



ALLENSBACH UNIVERSITY

Module Handbook
for the study programme
Business Management
(Master of Arts)

at Allensbach University of Applied Sciences in Konstanz – a state-
recognised
university of the European Education Group GmbH

as of May 27, 2026

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1. MODULARISATION OF THE PROGRAMME

The maximum workload that a student at a university must complete in order to study and take exams is measured in credit points in the ECTS system. In Germany, it is assumed that a student at a traditional university who usually begins their studies immediately after completing their school education and has little or no professional experience requires a maximum of 30 hours to study for one credit point.

Most students at Allensbach University already have several years of relevant professional experience beyond their initial vocational training when they begin their studies. In addition, as master's students, they have already successfully completed a first degree (usually a bachelor's). Since they remain professionally active during their distance/online studies, there is a close link between their professional practice and their academic studies (work-integrated learning). The programme managers therefore assume that students in this status need to spend fewer hours studying for one credit point in addition to their working hours. Experience has shown that this can lead to a significant reduction in some modules.

2. NOTES ON THE MODULE DESCRIPTIONS

The individual module descriptions each contain a reference to the module responsibility. This refers to the professors and lecturers at Allensbach University who, in consultation with the university management, are responsible for coordinating the study Programme and who also support or have supported the development of the study programme in advance. The other roles required in connection with the teaching staff for the implementation of the study programme are briefly explained below.

2.1 TEACHING STAFF

2.1.1 AUTHORS

The authors are the lecturers in the traditional sense in distance/online learning. They create the necessary study materials and work continuously to update them. The vast majority of authors are professors at Allensbach University or state or state-recognised universities. Furthermore, experts from the business world have also been recruited as authors for individual modules. All authors must meet the requirements of § 47 (1) nos. 1 and 2 or (4) of the LHG Baden-Württemberg.

In some cases, authors may also be supported by experts who accompany the creation process as co-authors. They create specific content under the professional responsibility of the professors and lecturers.

2.1.2 LECTURERS AND EXAMINERS

Lecturers and examiners, together with the supervisors, support the teaching activities of the degree programme by personally conducting courses to promote knowledge transfer and practice in seminars and revision courses, as well as other formats in online studies (online lectures, online exercises, online office hours, etc.). Examiners are usually experienced professors from universities or, in certain cases, particularly experienced experts from the business world. They ensure that the level of the examinations corresponds at all times to that of equivalent courses at traditional universities.

2.1.3 SUPERVISORS

Supervisors support students in all subject-related questions relating to their studies. This includes explanations of exercises, advisory and explanatory telephone calls, and communication on the online campus. Supervisors actively participate in interaction with students within the network. Allensbach University encourages students to contact supervisors and fellow students. Experience from previous courses shows that smooth and rapid interaction between students and supervisors is an essential pillar for success in their studies.

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A special form of supervision arises in connection with academic work. Here, intensive guidance and support is provided, from the assignment of topics and the structuring of content to evaluation and relevant feedback. This supervision of students is usually carried out by university professors who also work as lecturers for the university. This results in a continuous interplay between supervisory experience and the implementation of other didactic forms of teaching.

2.2 COMBINATION OF ROLES IN DISTANCE/ONLINE LEARNING

The different roles in distance/online learning do not always have to be performed by different people. As a rule, lecturers and examiners will also take on the supervision of their modules and, as examiners of term papers, seminar papers, project papers, and theses, will also be available to students as supervisors for their academic work. However, since distance/online learning does not have a traditional student cohort tied to a semester, a larger number of students may require additional staff, e.g., to provide support, so that the response time for answering questions in the student learning process does not lead to unnecessary loss of time. The module coordinators then coordinate and organise the collaboration between teachers across the various activities.

2.3 FORMS OF LEARNING IN DISTANCE/ONLINE LEARNING

Distance/online learning at Allensbach University comprises:

- Written study materials (web-based training, study booklets, e-books) that cover the entire curriculum;
- Tutorials (in-person/online) on the modules in the form of seminars, exercises, and revision courses;
- Learning success checks both as self-checks, for example by means of exercises in the written study materials, as optional checks in the form of additional exercises and tasks (in person/online), and as mandatory learning success checks by means of exams;
- Tutorial support by telephone or in writing via e-mail for all technical questions and problems;
- Support by telephone, by writing via email, or in person for all questions and problems relating to the organisation and implementation of the programme.

The sum of these teaching/learning formats is referred to as *distance/online learning* in the module descriptions.

The dates for the online events will be announced to students via the online campus. Once registered, students can participate in the confirmed events.

2.4 ASSESSMENT

The basic forms of examinations are explained in the *Study and Examination Regulations – Part A: General Section*. The *Study and Examination Regulations – Part B: Special Section*, in conjunction with this module handbook, specify the specific forms of examination for the individual modules of the degree programme.

3. STUDY PLAN WITH SPECIALISATION (120 ECTS)

Semester	Semester				ECTS
	1	2	3	4	
Semester 1					30
Scientific Work and Methods of Empirical Research	5				5
Business Management and Strategic Management	5				5
Change Management and Sustainability	10				10
Project and Process Management	10				10
Semester 2					30
Elective module 1		10			10
Elective module 2		10			10
Elective module 3		10			10
Semester 3					30
Elective module 4			10		10
Elective module 5			10		10
Elective module 6			10		10
Semester 4					30
Master's thesis (including colloquium)				30	30
Total	30	30	30	30	120

4. MODULE DESCRIPTIONS

4.1 COMPULSORY MODULES

MODULE NAME	E-MWS03 – SCIENTIFIC WORK AND METHODS OF EMPIRICAL RESEARCH
Module type	Compulsory module
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 150 hours (5 ECTS credits) • Self-study: approx. 70 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 50 hours
Module examination grade	Grade of the term paper
Applicability of the module	Study programmes: • M.A. Business Management • M.Sc. Finance • MBA General Management • Further education Programme with certificate
Credit points	5 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Develop concrete research questions, • Make a reasoned statement about the choice of a research method, the development of an appropriate research design, and the independent implementation of the individual procedural steps in individual work or within a project group, • Outline and effectively apply qualitative and quantitative research methods including hypothesis formation, operationalisation, survey design, data preparation, and analysis, • Present qualitative and quantitative research methods with reference to the research process and evaluate them particularly with regard to relevant quality criteria, • Critically analyse data independently using appropriate statistical methods and apply statistical tests,

	• Document, interpret, present, and critically question research results in a scientific manner, • Critically reflect on their own research activities with regard to their justifications and possible consequences, • Develop professional scientific conduct, • Effectively use digital media and interactive offerings.
Contents	Scientific work • Preparation of scientific papers • Scientific misconduct • Ethics in research Reasons and causes for the emergence of social data • Where does data come from? • What are the benefits of data? • What can be expressed with data? The research process • Formulating hypotheses • The 5-phase research process • Controlling the research process Methods for collecting data • Observation • Different types and approaches to questioning • Experiment • Content analysis • Collection of quantitative data and online surveys Evaluation and analysis of data • Scaling methods • Application of mathematical and statistical methods of empirical social research • Hypothesis testing • Significance tests • Time series analysis • Regression analyses • Qualitative methods of data collection • Error analysis • Application of qualitative research methods.
Forms of learning	• Digital learning using the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including:

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	○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific and technical discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Empirical study as a term paper with the following core content: • Concept, • Notes on conduction of the study, • Discussion of the various options of data analysis, • Written presentation of the design of the empirical study. Scope: approx. 15 pages, processing time: 6 weeks
Prerequisites for participation	None.

