

MODULE HANDBOOK

Master of Arts

Master International Management (CSE-MAINTE-60)

60 ECTS Credits

Campus Studies

As of July 23rd, 2026

Classification: Consecutive

Contents

1. Semester

Module CSEMBLSE-02: Leadership

Module Description	6
Course CSEMBLSE01-02: Leadership	8

Module CSEMBSME: Strategic Management

Module Description	12
Course CSEMBSME01: Strategic Management	14

Module CSEMINTMAB_E: Managing Across Borders

Module Description	18
Course CSEMINTMAB01_E: Managing Across Borders	20

Module CSEMARM-01: Advanced Research Methods

Module Description	23
Course CSEMARM01-01: Advanced Research Methods	25

Module CSEMINTIM_E: Intercultural Management

Module Description	29
Course CSEMINTIM01_E: Intercultural Management	31

Module CSEMINTSATIM_E: Seminar: Current Issues in International Management

Module Description	34
Course CSEMINTSATIM01_E: Seminar: Current Issues in International Management	36

2. Semester

Module CSEMBAEBCG: Business Ethics and Corporate Governance

Module Description	40
Course CSEMBAEBCG01: Business Ethics and Corporate Governance	42

Module CSEMMARE-01: International Marketing

Module Description	45
Course CSEMMARE01-01: International Marketing	47

Module CSEMBGE: Managing in a Global Economy

Module Description	50
Course CSEMBGE01: Managing in a Global Economy	52

Module DLMMTHES: Master Thesis

Module Description	56
Course DLMMTHES01: Master Thesis	58
Course DLMMTHES02: Colloquium	61

1. Semester

Leadership

Module Code: CSEMBLSE-02

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.A. (Leadership)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Leadership (CSEMBLSE01-02)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Leadership

- Organizational Behavior
- Motivation
- Justice
- Power Decisions
- Diversity

Learning Outcomes

Leadership

On successful completion, students will be able to

- understand behavior of employees from a psychological and sociological point of view.
- apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems.
- raise awareness to workplace issues around justice and apply their knowledge in to their management decisions.
- reflect individual and group mechanisms against the background of diversity.
- develop a deep understanding of decision-making processes and common biases and errors in decision-making.
- critically reflect on conflicts with their processes and patterns, and solve them more effectively.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management

Links to other Study Programs of the University

All Master Programmes in the Business field

Leadership

Course Code: CSEMBLSE01-02

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

Students will be prepared to take over a leadership role in an organization. Students will be equipped with the psychological foundation of performance and commitment as the most crucial outcome variables in leadership. Based on their psychological understanding, they will develop a deep understanding of resulting social processes such as motivation, conflict, power, and leadership. Solid theoretical foundations will be taught, and students will transfer their theoretical knowledge to work-place problems.

Course Outcomes

On successful completion, students will be able to

- understand behavior of employees from a psychological and sociological point of view.
- apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems.
- raise awareness to workplace issues around justice and apply their knowledge in to their management decisions.
- reflect individual and group mechanisms against the background of diversity.
- develop a deep understanding of decision-making processes and common biases and errors in decision-making.
- critically reflect on conflicts with their processes and patterns, and solve them more effectively.

Contents

1. Organizational Behavior as the Foundation of Leadership
 - 1.1 What Is Organizational Behavior?
 - 1.2 Job Performance
 - 1.3 Organizational Commitment
2. Psychological Mechanisms
 - 2.1 Individual Characteristics
 - 2.2 Individual Mechanisms
 - 2.3 Group Characteristics & Diversity
 - 2.4 Group Mechanisms
 - 2.5 Organization Mechanisms

3. Motivation Concepts
 - 3.1 Self-Determination Theory
 - 3.2 Reinforcement Theory
 - 3.3 Expectancy Theorie
 - 3.4 Motivational Concepts Applied
4. Organizational Justice
 - 4.1 Equity Theory
 - 4.2 Distributive Justice
 - 4.3 Procedural Justice
 - 4.4 Interactional Justice
 - 4.5 Cultural Justice
5. Making and Implementing Decisions
 - 5.1 Perception and Individual Decision-Making
 - 5.2 The Rational Model, Bounded Rationality, and Intuition
 - 5.3 Common Biases and Errors in Decision Making
6. Power and Politics
 - 6.1 Trait Theories of Leadership
 - 6.2 Behavioral Theories
 - 6.3 Contingency Theories
 - 6.4 LMX Theory
 - 6.5 Bases of Power
 - 6.6 The General Dependence Postulate
 - 6.7 Influence Tactics
7. Conflict
 - 7.1 The Conflict Process
 - 7.2 Negotiation in a Social Context

Literature

Compulsory Reading

Further Reading

- Ashkenas, R., & Manville, B. (2018). Harvard Business Review Leader's Handbook: Make an Impact, Inspire Your Organization, and Get to the Next Level. Harvard Business Press.

