.
Examination/ type of assessment	PA
Weighting of grade within programme	5/88
Learning outcomes	<ul style="list-style-type: none"> <li>• <b>Social skills/ key competencies</b> Through the interactive nature of the course, students will apply their oral and written communication skills. Furthermore, they will apply their team skills by developing results in discussions in various team set-ups. Students will be able to analyse and critically reflect on their own learning process during the course.</li> <li>• <b>Personal competencies</b> Students will gain knowledge and competencies in analysing and assessing sustainable business processes and thereby grow into responsible decision makers.</li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 2 reinforced:</b> Students reflect upon the cultural context and its complexities when considering ethical, social and environmental aspects in establishing sustainable supply chains and business.</p> <p><b>CG 3 assessed:</b> The course includes aspects of ethical management.</p> <p>Students reflect upon the complexities of international corporations e.g. social and ecological challenges of setting up sustainable supply chains and business models. Students analyse and assess sustainable business process issues e.g. strategies and implementation of management systems as well as stakeholder management.</p> <p>In their case study work, they reflect upon ethical dilemmas of management decisions and make decisions considering economic, social and environmental aspects. Students will also work on sustainable business models, with the aim of addressing societal and ecological issues with profitable business models.</p> <p><b>CG 4 reinforced:</b> Students will enhance their analytical and critical thinking skills in addition to their problem-solving skills.</p> <p><b>CG 5 reinforced:</b> Students are able to assess the relevance of digitalization for sustainable supply chains.</p> <p><b>CG 6 reinforced:</b> Students will develop an enhanced understanding of theoretical and practical aspects of business processes. They will be able to apply methods to identify and analyse challenges and perspectives regarding sustainability issues in the entire supply and value chain.</p>
Content/ indicative syllabus	<ul style="list-style-type: none"> <li>▪ Business ethics</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Basics of business processes: topics, models, strategies</li> <li>▪ Implementation of sustainable business processes: structures, stakeholder management, instruments and standards</li> <li>▪ Selected functional areas of sustainable business processes: supply chain, reporting</li> <li>▪ Sustainable business models: case studies</li> <li>▪ Social innovation and social design</li> <li>▪ Innovation management: from idea to product</li> </ul>
Teaching and learning methods	Seminar style lecture including case studies, discussions, coaching by instructor and presentations by students
Indicative reading list	Lecture handouts with list of references Case study material

### 3.10. International Business Law

Module	M 12
Semester	4
Duration of module	2 weekends plus online contact seminars
Type of module	Core
How frequently is the module offered	1x per semester
Admission requirements	Completion of first, second and third semester modules
Level	Master/ MBA
Module coordinator/ responsible professor	<u>Prof. Dr. Markus Conrads</u> Building 5, Office 212, Tel.: 07121 271 3080 <a href="mailto:markus.conrads@reutlingen-university.de">markus.conrads@reutlingen-university.de</a>
Name(s) of lecturer(s)	Prof. Dr. Markus Conrads
Language of instruction	German
Credits (ECTS)	5

Total workload and breakdown	150 hours
Contact hours	Block lectures on weekends and online contact seminars; in total 45 hours.
Examination/ type of assessment	KL (2h)
Weighting of grade within programme	5/88
Learning outcomes	<p>The students should</p> <ul style="list-style-type: none"> <li>- know the most important rules of commercial law and learn how to apply them in their professional practice</li> <li>- get a feeling for the cases in which it is advisable to involve legal experts</li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 3 reinforced:</b> Students will reflect upon the potential ethical consequences of management decisions. Ethical awareness is reinforced by solving a case study dealing with general questions of compensation. The students reflect on whether the traditional ways of compensating damages are sufficient and how they can make sure that their contract partners perform their contractual obligations ethically.</p> <p><b>CG 5 reinforced:</b> Students will learn the basics on contracts regarding digital content. They will learn which statutory provisions will apply and they will also be informed about European initiatives to strengthen consumer protection in this field.</p>
Content/ indicative syllabus	<ul style="list-style-type: none"> <li>- Basics of German commercial law</li> <li>- Contract law (domestic)</li> <li>- Labour law and employment contracts</li> <li>- Basics of international business law</li> <li>- Distribution Law</li> <li>- Exercises and overviews</li> </ul>
Teaching and learning methods	Seminar-based approach
Indicative reading list	<ul style="list-style-type: none"> <li>- Conrads: Internationales Kaufrecht, Verlag, 2017</li> <li>- NWB-Textausgabe: „Wichtige Gesetze des Wirtschaftsprivatrechts“</li> </ul>