MODULE NAME	E-USM11 – CORPORATE MANAGEMENT AND STRATEGIC MANAGEMENT
Module type	Compulsory module
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 150 hours (5 ECTS credits) • Self-study: approx. 123 hours • Exercises and asynchronous contact time: approx. 18 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	5 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Explain and apply theories of business management, thereby integrating existing and new knowledge in complex contexts, • Justify their own professional actions with theoretical knowledge and with regard to alternative designs, • Analyse and plan the resource- and market-oriented orientation of companies in complex, poorly structured tasks, • Design and develop effective organisational structures to support corporate goals, • Assess the role and importance of human resource management as a function of corporate management, • Apply methods of strategic analysis and plan, control, derive, and formulate strategies, • Analyse a company's internal and external environment to identify opportunities and risks, • Develop strategy options, set goals, identify competitive advantages, and select suitable business models, • Develop implementation plans, allocate resources, coordinate employee activities, and monitor progress, • Analyse and assess strategic challenges in international

	markets, • Develop their own professional self-image as a manager, • Justify their own professional actions as a manager with theoretical and methodological knowledge, • Make well-founded scientific decisions in the field of corporate governance and strategic management and critically reflect on possible consequences, • Recognise the framework conditions of professional actions in a manner appropriate to the situation and across situations, • Use digital media and interactive offerings.
Contents	Business management 1. Theories of business management • Industrial economics • Resource- and competency-based approaches • New institutional economics • System theory 2. Functions in the Business Management Process • Planning • Organisation • Personnel deployment • Leadership and control • Information and communication 3. Corporate management systems • Corporate constitution and corporate governance • Corporate culture • Organisational structure • Planning and control system • Information and communication system Strategic management 1. Strategic goal planning • Corporate policy and mission statement • Strategic objectives 2. Strategic analysis and forecasting • Environmental analysis • Company analysis • Forecasting and early warning 3. Strategy formulation and evaluation • Types of strategy • Corporate strategies • Business unit strategies • Functional area strategies • Strategy evaluation and selection

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	4. Strategy implementation • Implementation • Enforcement
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from comprehensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students are able to engage in subject-specific discussions with fellow students about alternative, theoretically sound approaches to the module's areas of activity.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • One online seminar for exam preparation, which offers the opportunity to discuss open questions with the module coordinator.
Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 100 minutes
Prerequisites for participation	None.

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MODULE NAME	E-CHS01 – CHANGE MANAGEMENT AND SUSTAINABILITY
Module type	Compulsory module
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 250 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the revealed exam questions: approx. 20 hours
Module examination grade	Grade of the Revealed Exam Questions
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Design and manage a company as a "learning" organisation, • Structure continuous adjustments to existing business models as a management task in everyday business life, integrating existing and new knowledge into the business context, • Organise transformation in disruptive markets, • Carry out interventions in the deep structure of a company and involve members of the organisation, • Integrate employees into process change and manage the process in a targeted manner, • Design methods of change management and classic organisational development for a company, • Critically evaluate the importance of internal and external communication in times of change, • Derive communication techniques to support change processes, • Understand and explain the concepts, dimensions, and role of sustainability management in organisations,

	• Critically assess the challenges and opportunities of sustainability management in different industries and geographic regions, • Develop sustainability goals, strategies, and measures that are tailored to the specific needs and goals of an organisation, • Measure and evaluate the sustainability performance of organisations, • Use sustainability indicators and critically analyse sustainability reports, • Communicate and collaborate with various stakeholders to improve the sustainability performance of organisations, • Reflect critically on sustainability management and its impact on various stakeholders and societal expectations, and thereby, as well as through further ethical considerations, further develop your professional actions, • Justify their own professional actions with theoretical and methodological knowledge and with regard to alternative designs, • Recognise the framework conditions of professional actions in a manner appropriate to the situation and across situations, • Effectively use digital media and interactive offerings.
Contents	Change management • Prerequisites for successful leadership • Change management models • Successful strategic change management • Strategic analysis tools • Personal leadership skills, proactive leadership • Modern incentive systems and lifelong learning • Communication management in crises • Recognising potential – promoting internal communication • External communication in crises and reorganisation • Culture of trust and trust management Sustainability • Definition of sustainability and the role of sustainability management • Corporate social responsibility • Reasons for sustainability management • Sustainability management system • Stakeholder engagement • Sustainability reporting and measurability • Ecological sustainability • Governance & integrity management

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	• Social sustainability • Financial sustainability/sustainable finance • Sustainability and corporate social responsibility • Sustainability in employer branding, marketing, and communication • Training sustainability in the company
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) as well as additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-related discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Six online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Revealed Exam Questions (Case study), Length: maximum 15 pages of text, Processing time: 2 weeks
Prerequisites for participation	None.

MODULE NAME	E-PUP01 – PROJECT AND PROCESS MANAGEMENT
Module type	Compulsory module
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 170 hours • Exercises and asynchronous contact time: approx. 20 hours • Online lecture (synchronous contact time): 10 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours
Module examination grade	Grade of the term paper
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Decide on the use of project work and implement solution processes appropriate to the situation, • Distinguish between agile and schedule-driven project management and select the appropriate approach for a project, • Select suitable forms of project organisation and plan projects autonomously, • Evaluate the methods and instruments for managing and executing complex projects, • Decide which tasks arise in which project phases and which tools support them in this process, • Analyse the project environment and identify and assess the success factors of a project, • Manage physical and virtual project teams, recognising potential conflicts in collaboration and reflecting on them in a manner appropriate to the situation, • Identify potential project risks at an early stage and initiate strategies and measures to avoid them, • Carry out application-oriented projects themselves and document the necessary management, • Create sound process planning and link processes to

	markets and strategies, • Designing process management in a customer- and value-oriented manner, integrating existing and new knowledge, • Apply methods for measuring performance and assessing process environments and make suggestions for increasing productivity and efficiency, • Participate in process design in an advisory and managerial capacity in operational practice and also support change measures in connection with quality improvement within processes, • Justify one's own professional actions in projects and processes on the basis of theoretical and methodological knowledge and reflect on them in relation to alternative courses of action, • Use digital media and interactive offerings.
Contents	Project management 1. Project launch • Project goals, phases, and organisation • Management of physical and virtual teams • Environment/stakeholder analysis • Risk management in project management • Culture and communication in project management • Agile approaches to project management • Digitalisation in project management 2. Project planning • Work Breakdown Structure (WBS) and Work packages • Process, time, and schedule planning • Resource and cost planning • Financial and budget planning • Estimation methods • Successfully managing projects in the VUCA world 3. Implementation and controlling • Tasks in the implementation phase • Project controlling • Project management cycle • Control measures • Revision of planning 4. Project completion • Project documentation • Project reports Process management

	1. Linking processes to markets and strategies • Processes and the development of organisations and markets • Values and strategic guidelines for processes • Process specifications through business area strategies • Quality Function Deployment (QFD) 2. Aligning processes with customers and the value chain • Processes and quality from the customer's perspective • Process map, value chain, and business model 3. Designing and optimising processes • Process redesign and business process reengineering • Process optimisation and continuous improvement • RPA (robotic process automation) and process mining • Reference and maturity models • Digitisation in process management • Management of innovation processes • Risk management and process controlling
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific and technical discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of course	• Six online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • One online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Term paper, Scope: 20-25 pages, Processing time: 8 weeks
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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4.2 SPECIALISATION MODULES

MODULE NAME	E-DBM11 – DIGITAL BUSINESS MODELLING AND DIGITAL LEADERSHIP
Module type	Compulsory elective module – Specialisation in “Digital Business Management”
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours. • Presentation of the term paper (including preparation): approx. 10 hours.
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Discuss the question of value creation in a digital and intangible network economy and explain key content areas, • Describe the basis of digital business models and develop and plan new and valuable transformation approaches using a framework, • Review and further develop existing business and organisational models for their value retention as well as reflect on alternative designs, • Effectively apply the procedures learned in their own and example companies when searching for new model designs, justifying their own professional actions with theoretical and methodological knowledge, • Explain the influence of the "digital revolution" on leadership in companies,

	• Critically evaluate the explanatory approaches to "digital leadership" and "social prototyping" as an approach to a new type of leadership, • Explain the content elements of digital leadership competence, • Develop their own professional self-image as a digital leader and manager of virtual teams, • Justify their own professional actions as a digital leader with theoretical and methodological knowledge, • Explain digital strategies and generation- and value-related differences in dealing with relevant ICT technologies, • Actively shape hybrid work cultures and deal with cross-media storytelling, • Effectively use the repertoire of methods and techniques learnt to develop concrete recommendations for action to train and develop a company-specific and appropriate management culture for the digital age, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	Digital Business Management • Starting point, risks, and opportunities of digitalisation • Industry 4.0 and smart connected products • From product to customer-centric paradigm • Preparing for the digital transformation • Relevance of an organisation capable of development • Change management • Start-up Digital leadership • Requirements and skills of the digital leader • Context of leadership • Digital work • Management of agile industrial companies • Customer journey • Integrated omni-channel • Big data • Development of digital business models • Digital business models in industry
Forms of learning	• Digital learning through the use of the online learning management system.