- Bachrach, D. G., Kim, K. Y., Patel, P. C., & Harms, P. D. (2022). Birds of a feather?: Firm sales growth and narcissism in the upper echelons at the CEO-TMT interface. *The Leadership Quarterly*, 101621.
- Banks, G. C., Dionne, S. D., Mast, M. S., & Sayama, H. (2022). Leadership in the digital era: A review of who, what, when, where, and why. *The Leadership Quarterly*, 101634.
- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2022). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (8e). New York, NY, USA: McGraw-Hill.
- Han, G. H., & Harms, P. D. (2010). Team identification, trust and conflict: A mediation model. *International Journal of conflict management*.
- Hannah, S. T., Avolio, B. J., Luthans, F., & Harms, P. D. (2008). Leadership efficacy: Review and future directions. *The Leadership Quarterly*, 19(6), 669-692.
- Nieken, P. (2022). Charisma in the gig economy: The impact of digital leadership and communication channels on performance. *The Leadership Quarterly*, 101631.
- Obenauer, W. G., & Kalsher, M. J. (2022). Is white always the standard? Using replication to revisit and extend what we know about the leadership prototype. *The Leadership Quarterly*, 101633.
- Robbins, S. P., Judge, T. A., & Campbell, T. T. (2021). *Organizational behaviour*. Pearson education.
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. *Journal of organizational behavior*, 35(S1), S41-S60.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Strategic Management

Module Code: CSEMBSME

Module Type see curriculum	Admission Requirements None	Study Level MBA	ECTS Credits 5	Student Workload 150 h
--------------------------------------	---------------------------------------	---------------------------	--------------------------	----------------------------------

Semester / Term see curriculum	Duration Minimum 1 semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
--	--	--	---

Module Coordinator

N.A. (Strategic Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Strategic Management (CSEMBSME01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Strategic Management

- Foundations and concepts of strategic management
- Strategic planning process
- International challenges of strategic management

Learning Outcomes**Strategic Management**

On successful completion, students will be able to

- understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account.
- analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses.
- develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- evaluate strategies by employing appropriate controlling tools.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of the University

All Master Programmes in the Business & Management field.

Strategic Management

Course Code: CSEMBSME01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in global markets, highlighting intercultural aspects, by looking at organizations operating in different countries. Students learn to analyze and understand strengths and weaknesses of organizations from various disciplines (products, services, NGOs etc.) that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within various different organizations. Exercises and international case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.

Course Outcomes

On successful completion, students will be able to

- understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account.
- analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses.
- develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- evaluate strategies by employing appropriate controlling tools.

Contents

1. What is Strategy?
 - 1.1 What is a Corporate Strategy?
 - 1.2 What Has to be Taken into Consideration when Making Strategic Decisions?
 - 1.3 Who Takes Part in Developing a Strategy?
 - 1.4 What is Included in a Solid Strategic Plan?

2. The Strategic Environment
 - 2.1 Where Are We in the Market Place? The Macroenvironment
 - 2.2 Where Are We in the Market Place? The Microenvironment
 - 2.3 Analysis, Strategic Capabilities, and the Five Forces Model
3. The Position in the Market
 - 3.1 Why Do We Exist?
 - 3.2 What is Our Position in the Market?
 - 3.3 What Information Does the Company Need?
 - 3.4 What Capabilities Does the Company Have?
 - 3.5 What Capabilities Do Others Have?
4. What Strategic Options Are Available to the Strategic Business Unit (SBU)?
 - 4.1 What Strategic Options Does the SBU Have?
 - 4.2 Interactive Strategies
 - 4.3 Product Life Cycle
5. What Strategic Options Are Available to the Corporation?
 - 5.1 Areas to Consider When Formulating a Strategy
 - 5.2 Strategic Options
 - 5.3 Outsourcing
 - 5.4 Product Portfolio Analysis Using the BCG Matrix
 - 5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix
6. What International Strategies Are Available?
 - 6.1 Why Do Companies Go International?
 - 6.2 What Factors Contribute to the Decision About Which Country to Invest In?
 - 6.3 How Can a Company Invest Internationally?
7. Do-It-Yourself, Buy, or Ally?
 - 7.1 Do-It-Yourself
 - 7.2 Mergers and Acquisitions (M&As)
 - 7.3 Strategic Alliances
 - 7.4 How to Decide Whether to Buy, Alley, or Do-It-Yourself?
8. How to Evaluate Strategies?
 - 8.1 How to Evaluate Strategy?
 - 8.2 Implementing Strategy

Literature**Compulsory Reading****Further Reading**

- Hooley, G. J., Piercy, N., Nicoulaud, B., & Rudd, J. M. (2017). Marketing strategy and competitive positioning (6th ed.). Harlow: Pearson Education.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2017). Exploring strategy: Text and cases (10th ed.). Harlow: Pearson Education.
- Kotler, P. T., & Keller, K. L. (2015). Marketing management (15th ed.). Harlow: Pearson.
- Porter, M. (2004). Competitive strategy: Techniques for analyzing industries and competitors. New York, NY: Free Press.
- Porter, M. (2008). On competition (2nd ed.). Boston: Harvard Business Review Press.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Managing Across Borders