### 3.11. Master Thesis

Module	M 15
Semester	5
Duration of module	Maximum 4 months
Type of module	Core
How frequently is the module offered	Continually
Admission requirements	Successful completion of 45 ECTS credits acquired in semester 1, 2 and 3
Level	Master/ MBA
Module coordinator/ responsible professor	First supervisor: a professor at Reutlingen University, preferably a professor from ESB Business School Second supervisor: a professor at Reutlingen University or a company representative who must be approved by the MBA examination board
Name of contact person	Depending on the topic (central contact person possible)
Language	Thesis can be written in German or English
Credits (ECTS)	16
Total workload and breakdown	480 hours
Examination/ assessment conditions	Independent grading by two supervisors. Minimum grade is 4.0. The thesis is written in German or English and is to be written in semester 5. The scope corresponds to 16 ECTS credit points and has to be submitted within 4 months.
Weighting of grade within programme	16/88
Learning outcomes	As part of the preparation for their master's thesis, the candidate should demonstrate the ability to produce academic/ scientific work at MBA level. The subject of the thesis is the independent analysis of a subject-immanent question with the help of scientific methods within a given period of time, as well as the elaboration of proposed solutions and suggestions for further scientific investigations of related questions.  At the same time, the candidate should be able to assess the scientific and practical relevance of the topic and to select and apply the relevant methods of analysis.

<p>Course-specific contributions to AoL competency goals (CG 1 - 6)</p>	<p><b>CG 2 reinforced if subject-applicable:</b> Students include the international dimensions of the analysed research question and research field.</p> <p><b>CG 3 reinforced if subject-applicable:</b> Students check and reflect the ethical dimensions of their research topic. They also choose their research method according to accepted ethical standards and rules.</p> <p><b>CG 4 embedded assessment:</b> Students develop solutions for business related issues and show how business objectives can be achieved in a practical nature. The thesis demonstrates the student's problem-solving skills. The process of writing and development of argumentation, as well as the drawing of conclusions, is done independently.</p> <p><b>CG 5 reinforced if subject-applicable:</b> The contribution to this CG depends on the research field of the master's thesis.</p> <p><b>CG 6 reinforced if subject-applicable:</b> Students analyse the relevance of digital tools and frameworks for their research topic.</p>
<p>Content/ indicative syllabus</p>	<p>Structured, scientific elaboration of a subject-defined topic in the field of general management based on the knowledge and competences acquired in the study programme. This includes the development of a practice-oriented research question and academic treatment of the topic in coordination with the supervisors.</p> <p>Content and methods vary depending on the task. The choice of methods must be undergirded.</p> <p>As a rule, the thesis is written in cooperation with a company. Exceptions to this are to be discussed with the responsible professor.</p>
<p>Teaching and learning methods</p>	<p>As far as content and methods of the master's thesis are concerned, the students are supervised by a professor and, if applicable, by a company representative. The supervision includes, in particular, the reflection of the structure and the methods used.</p> <p>The thesis demonstrates the student's problem-solving skills. The process of writing and development of argumentation as well as the drawing of conclusions is done independently.</p>
<p>Indicative reading list</p>	<p>Depending on individual topic</p>

## 4. ELECTIVES

For students under the new study and examination regulations (starting from winter semester 2022/23), electives will be offered for the first time in the summer semester 2023. As an example, an overview of electives taking place in the winter semester 2022/23 can be found in the curriculum and syllabi handbook for the old study and examination regulations (starting before winter semester 2022/23).