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	• Students acquire their knowledge from comprehensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-PRK03 – CHALLENGES OF DIGITAL PR AND COMMUNICATION MANAGEMENT
Module type	Compulsory elective module – Specialisations in "Digital Business Management" and "PR and Communication"
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning Outcomes	After successfully completing this module, students will be able to: • Critically assess the role, function, and significance of PR and communication in the digital age, • Determine the further development of PR and communication management in terms of digitalisation and derive appropriate strategic conclusions, • Examine the design options, freedoms, and limitations of digital communication and develop solutions adapted to these findings in a manner appropriate to the situation, • Differentiate between analogue and digital PR and communication management and describe and critically evaluate the organisational implications, • Identify digital communication as an integrated discipline and an essential component of holistic communication management, and develop and combine appropriate applications for it, • Recognise the high dynamics and speed of the digital world as an opportunity for constant change and examine its significance for the organisation and its organisa-

	tional communication, • Review and evaluate future-oriented and organisation-specific solutions, derive concrete measures from them, compile them, and combine them in a goal-oriented manner, • Understand the expectations and needs of organisational reference groups as a decisive factor and use this to identify areas for communication action, • Identify digitally appropriate messages and instruments and combine them in a targeted manner to form a coherent or functioning whole, taking into account the framework conditions and reflecting on them from an ethical perspective, • Identify customer journey and customer experience as relevant benchmarks in digital communication and develop opportunities for companies to achieve them, • Identify, compare, and critically evaluate the possibilities of AI-supported communication and content creation, examine and justify their possible applications, and finally compile AI-supported solutions in organisational communication in a targeted manner and combine them with other measures, • Integrate digital communication into an organisation's digitalisation strategy, identify target group-specific touchpoints, and apply digital channels in employee communication and in special situations. In doing so, students justify their own actions with theoretical and methodological knowledge and reflect on them in terms of alternative designs, • Draft a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	• How PR and communication work in the digital age • Challenges for PR and communication as a management function in the context of digitalisation • Specific digital communication formats and their use in the marketing mix • Language theory and digital communication • The importance of integrated communication in digital PR and communication management • Overview of digital communication channels • Opportunities and limitations of social media communication • Digitalisation of internal communication

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	• Interaction and measurability of PR, communication, and digital marketing • Establishing digital communication structures • Digital communication and direct customer contact • Risks and limitations of digital communication • Digital reputation and trust management • Expectations and needs of reference groups in the digital world • Artificial intelligence, chatbots, digital communication
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from comprehensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-ENM12 – DATA SCIENCE MANAGEMENT (BIG DATA)
Module type	Compulsory elective module – Specialisations in "Digital Business Management" and "Marketing and Sales"
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 250 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the revealed exam questions: approx. 20 hours
Module examination grade	Grade of the Revealed Exam Questions
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Assess the complexity of handling data, information, and knowledge in a company, provide advice on related problem solutions, and reflect on alternative designs, • Explain the content elements, concepts, and methods of current development trends in "big data" and "digital transformation" and the related issues in terms of information quality and data availability, • Explain the basic architecture of modern data landscapes, • Automatically obtain big data from public sources, • Create actionable analytics based on an analysis tool (e.g., Microsoft Excel), • Perform data mining and a basic process analysis on a fictional example company, • Recognise and assess current developments and challenges with regard to information management in companies, • Critically assess the opportunities and risks of using artificial intelligence (AI), reflect on ethical issues, and de-

	velop possible scenarios for the use of AI, • Act as coordinators of modern and agile information management in the company and describe the relevant management cycle for processing and handling information resources in a disciplinary and interdisciplinary manner. In doing so, students can justify their own professional actions with theoretical and methodological knowledge, • Lead concrete implementation projects with their management skills or accompany them as internal consultants and develop a professional self-image that is oriented toward the goals and standards of professional practice, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and relevant solutions to problems and justify them in discourse with subject representatives using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings, • Use AI tools, such as ChatGPT, in practical applications and critically reflect on the results.
Contents	Data science • Data types & quality criteria - Special features of big data • Data ethics & regulations - Fundamentals of data protection & information security The data-driven company • Data governance – Data management • Vertical applications in the company – Data silos and their evaluation • New big data sources for companies – IoT, web tracking, data traders • Cloud-based data warehouses and data lakes • Data & Organisation Actionable analytics • Analytics – Overview & application examples • Good analytics drives action – Manipulation with data Application example: Data & process mining, AI & robotic process automation • Data Mining • Process mining • AI & Machine Learning • Robotic process automation
Forms of learning	• Digital learning through the use of the online learning

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	management system. • Students acquire their knowledge from comprehensive written materials (study letter) as well as additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Revealed Exam Questions, Length: maximum 20 pages of text, Processing time: 2 weeks
Prerequisites for participation	None.

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MODULE NAME	E-DIM01 – DIGITAL MARKETING
Module type	Compulsory elective module – Specialisations in "Digital Business Management" and "Marketing and Sales"
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • M.A. Business Education • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Understand and critically reflect on the processes of change resulting from digitalisation and their relevance for marketing management, • Explain and evaluate business models and the potential benefits of electronic commerce, • Describe industry- and user-specific applications of electronic commerce and evaluate their potential uses, • Independently select, evaluate, and implement approaches for digital market research, • Develop, evaluate, and implement market- and competition-related strategic alternatives in e-commerce and reflect on alternative designs, • Describe and effectively apply the content and instruments of operational online marketing, • Evaluate the suitability of operational online marketing measures for different fields of application and justify this on the basis of theoretical and methodological

	knowledge, • Explain and critically assess the essential principles of controlling online marketing measures and their possible applications, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and relevant solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	Electronic commerce – range of applications, business models, potential benefits, special forms, Market research in digital markets • Research process of digital market research • Methods and techniques of data collection in digital markets • Technical options for evaluating digitally collected data Strategic aspects of digital marketing • Digital transformation of business models and digital marketing • Methods for developing innovative digital business models (business model canvas, St. Gallen business model navigator, scenario technique, customer experience design) • Market exit strategies from digital markets Operational aspects of digital marketing • Price as a competitive factor in the digital world • Digital sales strategies, digital sales agents, intermediaries and affiliates, sales partners and e-fulfilment • Programme and product range policy in the digital world • Digital communication channels and their specifics Trends in digital marketing Excursus: Basic legal framework conditions for online marketing
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written documents (e-books) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open ques-