Module Code: CSEMINTMAB_E

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.A. (Managing Across Borders)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Managing Across Borders (CSEMINTMAB01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Managing Across Borders

- International economic and business environment
- Globalization and international competitiveness
- International Trade
- International financial and capital markets
- International organizations and economic integration
- Current hot spots in the international economic and business environment

Learning Outcomes

Managing Across Borders

On successful completion, students will be able to

- identify the main developments and trends in the global economic environment and use them as a basis for business decisions.
- demonstrate the development of globalization and world trade in the last decades.
- explain the causes and effects of protectionism on a country's economic development.
- understand the interrelationships of international financial and capital markets and assess them with regard to the handling of exchange rate risks.
- explain the importance of international organizations such as the World Trade Organization (WTO) or the International Monetary Fund (IMF) for global cooperation.
- form their own opinion on current issues of international economic policy.

Links to other Modules within the Study Program

This module is similar to other modules in the fields of Business Administration & Management

Links to other Study Programs of the University

All Master Programs in the Business & Management fields

Managing Across Borders

Course Code: CSEMINTMAB01_E

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	none

Course Description

The interdependence of economies, markets and technologies has increased continuously over the past decades. In addition to the former three dominant economic areas of the USA, Europe and Japan, emerging markets have joined the group, which play an increasingly important role in world trade. Global networking creates both opportunities and risks for internationally active companies. In this course, students acquire a deeper understanding of global economic, political and technological interrelationships as a basis for strategic decisions of internationally operating companies. In addition to knowledge of international trade, international financial and capital markets, and international organizations, students will be able to form their own well-founded opinion on current developments and trends in the international economic and business environment by the end of this course.

Course Outcomes

On successful completion, students will be able to

- identify the main developments and trends in the global economic environment and use them as a basis for business decisions.
- demonstrate the development of globalization and world trade in the last decades.
- explain the causes and effects of protectionism on a country's economic development.
- understand the interrelationships of international financial and capital markets and assess them with regard to the handling of exchange rate risks.
- explain the importance of international organizations such as the World Trade Organization (WTO) or the International Monetary Fund (IMF) for global cooperation.
- form their own opinion on current issues of international economic policy.

Contents

1. International economic and business environment
 - 1.1 Economic environment
 - 1.2 Political environment
 - 1.3 Technological environment
2. Globalization and international competitiveness
 - 2.1 Definition and development of globalization
 - 2.2 Opportunities and threats of globalization

2.3 International competitiveness

3. International Trade

- 3.1 Theories and models of international trade
- 3.2 Importance of international trade for an economy
- 3.3 Protectionism as a threat to international business

4. International financial and capital markets

- 4.1 Importance of international financial and capital markets for globally active companies
- 4.2 International exchange rate regimes
- 4.3 Hedging of exchange rate risks

5. International organizations and economic integration

- 5.1 International organizations as the basis of the world economy (WTO, World Bank, IMF)
- 5.2 Regional economic integration as driver for international business (EU, USMCA)

6. Current hot spots in the international economic and business environment

- 6.1 USA-China: Struggle for political and economic supremacy
- 6.2 Emerging Markets: new players in the global economy
- 6.3 Agenda 2030: Sustainable Development Goals (SDG)

Literature

Compulsory Reading

Further Reading

- Cavusgil, S. T., Knight, G. A., & Riesenberger, J. R. (2020). International business: The new realities (5th ed.). Pearson.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). International business: Environments and operations (16th ed.). Pearson.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Advanced Research Methods

Module Code: CSEMARM-01

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.A. (Advanced Research Methods)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Advanced Research Methods (CSEMARM01-01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Written Assignment

Split Exam

Module Contents

Advanced Research Methods

- Principles of Research
- Research Approaches
- The Research Project
- Selected Formal Techniques
- Selected Interpretative Topics
- Scientific Reporting

Learning Outcomes**Advanced Research Methods**

On successful completion, students will be able to

- demonstrate an understanding of principles of scientific inquiry and logical reasoning.
- apply formal techniques to modeling and theory generation.
- apply interpretative techniques to intercultural case studies.
- propose, plan, and conduct research projects under ethical constraints.
- evaluate study results to arrive at valuable and ethical conclusions.
- report study results responsibly in an objective and comprehensible form.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Methods

Links to other Study Programs of the University

All Master Programmes in the Business field

Advanced Research Methods

Course Code: CSEMARM01-01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	none

Course Description

Advanced research methods, specifically business research, is scientific inquiry that attempts to uncover new information which helps a business improve performance, maximizing shareholder value while adhering to ethical and moral compliance standards.