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	tions via email, video conference, or telephone. ○ Module forums in which students can engage in subject-specific discussions with fellow students about alternative, theoretically sound approaches to the module's areas of activity. The presentation includes a discussion with the module supervisor.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-ENM11 – INNOVATION MANAGEMENT
Module type	Compulsory elective module – Specialisation in Digital Business Management
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study Programmes: • M.A. Business Management • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Describe the important terms of innovation management and explain the different types of innovation, • Define the content of innovation processes and innovation management and differentiate between them according to industry, • Provide an overview of success factor research and identify the success factors for innovative strength, • Compile the planning steps in the innovation process and differentiate between various models using process examples, • Critically evaluate, apply, and critically reflect on various methods for supporting an innovation strategy aligned with corporate strategy, • Explain methods for identifying innovation needs, apply them using examples, and justify them on the basis of theoretical and methodological knowledge, • Differentiate between the early stages of the innovation

	process and market launch, and classify the associated methods and techniques for process design and innovation controlling, • Recognise the legal and ethical framework conditions of professional activity in a manner appropriate to the situation and across situations, and reflect on one's own decisions in terms of ethical responsibility, • Explain standardised processes and typical organisational forms in terms of content, describe current and modern approaches to innovation management, and justify their use, • Draft a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	Relevance and definition of innovation • Economic relevance of innovations • Criteria for innovation • Factors influencing the success of innovation • Innovation strategies Success factors for innovation • Causes and areas of action for innovation success • Innovation-specific influencing factors • Team-specific influencing factors • Organisation-specific influencing factors • Environmental factors Innovation management • Models for innovation management • Innovation process • Idea management • Specification of innovations • Implementation of innovations • Innovation controlling • Market launch of innovations • Agile innovation management
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including:

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	○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, completion time: 10 weeks (2/3 of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-FSDB01 – RESEARCH SEMINAR IN DIGITAL BUSINESS MANAGEMENT
Module type	Compulsory elective module – Specialisation in Digital Business Management
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 29 hours • Online lecture (synchronous contact time): 1 hour • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Analyse complex situations in the digital environment and identify digital challenges and problems, develop a research question from this, formulate it clearly and precisely, and systematically reflect on their research ideas, • Conduct targeted research into current scientific and international literature and secondary data in the field of digital business management, critically evaluate it, and use it for their own arguments, • Independently acquire new knowledge and skills through comprehensive literature research, • Apply research findings to practical scenarios in the field of digital business management and provide well-founded recommendations for companies to improve their business models and processes, • Critically question their own assumptions and research approaches, consider alternatives, and reflect on their decisions and actions, • Present research results in the field of digital business management in writing and orally, tailored to the target

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	audience, • Analyse and understand ethical aspects of digital business management and apply the principles of scientific integrity in their own work, • Plan appropriate research projects and apply time and resource management skills, • Recognise potential conflicts in collaboration with others and reflect on them against the background of cross-situational conditions, • Formulate technical and factual solutions to problems and justify them in discourse with subject representatives and other students using theoretically and methodologically sound arguments, • Reflect on and take into account the different perspectives and interests of other students, • Use digital media and interactive offerings.
Contents	• Objectives of the module Research Seminar in Digital Business Management • Overview of relevant literature on the topic of digital business management • Current topics, international trends, and developments in digital business management • Current research questions and challenges in digital business management • Impact of digitalisation on business models • Independent preparation of an empirically oriented term paper on a self-selected research question related to digital business management, optionally also as group work with another student
Forms of learning	• Digital learning through the use of the online learning management system. • Guided academic work. • Digital communication, including: ○ Online seminars in which students are able to engage in subject-specific and technical discussions with fellow students about their own research questions and alternative, theoretically justifiable approaches. ○ Presentations in which a topic-related exchange with the module supervisor takes place.
Type of courses	An online seminar in which current research questions and topics from the field of digital business management are discussed and the examination performance is addressed.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Empirically oriented term paper on a self-selected research question based on a corresponding and systematically documented literature review and/or secondary

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	data, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The other modules of the Specialisation "Digital Business Management" and the module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-WPS12 – OCCUPATIONAL AND ORGANISATIONAL PSYCHOLOGY
Module type	Compulsory elective module – Specialisation in Business Psychology
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 1 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management • M.A. Business Education • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Illustrate the research subject of occupational and organisational psychology and describe its tasks in a differentiated manner, • Distinguish and evaluate the most important theories and models of occupational and organisational psychology, • Present theories of job satisfaction, critically analyse the consequences of job satisfaction, and design methods for measuring job satisfaction, • Distinguish between theories of work motivation and developing methods for measuring work motivation, • Develop their own professional self-image as a manager, • Justify their own professional actions as a manager with theoretical and methodological knowledge of work motivation, • Differentiate and plan psychological personnel selection procedures,

	• Critically evaluate and design personnel development measures, • Distinguish between organisational climate and organisational culture and critically assess methods for measuring organisational climate, • Characterize and differentiate between methods and approaches to organisational development, • Present and interpret the effects of gravitation and socialisation in organisations, • Illustrate the concept of New Work and identify its components, • Critically analyse the key features and principles of New Work and critically assess their impact on the world of work, • Present and critically evaluate different models of change management, • Critically analyse the various phases of the change process, select suitable change management methods and techniques and use them autonomously, taking into account professional freedom of design and decision-making, • Illustrate the concept of agility and differentiate between the aspects of the agile mindset, • Effectively apply and adapt agile working methods and practices in different contexts, • Integrate existing and new knowledge relating to occupational and organisational psychology in complex contexts, • Critically assess their own abilities in the field of occupational and organisational psychology, • Formulate technical and factual solutions to problems and justify them with theoretically and methodologically sound arguments, • Recognise the framework conditions of professional action in a manner appropriate to the situation and across situations, • Effectively apply digital media and interactive offerings.
Contents	Definition and tasks of occupational and organisational psychology Occupational psychology • Theoretical models of work behaviour • Job satisfaction • Work motivation Personnel psychology

	• Personnel selection procedures • Methods of personnel development Organisational psychology • Organisational structures • Organisational climate and culture • Organisational development • Gravitation and organisational socialisation Psychology in the new world of work • New Work • Change Management • Agility
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from comprehensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific and technical discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 60 minutes
Prerequisites for participation	None.

MODULE NAME	E-WPS13 – MARKET AND CONSUMER PSYCHOLOGY
Module type	Compulsory elective module – Specialisation in Business Psychology
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 1 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Describe and evaluate the subject areas and tasks of market and consumer psychology, • Differentiate and critically evaluate the most important theories of market and consumer psychology, • Compare and critically evaluate the main partial and total models of consumer behaviour, • Distinguish between the different types of purchasing decisions and illustrate them with examples, • Compare the differences between organisational and private purchasing decision-making behaviour, • Explain the development of customer satisfaction, customer retention, and customer loyalty, and evaluate and critically reflect on their significance, • Develop concepts for improving customer satisfaction and increasing customer loyalty, • Critically evaluate different advertising impact models and derive design recommendations for advertising appropriate to the situation,

	• Recognise and differentiate between decision anomalies and distorting perception effects, • Critically evaluate the qualitative and quantitative methods of psychological market research and select a suitable method for an exemplary market research study, • Differentiate and critically evaluate the areas of application of primary and secondary market research, • Plan the individual phases of a psychological market research process, design a psychological market research study, select a suitable research method for it, and justify the selection, • Critically evaluate market and consumer psychology application issues and analyse them with the help of relevant theories and methods, • Critically examine methodological challenges and ethical issues in psychological market research, • Critically assess their own abilities in the field of market and consumer psychology, • Formulate technical and factual solutions to problems and justify them with theoretically and methodologically sound arguments, • Recognise the framework conditions of professional activity in a manner appropriate to the situation and across situations, • Effectively apply digital media and interactive offerings.
Contents	• Subject matter and tasks of market and consumer psychology • Organisational purchasing behaviour • Psychology of purchasing decisions • Purchasing behaviour models • Customer satisfaction • Customer retention and customer loyalty • Advertising psychology • Advertising impact models • Methods of psychological market research • Phases of the psychological market research process
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures that serve to deepen understanding of the material and promote academic exchange.

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	○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific and technical discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 60 minutes
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must be passed.