Managers seeking to conduct empirical research must maintain validity, reliability, and trustworthiness when utilizing scientific methodologies in order to produce meaningful and actionable results. Research proposals are typically written prior to conducting research, which have a certain structure, enabling the researcher to properly plan, conduct, and analyze case studies and surveys. Different data collection strategies are used to collect both qualitative and quantitative data, depending on the research proposal goals. Managers utilize their understanding of research methodologies to accurately assess the quality of research.

Course Outcomes

On successful completion, students will be able to

- demonstrate an understanding of principles of scientific inquiry and logical reasoning.
- apply formal techniques to modeling and theory generation.
- apply interpretative techniques to intercultural case studies.
- propose, plan, and conduct research projects under ethical constraints.
- evaluate study results to arrive at valuable and ethical conclusions.
- report study results responsibly in an objective and comprehensible form.

Contents

1. Principles of Research
 - 1.1 Scientific Inquiry
 - 1.2 Principles of Reasoning
 - 1.3 From Data to Knowledge
 - 1.4 Models & Theories
 - 1.5 The Research Cycle
2. Research Approaches
 - 2.1 Experimental Design
 - 2.2 Engineering & Development
 - 2.3 Empirical Research & Case Studies

- 2.4 Interpretative Studies
3. The Research Project
 - 3.1 Topic Generation
 - 3.2 Types of Literature Reviews
 - 3.3 Developing a Research Design
 - 3.4 The Research Proposal
4. Selected Formal Techniques
 - 4.1 Foundations of Probability Theory & Inferential Statistics
 - 4.2 Data Acquisition
 - 4.3 Pattern Recognition & Classification
 - 4.4 Modelling & Theory Generation
 - 4.5 Artificial Intelligence in Research
5. Selected Interpretative Topics
 - 5.1 Phenomenology
 - 5.2 Hermeneutics & Discourse Analysis
 - 5.3 Ethnography & Ethnomethodology
 - 5.4 Critical Management Theory
6. Scientific Reporting
 - 6.1 Results Presentation & Visualization
 - 6.2 Interpretation
 - 6.3 Argumentation & Discussion
 - 6.4 Conclusions
 - 6.5 Ethical Considerations

Literature

Compulsory Reading

Further Reading

- Babbie, E. R. (2021). The practice of social research (15th ed.). Cengage Learning.
- Babbie, E. R. (2016). The practice of social research (14th ed.). Cengage Learning.
- Crossman, A. (2019). How to conduct an index for research. <https://www.thoughtco.com/index-for-research-3026543>
- Eurostat. (n.d.). Beginners: Statistical concept - Index and base year. https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Beginners:Statistical_concept_-_Index_and_base_year

- Giles, D. (2004). *Advanced research methods in psychology* (Reprint). Psychology Press.
- Rea, L.M., & Parker, R.A. (2014). *Designing and conducting survey research: A comprehensive guide*, (4th ed). Jossey-Bass.
- Saunders, M., Thornhill, A., & Lewis, P. (2019). *Research methods for business students* (8th ed). Pearson.
- Takahashi, A. R. W., & Araujo, L. (2019). Case study research: Opening up research opportunities. *RAUSP Management Journal*, 55(1), 100–111.
- Widner, J., Woolcock, M., & Ortega Nieto, D. (Eds.). (2022). *The case for case studies: Methods and applications in international development (strategies for social inquiry)*. Cambridge University Press.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study 94 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

Intercultural Management

Module Code: CSEMINTIM_E

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.A. (Intercultural Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Intercultural Management (CSEMINTIM01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Intercultural Management

- Fundamentals and classification of intercultural management
- Role and importance of intercultural management for companies
- Diversity management in intercultural management
- Entrepreneurial aspects in decision-making for intercultural management
- Focal points of intercultural management
- Intercultural management in selected countries

Learning Outcomes

Intercultural Management

On successful completion, students will be able to

- recognize and classify intercultural management as an independent discipline in business administration.
- use important cultural theories and cultural dimensions as a basis for business decisions in an international context.
- analyze relevant core competencies of a company for successful intercultural management and apply them in concrete situations.
- identify and manage culture-specific influences on the strategy, marketing and human resources of internationally active companies.
- apply important aspects of intercultural management in leadership, communication and cooperation in international teams.
- demonstrate cultural sensitivity and deeper understanding of international cooperation with selected cultural regions (Germany, USA, China).

Links to other Modules within the Study Program

This module is similar to other modules in the fields of Business Administration & Management

Links to other Study Programs of the University

All Master Programs in the Business & Management fields

Intercultural Management

Course Code: CSEMINTIM01_E

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	none

Course Description

With the ever growing globalization of the economy, the demands on managers and employees to operate successfully in an international environment have increased. An important core competence of internationally active companies is the skill to competently deal with the idiosyncrasies of other cultures. In business administration, an independent discipline of intercultural management has therefore been developed to examine the behavior and cooperation of people from countries and organizations around the world and to derive recommendations for successful interactions on a corporate and personal level. This course provides students with a conceptual framework for a systematic understanding of the concept of culture, cultural synergies and differences, and the convergence and divergence of cultural norms and values. Students acquire the knowledge and intercultural skills necessary to manage and work across borders and cultures in a changing global business environment.