MODULE NAME	E-GPP01 – HEALTH PSYCHOLOGY AND POSITIVE PSYCHOLOGY IN THE NEW WORLD OF WORK
Module type	Compulsory elective module – Specialisation in Business Psychology
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Present the content of health psychology and distinguish it from related subjects, • Differentiate and evaluate theories and models of health psychology, • Assess the importance of social resources for physical health and categorise examples for measuring social support and social integration, • Compare and evaluate two procedural protocols for implementing theories in concrete interventions, • Present the content of positive psychology and explain various theories of positive psychology, illustrating them with examples, • Distinguish and evaluate two models of positive psychology for employee retention in the company, • Present and evaluate various factors influencing the well-being of employees and organisations using examples,

	• Evaluate the model of positive self-management, assess its empirical confirmation to date, and reflect critically on it in relation to one's own professional actions, • Design a needs analysis in occupational health management based on the stress-strain concept, • Differentiate and evaluate methods for assessing psychological stress factors at work, • Evaluate the opportunities and risks of new ways of working and explain and evaluate the stressor-detachment model, • Present the health-oriented leadership (HoL) approach and design an analysis and diagnosis process based on the HoL instrument, • Illustrate and evaluate the Plena leadership model, • Recognise the framework conditions of health psychology and positive psychology in their own professional activities in a manner appropriate to the situation and across situations, • Draft a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and relevant solutions to problems and justify them in discourse with experts and other students using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	Health psychology • Resource-oriented approaches • Emotions and health • Social resources and health • Theory-based strategies and interventions Positive psychology • Employee motivation • Employee retention • Factors influencing the well-being of employees and organisations • Promoting positive social relationships within the company through appreciation • Positive self-management Work and health • Occupational health management • New ways of working • Healthy leadership
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from comprehensive

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	written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures that serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific and technical discussions with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-KPC01 – COMMUNICATION PSYCHOLOGY AND COACHING
Module type	Compulsory elective module – Specialisation in Business Psychology
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours. • Presentation of term paper (including preparation): approx. 10 hours.
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study Programmes: • M.A. Business Management • MBA General Management • M.A. Business Education • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Illustrate the research subject of communication psychology and present its key concepts in a differentiated manner, • Critically analyse communication processes based on their effects, • Distinguish and classify different psychological communication models, • Present the integrative communication model according to Hargie and colleagues and differentiate its six components, • Critically analyse and evaluate the means of verbal and nonverbal communication, • Distinguish and classify the various forms of communication, • Effectively interpret and use verbal and nonverbal sig-

	nals, • Distinguish and contrast coaching from other professions, • Differentiate between the basic approaches to coaching and justify their overlaps, • Describe the different settings in coaching and critically assess their fields of application, • Critically analyse the various coaching settings (e.g., individual coaching, group coaching, team coaching) and evaluate their advantages and disadvantages, • Select the appropriate setting for specific coaching goals, • Distinguish between the phases in the coaching process and plan the course of a coaching session, • Differentiate between psychometric and non-psychometric diagnostic procedures and assess their application, • Distinguish between coaching methods, develop their own coaching personality and assess their own abilities, • Develop a professional self-image that is oriented toward the goals and standards of professional practice, • Select and apply the appropriate methods for specific coaching goals and contexts, • Present and evaluate the current state of coaching research, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a professional discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts and other students using theoretically and methodologically sound arguments, • Recognise the framework conditions of professional action in a manner appropriate to the situation and across situations, • Effectively apply digital media and interactive offerings.
Contents	Communication psychology • Research subject and definitions • Communication models • Verbal and nonverbal communication • Forms of communication Coaching • Relevance, development, and differentiation • Theoretical embedding of coaching and coaching approaches • Settings in coaching • Structure of coaching

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	• Diagnostics in coaching • Methods in coaching • Coaching research
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (accompanying booklet and e-books) as well as from additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures that serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity. The presentation includes a discussion with the module supervisor.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-PNU01 – PSYCHOLOGY OF SUSTAINABILITY AND ENVIRONMENTAL PSYCHOLOGY
Module type	Compulsory elective module – Specialisation in Business Psychology
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Classify the concept of sustainability scientifically and politically/socially and illustrate it using the three-pillar model, • Explain the cube model of sustainable consumption behaviour in its four dimensions and apply it using examples, • Analyse the causes of the attitude-behaviour gap using various models and develop possible interventions to strengthen sustainable behaviour, • Distinguish between three models of organisational sustainability and use the triple bottom line concept to illustrate how sustainability can be anchored in a company, • Differentiate between theoretical concepts of corporate social responsibility and evaluate the intra- and extra-organisational effects of CSR, • Compare the concepts of the circular economy and the linear economy and derive recommendations for action, • Draft a purpose definition for a fictional company, inte-

	grating sustainability concepts, - Analyse value chains for their sustainability potential, develop concepts for their greater exploitation, and thus integrate existing and new knowledge in complex contexts, - Derive target groups for green marketing, plan the development of green brand management, and use nudging and signalling as concepts of green communication, - Plan a "green journey" for a fictional company, reflecting on professional actions in relation to social developments and consequences, - Differentiate between sustainability monitoring and sustainability controlling and evaluate concepts of sustainability controlling, - Illustrate the subject area of environmental psychology and classify its perspectives and paradigm shifts, - Present and evaluate the historical roots and current trends in environmental psychology, - Draft a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, - Formulate technical and factual solutions to problems and justify them in discourse with experts and other students using theoretically and methodologically sound arguments, - Effectively apply digital media and interactive offerings.
Contents	Psychology of sustainability - Definition and fundamentals - Theories and concepts Sustainable consumption behaviour - Attitude-behaviour gap - Theoretical Concepts and Models - Possible interventions - Nudging to promote sustainable consumption behaviour Sustainable corporate management - Triple bottom line concept - Corporate social responsibility - Circular economy vs. linear economy - Institutional and legal framework conditions - Integration of sustainability into the definition of purpose - Sustainability in the value chain - Sustainability in branding and brand management - Sustainability in communication - Sustainability monitoring and sustainability controlling Environmental psychology

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	• Subject area, perspectives, and paradigm shifts • Historical roots and developments • Current trends • Explanation and promotion of environmentally friendly behaviour
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (accompanying booklet and e-books) as well as additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication includes: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-FSWP01 – RESEARCH SEMINAR IN BUSINESS PSYCHOLOGY
Module type	Compulsory elective module – Specialisation in Business Psychology
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 29 hours • Online lecture (synchronous contact time): 1 hour • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Develop empirically oriented research questions from the field of business psychology themselves, formulate them clearly and precisely, and derive corresponding hypotheses from them, • Independently acquire new knowledge and skills through comprehensive literature research, • Name fundamental research methods and techniques with a focus on business psychology, systematically reflect on research ideas and apply them to their own research projects, • Conduct targeted research into current international literature in the field of business psychology, evaluate it critically, use it to examine their own research approach, and develop a suitable theoretical framework for their own research question, • Collect and Analyse specific qualitative and/or quantitative data for business psychology questions and interpret it based on the research question, • Present, communicate, and discuss the collected research results in an appropriate and target group-

	oriented manner, both in writing and orally, • Analyse and understand ethical aspects in business psychology research and apply the principles of scientific integrity in their own work, • Plan appropriate research projects and apply time and resource management skills, • Critically reflect on research results, recognise strengths and weaknesses in their own work, and systematically remedy them, • Develop the ability to give and accept constructive feedback in order to continuously improve their own research work, • Recognise and evaluate current challenges in the field of business psychology and develop solutions for them, • Recognise potential conflicts in collaboration with others and reflect on them against the background of cross-situational conditions, • Formulate technical and factual solutions to problems and justify them in discourse with experts and other students using theoretically and methodologically sound arguments, • Reflect on and take into account the different perspectives and interests of other students, • Effectively apply digital media and interactive offerings.
Contents	• Objectives of the research seminar in business psychology • Overview of relevant literature on empirically oriented research in business psychology • International trends and developments in business psychology • Current challenges and research questions in business psychology • Special features of empirical (business) psychological research • Development of own research questions in the field of business psychology • Research, analysis, evaluation, and use of scientific texts and empirical data • Qualitative and quantitative research methods in business psychology research • Development of appropriate survey and analysis tools for generating empirical data (primary and secondary) • Conducting the research process in psychological research, especially psychological market research • Independent preparation of an empirically oriented term paper on a self-selected research question related to business psychology, optionally also as group work with another student

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Forms of learning	• Digital learning through the use of the online learning management system. • Guided academic work. • Digital communication, including: ○ Online seminars in which students are able to engage in subject-specific and specialized discussions with fellow students about their own research questions and alternative, theoretically sound approaches to solutions. ○ Presentations in which a topic-related exchange with the module supervisor takes place.
Type of courses	An online seminar in which current research questions and topics from the field of business psychology are discussed and the examination performance is addressed.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Empirically oriented term paper on a research question of your choice based on a corresponding and systematically documented literature review and/or secondary data, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The other modules of the Specialisation "Business Psychology" and the module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-HRML01 – HUMAN RESOURCES MANAGEMENT AND LEADERSHIP
Module type	Compulsory elective module – Specialisation in Human Resources Management
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 236 hours • Exercises and asynchronous contact time: approx. 40 hours • Online lecture (synchronous contact time): 22 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • MBA General Management • M.A. Business Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Critically assess current theories and concepts relating to strategic and operational human resources management, personnel administration, and personnel management from an academic and practical perspective and make scientifically sound decisions, • Effectively apply concepts relating to the generic functions of human resources work in a manner appropriate to the situation in order to help enable and ensure the qualitative and quantitative staffing of an organisation and to lead people, • Critically analyse and structure the tasks of human resources management from an economic perspective, • Understand different perspectives on personnel tasks and develop solutions in the topics presented, • Recognise leadership issues and evaluate personnel management philosophies, while critically reflecting on one's own professional actions in the process, • Apply theoretically sound insights from various theoretical concepts that provide the necessary conceptual

	foundations for a deeper understanding of human resources work as a basis for decision-making and action in their respective fields of activity, • Classify and apply key management tools and methods of leadership development in their specific contributions to human resources management. Classify and understand human resources management as a central task of every manager in their sphere of influence, • Assess motivation as a crucial field of action in human resources management in terms of its significance and specifically in relation to the management of employees in business organisations and apply it in a targeted manner, • Classify key motivation theories in terms of their significance for human resources work and integrate them into your daily work, • Critically reflect on the concept of leadership and approaches to leadership research, • Evaluate modern leadership styles and methods in terms of their contribution to problem solving and assign them to specific leadership problems, • Critically evaluate modern leadership models and apply them to specific problems, • Explain and apply leadership methods, • Derive solution-oriented leadership styles based on selected leadership topics from practice, recognising the framework conditions of professional action that are appropriate to the situation and applicable across situations, • Develop a professional self-image that is oriented toward the goals and standards of professional HR practice, • Critically assess their own abilities and justify their professional actions with theoretical and methodological knowledge, • Effectively apply digital media and use interactive offerings.
Contents	Human resource management • Macro trends and human resource management • Human resource management tasks • Recruitment strategies • Modern recruitment methods for external recruitment • Personnel selection • Onboarding new employees • Personnel development • Staff reduction Leadership

	• Classic leadership styles and theoretical approaches to leadership • Pathological aspects of personnel management in organisations • Leadership tools • Coaching and mentoring – methods of leadership development • Motivation • Migration marketing • Resilience – personnel management of employees in mental crises • Knowledge management • Talent relationship management • Structural cores of leadership theories • Personnel-oriented, behaviour-oriented, contingent, situational, and constructivist leadership approaches • Leadership activities, behaviour, and tools • Digital leadership • Leadership success and controlling • Management by techniques • Selected leadership topics from practice
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific and technical discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Six online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • One online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor. • Two online seminars to deepen understanding of the material and to carry out group work and role-playing exercises.

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Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 100 minutes
Prerequisites for participation	None.

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MODULE NAME	E-PMA01 – HUMAN RESOURCES MARKETING AND RECRUITING
Module type	Compulsory elective module – Specialisation in Human Resources Management
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Conduct a personnel requirements assessment using appropriate methods, integrating existing and new knowledge, • Select and apply suitable methods of personnel selection, while assessing and critically reflecting on the consequences of personnel decisions, • Prepare a concept for the onboarding of new employees, • Prepare employee evaluations, conduct appropriate discussions, and develop a professional self-image based on these discussions, • Identify potential conflicts and develop solutions appropriate to the situation with those responsible, • Understand what distinguishes HR marketing and evaluate the individual instruments for effective implementation, • Apply internal and external HR marketing tools to employer branding as an essential part of a sustainable and successful employer brand, recruiting, onboarding, separation management, retention, and management,

	- Plan and implement measures to increase employer attractiveness and recruit well-trained and highly motivated employees. In doing so, students can justify their own actions with theoretical and methodological knowledge, - Effectively apply digital media and interactive offerings.
Contents	Determination of staff requirements - Types of personnel requirements - Determination of quantitative staff requirements - Determination of qualitative staff requirements Human Resources marketing - Objectives, instruments and measures of HR marketing - External HR marketing - E-Recruiting - Employer branding - Internal HR marketing - Employee appraisal Staff selection - Procedure of the application process - Staff selection procedure - Quality criteria for staff selection
Forms of learning	- Digital learning through the use of the online learning management system. - Students acquire their knowledge from extensive written materials (study letters) as well as additional materials provided via the learning management system. - In addition, students have access to exercises with solutions and recordings of the lectures. - Digital communication, including: - Online lectures, which serve to deepen understanding of the material and promote academic exchange. - Individual support for students to clarify open questions via email, video call, or telephone. - Module forums in which students can engage in subject-related discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	- Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. - An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination require-	Open-book exam (online), duration: 100 minutes

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Prerequisites for participation	None.

MODULE NAME	E-WBI14 – HUMAN RESOURCES DEVELOPMENT (IN-COMPANY TRAINING)
Module type	Compulsory elective module – Specialisation in Human Resources Management
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • M.A. Business Education • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Draw on a fundamental understanding of the various concepts and theories in the field of human resource development with a focus on in-company training, • Understand the most important terms and definitions, describe and analyse the various strategies and techniques of human resource development, • Plan concrete personnel development measures that are tailored to the needs of the company and its employees and implement them in their own professional activities in a manner appropriate to the situation, • Critically analyse and evaluate complex problems in the field of human resource development, weigh the advantages and disadvantages of different strategies and techniques, make decisions based on facts and data and

	justify them using theoretical and methodological knowledge, • Analyse and manage processes of in-company and work-related training, • Understand and explain the influence of digitalisation on the world of work and learning processes, • Recognise and critically reflect on approaches to differentiating between formal, non-formal, informal, and incidental learning (especially in work processes), • Identify and conceptually structure sources and instruments for determining training needs and demand for training opportunities in the company, • Understand concepts and procedures for corporate training planning in the area of human resources development (HRD) and cooperative programme planning with educational institutions, and design them in accordance with current and prospective requirements in the respective occupational field, • Critically reflect on their professional actions in relation to operational expectations and consequences and further develop their professional actions, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	• Fundamentals of human resources development and in-company training, definition of human resources development and in-company training, goals and tasks of HRD, importance of in-company training for human resources development • Strategic human resources development, development needs assessment, and competence management • Theories, methods, and concepts of corporate learning • Analysis, design, and implementation of in-company training measures • Forms of company-based learning organisation and support • Work design that promotes learning and competence • Key figures, impact factors, and reporting systems for in-company training needs (including training reports, ROI, evaluation results, retention rates, etc.) • Influencing factors and indicators for corporate training needs (including personnel development planning, integration management, career development, etc.) • Current and future-oriented developments and ap-