Course Outcomes

On successful completion, students will be able to

- recognize and classify intercultural management as an independent discipline in business administration.
- use important cultural theories and cultural dimensions as a basis for business decisions in an international context.
- analyze relevant core competencies of a company for successful intercultural management and apply them in concrete situations.
- identify and manage culture-specific influences on the strategy, marketing and human resources of internationally active companies.
- apply important aspects of intercultural management in leadership, communication and cooperation in international teams.
- demonstrate cultural sensitivity and deeper understanding of international cooperation with selected cultural regions (Germany, USA, China).

Contents

1. Fundamentals and Classification of Intercultural Management
 - 1.1 Intercultural Management as an Independent Discipline in Business Administration
 - 1.2 Important Cultural Concepts as Basis for Intercultural Management
 - 1.3 Important Cultural Dimensions as Basis for Intercultural Understanding

2. Role and Importance of Intercultural Management for Companies
 - 2.1 International Developments and Contexts for Enterprises
 - 2.2 Connection Between National Culture and Corporate Culture
 - 2.3 Entrepreneurial Core Competencies for Successful Intercultural Management
3. Diversity Management in Intercultural Management
 - 3.1 Working with Diversity in Companies
 - 3.2 Management Styles in Individualistic and Collectivist Cultures
 - 3.3 Reconciliation of Cultural Dilemmas
4. Entrepreneurial Decision-making Dimensions of Intercultural Management
 - 4.1 Strategy
 - 4.2 Marketing
 - 4.3 Human Resources Management (HRM)
5. Focal Points of Intercultural Management
 - 5.1 Intercultural Management and Corporate Governance
 - 5.2 Intercultural Communication
 - 5.3 Intercultural Zeamwork
6. Intercultural Management in Selected Countries
 - 6.1 Germany
 - 6.2 USA
 - 6.3 China

Literature

Compulsory Reading

Further Reading

- Browaeys, M-J. / Price, R. (2015): Understanding Cross-Cultural Management. 3rd Edition, Pearson, Upper Saddle River.
- Deresky, H. (2017): International Management: Managing Across Borders and Cultures. 9th Edition, Pearson Education Limited, Harlow.
- Steers, R. M. / Nardon, L. / Sanchez-Runde, C. J. (2016): Management across Cultures. Developing Global Competencies. Cambridge University Press, Cambridge.
- Thomas, D.C. / Inkson, K. (2017): Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd Edition, Berrett-Koehler Publishers, Oakland.
- Trompenaars, F. (2012): Riding the Waves of Culture. Understanding Cultural Diversity in Global Business. 3rd Edition, N. Brealey Publishing, London/Boston.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Seminar: Current Issues in International Management

Module Code: CSEMINTSATIM_E

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.A. (Seminar: Current Issues in International Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Seminar: Current Issues in International Management (CSEMINTSATIM01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Research Essay

Split Exam

Module Contents

Seminar: Current Issues in International Management

In the seminar "Current Issues in International Management", students deal with the opportunities and challenges facing internationally operating companies. The focus is on management and leadership skills that are important and necessary for successful work in an international environment.

Learning Outcomes

Seminar: Current Issues in International Management

On successful completion, students will be able to

- purpose fully apply management and leadership skills for work in an international environment.
- classify significant developments and trends in the international environment and to derive objectives for the international strategic positioning of a company.
- develop internationalization strategies in an appropriate and effective way for companies of different sizes and in different sectors.
- describe internationalization processes in an effective and efficient way on the functional level of a company.
- justify suitable market selection and market entry strategies in foreign markets on the basis of existing capacities and resources of a company.
- to recognize intercultural characteristics and business practices in international business and to harmonize them with their own values and norms.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of the University

All Master Programs in the Business & Management fields.

Seminar: Current Issues in International Management

Course Code: CSEMINTSATIM01_E

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	none

Course Description

The international orientation of economies and enterprises has steadily increased since the 1950s. This has also increased the demands on managers to operate successfully not only in their home market, but also in an ever more globalized economy. The expansion into international markets poses a number of challenges for companies which, in most cases, cannot be mastered with the business practices tried and tested in the home market. The seminar "Current Issues in International Management" promotes the development of students' competencies to understand the cultural, social, economic and political context of other countries in all its diversity and complexity as the basis for successful international business activities and to incorporate this knowledge into business management decisions.

Course Outcomes

On successful completion, students will be able to

- purpose fully apply management and leadership skills for work in an international environment.
- classify significant developments and trends in the international environment and to derive objectives for the international strategic positioning of a company.
- develop internationalization strategies in an appropriate and effective way for companies of different sizes and in different sectors.
- describe internationalization processes in an effective and efficient way on the functional level of a company.
- justify suitable market selection and market entry strategies in foreign markets on the basis of existing capacities and resources of a company.
- to recognize intercultural characteristics and business practices in international business and to harmonize them with their own values and norms.