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	proaches to HRD in the field of in-company training (including changes in work organisation, demographic change, intercultural integration management, digitalisation, internationalisation, globalisation, etc.) • Company training needs assessment and analysis • Planning of training measures in cooperation with educational institutions • Programme planning standards (including modularisation, programme accreditation) • Validation and recognition of in-company learning • Europeanisation of vocational education and training and the European Qualifications Framework (EQR)
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (e-book and accompanying booklet) as well as from additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video conference, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-IDM01 – DIVERSITY MANAGEMENT
Module type	Compulsory elective module – Specialisation in Human Resources Management
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • M.A. Business Education • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	Upon successful completion of this module, students will be able to: • Explain the fundamental mechanisms of social categorisation, • Analyse the causes and consequences of social categorisation, • Present and classify background information on the specific situations of different social groups (e.g., with regard to gender, ethnicity, age, social status), • Define and measure diversity, • Discuss the historical, political, and legal foundations of diversity management, • Identify options (training, strategies) for dealing with diversity, evaluate them in terms of their potential applications, and implement them in a manner appropriate to the situation, • Develop new approaches to diversity management,

	• Identify the dimensions of diversity, • Distinguish between the various challenges of diversity, • Establish the connection between diversity, value management, and reputation management, • Reflect on their professional actions in relation to social expectations and consequences and further develop their professional actions, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Use digital media and interactive offerings.
Contents	Social/cultural diversity and its consequences • Fundamental theories and findings on the emergence and consequences of social stereotypes, social comparisons, and interest group processes • Dimensions of diversity; gender as a category, the origins of diversity in the women's movement • Measuring diversity Challenges of dealing with diversity Diversity of diversity-related issues • Gender-neutral language • Inclusion management • Intercultural management • Educational diversity and social background • Religious diversity • Everyday racism • Gender and sexual diversity • Unconscious bias Basic methods and models for dealing with diversity in various areas of society • Education system • Business • Social institutions Human resources approaches to diversity management • Personnel recruitment, selection, and hiring • Personnel development • Compensation systems • Employee relations management Implementation of diversity management and dealing with resistance
Forms of learning	• Digital learning through the use of the online learning

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	management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video conference, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-IME15 – INTERNATIONAL HUMAN RESOURCES MANAGEMENT AND PUBLIC AFFAIRS
Module type	Compulsory elective module – Specialisations in "Human Resources Management" and "International Business"
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Describe and understand internationalisation processes of the economy, • Assess and critically reflect on cultural dimensions and their significance for international human resource management, • Take the cultural context into account in international human resource management strategies, • Recognise the legal and cultural framework conditions of professional activity in a manner appropriate to the situation and across situations, and reflect on decisions in terms of ethical responsibility, • Integrate existing and new knowledge by creating requirement profiles for international managers and deriving suitable selection and development measures, • Determine and plan international personnel requirements using suitable methods, • Develop concepts for employer branding and human resources marketing in an international context, justifying their own actions with theoretical and methodological

	knowledge, • Independently plan and implement measures for international personnel development, • Develop and apply international compensation models, • Evaluate alternative approaches to human resources management in multinational companies and critically reflect on possible consequences, • Understand and evaluate specific concepts of international human resources management using case studies, • Classify human resource management in terms of its relevance to public affairs management, • Identify and evaluate key challenges and interrelationships in public affairs management, • Effectively apply digital media and interactive offerings.
Contents	Significance of international human resource management • Distinction between national and international HR management • Organisation of international human resource management Cultural context • Hofstede's approach • Keller's leadership study • Trompenaars' cultural dimensions • Dülfer's layer model • Lewis's three-part division of world cultures • The Globe Study • Requirements profile for managers Tasks of international human resource management • Employer branding and human resources marketing • Personnel requirements planning • Recruitment and selection • International recruitment policy • International personnel development • International personnel deployment • International remuneration • International labour relations • Special features of personnel management Case studies on international human resource management Current challenges in international human resource management Public affairs management in internationally active companies • Public affairs management in foreign subsidiaries • Public affairs management in multinational companies

	• Case study
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action.
Type of courses	• Four online seminars in which the content of the study letters is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module coordinator.
Requirements for the awarding of ECTS credits/ Examination requirements	Open-book exam (online), duration: 60 minutes
Prerequisites for participation	None.

MODULE NAME	E-FSHR01 – RESEARCH SEMINAR IN HUMAN RESOURCES MANAGEMENT
Module type	Compulsory elective module – Specialisation in Human Resources Management
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 29 hours • Online lecture (synchronous contact time): 1 hour • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Analyse complex situations in human resources management, identify challenges and problems, develop a research question from these, formulate it clearly and precisely, and systematically reflect on their research ideas, • Independently acquire new knowledge and skills through comprehensive literature research, • Research current scientific and international literature and secondary data in the field of human resources management in a targeted manner, critically evaluate it, and use it for their own argumentation, • Collect, analyse, and interpret quantitative and/or qualitative secondary data related to the research question and thereby devise innovative solutions, • Apply research results to practical scenarios in the field of human resources management and provide well-founded recommendations for companies to improve their human resources processes, • Critically question their own assumptions and research

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	approaches, consider alternatives, and reflect on their decisions and actions, • Present research results in the field of human resources management in writing and orally, tailored to the target audience, • Analyse and understand ethical aspects in human resources management research and apply the principles of scientific integrity in their own work, • Plan appropriate research projects and apply time and resource management skills, • Recognise potential conflicts in collaboration with others and reflect on them against the background of cross-situational conditions, • Formulate technical and relevant solutions to problems and justify them in discussions with subject representatives and other students using theoretically and methodologically sound arguments, • Reflect on and take into account the different perspectives and interests of other students, • Effectively apply digital media and interactive resources.
Contents	• Objectives of the module Research Seminar in Human Resources Management • Overview of relevant literature on empirically oriented human resources management research • International trends and developments in human resource management research • Current research questions and challenges in human resources management • Special features of human resources management research • Independent preparation of an empirically oriented term paper on a self-selected research question related to human resources management, optionally also as group work with another student
Forms of learning	• Digital learning through the use of the online learning management system. • Guided academic work. • Digital communication, including: ○ Online seminars in which students are able to engage in subject-specific and professional exchange with fellow students about their own research question and alternative, theoretically justifiable approaches to solutions. ○ Presentations in which a topic-related exchange with the module supervisor takes place.
Type of courses	An online seminar in which current research questions and topics in the field of human resource management are discussed,

	and the examination performance is addressed.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Empirically oriented term paper on a research question of your choice based on a corresponding and systematically documented literature review and/or secondary data, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The other modules in the Specialisation "Human Resources Management" and the module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-MAM11 – MARKETING MANAGEMENT
Module type	Compulsory elective module – Specialisation in Marketing and Sales
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Apply the marketing management process in its individual steps and compile the relevant tasks, • Critically assess the role and position of the marketing function and its systemic integration within the company, • Develop a strategic marketing concept based on existing and new knowledge that integrates market research, segmentation, positioning, and marketing mix strategies, • Develop a concept for marketing controlling and reflect on alternative designs, • Independently apply basic methods for solving marketing-related problems and transfer them to specific business problems, • Compare the fundamental tasks and characteristics of European and international marketing, • Discuss marketing as a market-oriented concept of corporate management in theory and apply it in practice, • Compare and critically evaluate economic and behavioural science theories to explain market-related exchange processes, • Critically analyse the central constructs of customer be-

	haviour, such as customer satisfaction and customer loyalty, • Critically analyse and assess the key factors influencing demand behaviour, • Identify target group segments and analyse their needs, preferences, and motivations, • Master the structure and systematics of marketing instruments, design their use, and reflect on them in terms of ethical responsibility, • Critically analyse and evaluate the suitability of various sources and methods of marketing research, • Effectively apply the integrative-processual marketing approach as a management process, justifying one's own actions with theoretical and methodological knowledge, • Effectively apply digital media and interactive offerings.
Contents	Fundamentals of marketing • Analysis and understanding of the market situation • Content and methods of marketing research • Setting marketing goals • Determining marketing strategies • Designing marketing instruments (product, price, distribution, and communication policy) • Implementation of marketing • Special features of international marketing Market-oriented management • Stages of marketing development • Marketing as a concept for ensuring the competitiveness of companies • Development of a strategic marketing concept • Behavioural and economic principles of market-oriented management • Consumer behaviour • The purchasing behaviour of organisational customers • Customer satisfaction and loyalty as central constructs of customer behaviour • The integrative-processual marketing approach
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and from additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including:

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	○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-related discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module coordinator.
Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 100 minutes
Prerequisites for participation	None.