Contents

- In the seminar "Current Issues in International Management", students deal with the opportunities and challenges facing internationally operating companies. The focus is on management and leadership skills that are important and necessary for successful work in an international environment. Thematically, the seminar focuses on developments and trends in the international business environment, strategies and processes of

internationalization, market selection and market entry strategies in foreign markets, operative implementation of an internationalization strategy in individual functional areas as well as cultural and ethical conflict potential of international business activities.

Literature

Compulsory Reading

Further Reading

- Cavusgil, S.T., Knight, G. & Riesenberger, J.R. (2019): International Business: The New Realities. 5th (Global) Edition. Pearson, Harlow England.
- Collinson, S., Rugman, A. M., & Narula, R. (2017): International business. Pearson, Harlow England.
- Deresky, H. (2017): International Management: Managing Across Borders and Cultures. 9th Edition, Pearson Education Limited, Harlow.
- Khanna, T. (2014): Contextual Intelligence. Harvard Business Review. <https://hbr.org/2014/09/contextual-intelligence> [letzter Zugriff: 10.12.2020].
- Thomas, D.C. & Inkson, K. (2017): Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd Edition, Berrett-Koehler Publishers, Oakland.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Research Essay

Student Workload					
Self Study 114 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 150 h

2. Semester

Business Ethics and Corporate Governance

Module Code: CSEMBAEBCG

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.A. (Business Ethics and Corporate Governance)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Business Ethics and Corporate Governance (CSEMBAEBCG01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Written Assignment

Split Exam

Module Contents

Business Ethics and Corporate Governance

- Introduction to Business Ethics and Corporate Governance
- Ethics Theories
- Business Ethics Problem Areas and Solutions
- Basic Perspectives of Corporate Governance
- Monitoring Concepts for Corporate Governance
- Combining Business Ethics and Corporate Governance

Learning Outcomes**Business Ethics and Corporate Governance**

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Economics

Links to other Study Programs of the University

All Master Programs in the Business field

Business Ethics and Corporate Governance

Course Code: CSEMBAEBECG01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

Within the framework of the course "Business Ethics and Corporate Governance", the students prepare a written assignment for which they have to select one out of a variety of topics proposed in the Learning Management System. Students are required to demonstrate their capacity to link business ethics and corporate governance, both theoretically and based on an example from business practice. The students show the ability to familiarize themselves with the topic, to link scientific theory and entrepreneurial practice and to present their findings in a structured systematic way.

Course Outcomes

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

Contents

1. Introduction to Business Ethics and Corporate Governance
 - 1.1 Basic Terms and Definitions in Business Ethics
 - 1.2 Basic Terms and Definitions in Corporate Governance
 - 1.3 The Link between Business Ethics and Corporate Governance
2. Ethics Theories
 - 2.1 Ethics Theories
 - 2.2 Comparison between Deontology and Utilitarianism
 - 2.3 Business Ethics Concepts evolving from Ethics Theories
3. Business Ethics Problem Areas and Solutions
 - 3.1 Categorization of Ethical Problems in Business
 - 3.2 Components of a Corporate Ethics Program

- 3.3 Ethics Implementation in Business Practice
- 4. Basic Perspectives of Corporate Governance
 - 4.1 Important Terms and Definitions of Corporate Governance
 - 4.2 Approaches to Corporate Governance
 - 4.3 The Concept of Control
- 5. Monitoring Concepts for Corporate Governance
 - 5.1 Governance Mechanisms
 - 5.2 Governance Systems
 - 5.3 Corporate Governance Codes
- 6. Combining Business Ethics and Corporate Governance
 - 6.1 Linking Business Ethics and Corporate Governance
 - 6.2 Developing an Ethically Oriented Corporate Governance
 - 6.3 Leadership in the Context of Ethical Corporate Governance

Literature

Compulsory Reading

Further Reading

- Dimmock, M., & Fisher, A. (2017). Ethics for A-level. Open Book Publishers.
- Rendtorff, J. D. (2019). Cosmopolitan business ethics: Towards a global ethos of management. Taylor & Francis.
- Rossouw, D., & Van Vuuren, L. (2017). Business ethics (6th ed.). Oxford University Press.
- Treviño, L. K., & Nelson, K. A. (2017). Managing business ethics: Straight talk about how to do it right (7th ed.). Wiley & Sons.
- Ulrich, P. (2008). Integrative economic ethics: Foundations of a civilized market economy. Cambridge University Press.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study 94 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

International Marketing

Module Code: CSEMMARE-01

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.A. (International Marketing)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- International Marketing (CSEMMARE01-01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

International Marketing

- The Challenges of International Markets
- Entering International Market
- Product: International Product Decisions
- Price: International Pricing Decisions
- Promotion: International Communication Decisions
- Place: International Distribution Decisions

Learning Outcomes**International Marketing**

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Marketing & Sales.

Links to other Study Programs of the University

All Master Programmes in the Marketing & Communication field.

International Marketing

Course Code: CSEMMARE01-01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	None

Course Description

The most important task of international marketing is recognizing which international markets and business-related dependencies should be targeted for the marketing of products and services. The course begins with defining key terms and concepts associated with the field of marketing management and then extrapolates these to the international context.

The first section of the course equips students with an understanding of how to perform a structured analysis of international markets, using elements of the “PEST Analysis” (political, legal, economical, socio-cultural, and technological frameworks). Strategical aspects of marketing as well as instruments used to analyze the marketing mix are discussed as they relate to the international context.

Inadequate consideration of marketing orientation as well as underestimating the impact of cultural differences both present serious threats to the success of any corporation. This course shall therefore analyze and discuss contemporary case studies involving multinational corporations to elucidate these potential threats. Industry-based case studies also offer students the opportunity to put into practice the knowledge and tools acquired in this course to address some of the specific challenges of international marketing.

Course Outcomes

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Contents

1. The Challenges of International Markets
 - 1.1 Introduction to International Marketing
 - 1.2 The Global Business Environment
 - 1.3 Marketing Research

2. Entering International Markets
 - 2.1 Developing International Competitiveness
 - 2.2 Segmenting and Targeting
 - 2.3 Planning the Market Entry
3. Product: International Product Decisions
 - 3.1 Basic Product and Brand Concepts
 - 3.2 Product Strategies throughout the Product Life Cycle
 - 3.3 B2B and Service Marketing
4. Price: International Pricing Decisions
 - 4.1 Basic Pricing Concepts
 - 4.2 Factors Affecting Pricing Decisions
 - 4.3 Pricing Strategies
5. Promotion: International Communication Decisions
 - 5.1 Basic Promotion Concepts
 - 5.2 Promotion Planning
 - 5.3 Communication Tools
6. Place: International Distribution Decisions
 - 6.1 Basic Distribution Concepts
 - 6.2 International Marketing Channels
 - 6.3 Customer Experience

Literature

Compulsory Reading

Further Reading

- Cateora, P.R., Money, B., Gilly, M.C. & Graham, J.L. (2023) International Marketing, 19th Edition, McGraw-Hill.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Managing in a Global Economy

Module Code: CSEMBGE

Module Type see curriculum	Admission Requirements none	Study Level MA	ECTS Credits 5	Student Workload 150 h
--------------------------------------	---------------------------------------	--------------------------	--------------------------	----------------------------------

Semester / Term see curriculum	Duration Minimum 1 semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
--	--	--	---

Module Coordinator

N.A. (Managing in a Global Economy)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Managing in a Global Economy (CSEMBGE01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Managing in a Global Economy

- The nature of international business and multinational enterprises
- Strategic management and globalization
- International business operations management
- Organizational structures of international business
- Cultural diversity and international business

Learning Outcomes

Managing in a Global Economy

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Links to other Modules within the Study Program

This module is similar to other modules in the field(s) of Business Administration & Management

Links to other Study Programs of the University

All Master Programmes in the Business & Management field(s)

Managing in a Global Economy

Course Code: CSEMBGE01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	none

Course Description

The internationalization and globalization of product and service markets has meant that industries and economies worldwide are increasingly subject to competition and change. Nowadays, it is essential for the viability and profitability of companies that they adopt a global mindset. Establishing a business and operating in an international context offers a company many unique opportunities, but importantly, multiple diverse threats emerge in this context. An elevated level of international competition, increasing client mobility in a globalized marketplace, discriminatory practices of foreign governments, and subtle cultural differences mean that running an efficient and profitable international business is exceedingly challenging and the likelihood of failure is high.

The course is designed to cover the economic, organizational, and cultural underpinnings that students need to grasp in order to better understand the managerial challenges that global organizations of all types and sizes have to cope with. Participants will gain the detailed knowledge and practical experiences they require to understand how organizations can achieve a competitive advantage in a globalized world. This course includes an optional international field trip (Note: special conditions apply - availability depends on demand, special conditions apply). This course will enable students to describe and contrast a set of sustainable corporate and functional strategies in the context of globalization. They will have a detailed understanding of the extent to which globalization and internationalization strategies affect the organizational structures and value creation of global firms.

Course Outcomes

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.

- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Contents

1. Introduction to Managing in a Global Economy
 - 1.1 What is Globalization?
 - 1.2 Facts on Globalization and the Global Economy
 - 1.3 Theoretical Explanations for Globalization
2. The International Company and its Environment
 - 2.1 International Companies and their Operations
 - 2.2 Operational Patterns in International Markets
 - 2.3 Assessment of the Environment for Internationalization
3. Culture and International Business
 - 3.1 A Generic Perspective on Culture
 - 3.2 Organizational Culture
 - 3.3 Cultural Diversity and the Contemporary Manager
4. Strategy Development in International Business
 - 4.1 Strategy in Globalized Business Operations
 - 4.2 Strategy Concepts and Strategic Options
 - 4.3 Managing Strategy
5. International Human Resource Management
 - 5.1 Characteristics of International Human Resource Management
 - 5.2 The Global Manager
 - 5.3 Instruments in International Human Resource Management
6. Organization in International Business
 - 6.1 Traditional Perspectives on Business Organization

- 6.2 Modern Views on Business Organization
- 6.3 Coordination and Control of Intra-Organizational Collaboration
- 7. International Marketing
 - 7.1 Marketing in International Business
 - 7.2 Strategic Choices in International Marketing
 - 7.3 Marketing Mix Choices in International Marketing
- 8. Supply Chain Management and Accountancy in International Business
 - 8.1 Supply Chain Management and International Business
 - 8.2 Quality, Supplier Networks, and Inventory in Supply Chain Management
 - 8.3 Accounting in International Business

Literature

Compulsory Reading

- Hill, Charles. Ise Ebook for Hill International Business, McGraw-Hill US Higher Ed ISE, 2021. ProQuest Ebook Central.
- Abeles, T.P. (2001), "The Impact of Globalization", On the Horizon, Vol. 9 No. 2, pp. 2-4.
- Dean McFarlin, & Paul Sweeney. (2017). International Organizational Behavior: Transcending Borders and Cultures: Vol. Second edition. Routledge.
- Hill, C. W. L., & Hult, G. T. M. (2016). International business: Competing in the global marketplace (11th ed.). New York, NY: McGraw-Hill Education.
- Wall, S., Minocha, S., & Rees, B. (2015). International business (4th ed.). Harlow: Pearson Education.

Further Reading

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
---------------------------------------	--------------------------------------

Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Master Thesis

Module Code: DLMMTHES

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	See current study and exam regulations (SPO)	MA	15	450 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr.-Ing. Armin Grasnick (Master Thesis) / Prof. Dr.-Ing. Armin Grasnick (Colloquium)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Master Thesis (DLMMTHES01)
- Colloquium (DLMMTHES02)

Module Exam Type

Module Exam

Split Exam

Master Thesis

- Study Format "Distance Learning": Master Thesis

Colloquium

- Study Format "Distance Learning": Colloquium

Module Contents**Master Thesis**

- Written Master Thesis

Colloquium

- Thesis Defense

Learning Outcomes**Master Thesis**

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyse existing (research) literature appropriate to the topic of the Master's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Colloquium

On successful completion, students will be able to

- present a problem from their field of study under consideration of academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in the Master's thesis.
- actively answer subject-related questions from subject experts (experts of the Master's thesis).

Links to other Modules within the Study Program

All modules in the Master Program

Links to other Study Programs of the University

All Master Programs

Master Thesis

Course Code: DLMMTHES01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		13.5	See current study and exam regulations (SPO)

Course Description

The aim and purpose of the Master's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the Master's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyse a selected problem with scientific methods, critically evaluate it and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic to be chosen by the student from the respective field of study should not only prove the acquired scientific competences, but should also deepen and round off the academic knowledge of the student in order to optimally align his professional abilities and skills with the needs of the future field of activity.

Course Outcomes

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyse existing (research) literature appropriate to the topic of the Master's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Contents

- Within the framework of the Master's thesis, the problem as well as the scientific research goal must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove his ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

Literature

Compulsory Reading

Further Reading

- Bui, Y. N. (2013). *How to Write a Master's Thesis* (2nd ed.). SAGE Publications, Incorporated.
- Turabian, K. L. (2013). *A Manual for Writers of Research Papers, theses, and dissertations* (8th ed.). University of Chicago Press.
- Further subject specific literature

Study Format Distance Learning

Study Format Distance Learning	Course Type Thesis Course
--	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Master Thesis

Student Workload					
Self Study 405 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 405 h

Instructional Methods	
Tutorial Support ☒ Intensive Live Sessions/Learning Sprint ☒ Recorded Live Sessions	Exam Preparation ☒ Guideline

Colloquium

Course Code: DLMMTHES02

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		1.5	See current study and exam regulations (SPO)

Course Description

The colloquium will take place after submission of the Master's thesis. This is done at the invitation of the experts. During the colloquium, the students must prove that they have fully independently produced the content and results of the written work. The content of the colloquium is a presentation of the most important work contents and research results by the student, and the answering of questions by the experts.

Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study under consideration of academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in the Master's thesis.
- actively answer subject-related questions from subject experts (experts of the Master's thesis).

Contents

- The colloquium includes a presentation of the most important results of the Master's thesis, followed by the student answering the reviewers' technical questions.

Literature

Compulsory Reading

Further Reading

- Renz, K.-C. (2016): The 1 x 1 of the presentation. For school, study and work. 2nd edition, Springer Gabler, Wiesbaden.

Study Format Distance Learning

Study Format Distance Learning	Course Type Thesis Course
--	-------------------------------------

Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Colloquium

Student Workload					
Self Study 45 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 45 h

Instructional Methods	
Tutorial Support ☒ Intensive Live Sessions/Learning Sprint ☒ Recorded Live Sessions	Exam Preparation ☒ Guideline