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MODULE NAME	E-VTM11 – SALES MANAGEMENT
Module type	Compulsory elective module – Specialisation in Marketing and Sales
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Explain the fundamentals of sales management, • Critically assess the relevance of their behaviour and the impact of their personal attitudes on their behaviour and work, • Strategically plan sales work along with the sales process, • Prepare customer meetings in sales, discuss them with relevant colleagues and carry them out according to a consulting concept, • Critically assess the relevance of relationship management in sales, • Explain the factors of a successful customer relationship and implement them accordingly, • Develop their own professional self-image by first distinguishing between leadership strategies and then developing their own leadership strategy,

	• Critically assess their own abilities and use their creative and decision-making freedom autonomously to develop their own sales strategies, • Derive the challenges of omni-channel management for sales, • Prepare and conduct employee appraisals, • Deal with conflicts professionally and conduct conflict discussions, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	Introduction to sales management • Definitions, terminology, standards, best practices • Personalities in sales • Cooperation between internal and external sales teams Sales process • Negotiation strategies • Structured sales process • Closing techniques • Legal issues in sales Sales methodology • Personal strategy development • Conversation techniques in direct and indirect communication • Consulting concepts • Marketing methods and tools • Project management in sales Strategic sales management • Strategic and operational sales development • Sales monitoring • Market analysis, research, and development • Design of sales channels • Change management in sales Self-management in sales • Time management • Relationship management • Conflict management • Stress management • Appearance and impact in customer contact • Success factors in customer relationships

	Sales controlling • Control variables • Sales reporting Leadership in sales • Leadership strategies • Conducting employee appraisals • Distance leadership Digital transformation in sales • Developing digitalisation strategies • Omni-channel strategies and customer touchpoint strategies • Digitisation of sales processes • Use of social media in communication and sales • Development of platform-based digital ecosystems
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from comprehensive written materials (e-book and accompanying booklet) as well as additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-IMA01 – INTERNATIONAL MARKETING
Module type	Compulsory elective module – Specialisations in "Marketing and Sales" and "International Business"
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours.
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Critically analyse strategies for the internationalisation of companies, • Develop a comprehensive marketing plan for the international market, taking ethical aspects into account and assessing and critically reflecting on the consequences of marketing decisions, • Critically analyse political, economic, legal, and cultural conditions in foreign markets that influence international marketing, • Evaluate the competitive situation in foreign markets, • Conduct international primary and secondary research and justify the choice of research method, • Develop marketing objectives and select foreign markets, • Develop market entry and market development strategies, • Selecting elements of international marketing policy spe-

	cific to the market, • Measure and evaluate the effectiveness of international marketing activities, • Select suitable organisational structures and processes for international marketing, • Evaluate challenges and opportunities of global brand positioning and communication, • Critically assess cultural differences and their impact on international marketing and develop interculturally sensitive marketing approaches and communication strategies, • Recognise framework conditions in foreign markets in a manner appropriate to the situation and across situations, and reflect on decisions in an ethically responsible manner, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	• Internationalisation and international marketing management • International marketing planning • Framework conditions of international marketing • International market research • Strategic international marketing • International marketing policy • International marketing controlling • International marketing organisation • Global brand management • Intercultural marketing • Ethical aspects of international marketing
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (accompanying booklet and e-books) as well as additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify any open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific discussions with fellow students about al-

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	ternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 100 minutes
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-FSMS01 – RESEARCH SEMINAR IN MARKETING AND SALES
Module type	Compulsory elective module – Specialisation in Marketing and Sales
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 29 hours • Online lecture (synchronous contact time): 1 hour • Examination (including preparation)/preparation of the term paper: approx. 100 hours • Presentation of the term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Analyse complex situations in marketing and sales, identify challenges and problems, develop a research question from these, formulate it clearly and precisely, and systematically reflect on their research ideas, • Independently acquire new knowledge and skills through comprehensive literature research, • Research current scientific and international literature and secondary data in the field of marketing and sales in a targeted manner, critically evaluate it, and use it for their own argumentation, • Collect, analyse, and interpret quantitative and/or qualitative secondary data related to the research question and thereby devise innovative solutions, • Apply research results to practical scenarios in the field of marketing and sales and provide well-founded recommendations for companies to improve their marketing concepts, sales models, and processes, • Critically question their own assumptions and research approaches, consider alternatives, and reflect on their

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	decisions and actions, • Present research results in the field of marketing and sales in writing and orally tailored to the target audience, • Analyse and understand ethical aspects in marketing and sales research and apply the principles of scientific integrity in their own work, • Plan appropriate research projects and apply time and resource management skills, • Recognise potential conflicts in collaboration with others and reflect on them in the context of cross-situational conditions, • Formulate technical and factual solutions to problems and justify them in discourse with subject representatives and other students using theoretically and methodologically sound arguments, • Reflect on and take into account the different perspectives and interests of other students, • Effectively apply digital media and interactive offerings.
Contents	• Objectives of the module research seminar in marketing and sales, • Overview of relevant literature on empirically oriented marketing and sales research • International trends and developments in marketing and sales research, • Current research questions and challenges in marketing and sales, • Special features of marketing and sales research, • Independent preparation of an empirically oriented term paper on a research question of your choice related to digital business management, optionally also as group work with another student.
Forms of learning	• Digital learning through the use of the online learning management system. • Guided academic work. • Digital communication, including: ○ Online seminars in which students are given the opportunity to engage in subject-specific discussions with fellow students about their own research questions and alternative, theoretically sound approaches to solving them. ○ Presentations in which a topic-related exchange takes place with the module supervisor.
Type of courses	An online seminar in which current research questions and topics from the field of marketing and sales are discussed and the examination performance is addressed.
Requirements for the	Portfolio assignment consisting of:

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award of ECTS credits/ Examination requirements	a) Empirically oriented term paper on a research question of your choice based on a corresponding and systematically documented literature review and/or secondary data, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The other modules in the "Marketing and Sales" Specialisation and the "Scientific Work and Methods of Empirical Research" module must have been passed.

MODULE NAME	E-PRK01 – PUBLIC RELATIONS AND COMMUNICATION MANAGEMENT
Module type	Compulsory elective module – Specialisation in PR and Communication
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Apply the theoretical and conceptual fundamentals of PR and communications management, • Outline and explain the historical development of public relations and differentiate between the various phases, • Critically analyse PR and communication management in companies in a targeted manner and understand and assess it from different perspectives, • Develop and implement internal and external strategies in corporate and organisational communication and justify them on the basis of theoretical and methodological knowledge, • Critically analyse and evaluate the success of PR measures in a targeted manner, • Develop a self-image by taking on, planning, and carrying out professional communication tasks themselves, • Examine communication tasks in line with the challenges

	facing the organisation, derive proposed solutions from this, and reflect on alternative, theoretically justifiable approaches, • Compile solutions for the various requirements in PR and communication management, • Determine the appropriate channels and media in PR and communications management, use them in a targeted manner, and derive individual solution strategies from them, • Determine the organisation and structure of PR and communications management, justify corresponding decisions, and compile proposed solutions, • Define ethics in PR and corporate communications, fulfil ethical requirements in PR and communications management, and organise appropriate measures, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	• Key terms and perspectives in PR and communications management • Classification of PR and communication as a management function • Basic theoretical communication models • Historical development of public relations • Strategies in corporate communications and strategic planning and evaluation of PR measures • Assumption, planning, and implementation of communication tasks • Evaluation and performance measurement of PR measures • Ethics and law in PR and corporate communications • Fundamentals of media relations • Dimensions of internal communication • Fundamentals and challenges of crisis communication • Communication and society
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from comprehensive written materials (e-book and accompanying booklet) as well as from additional materials made available via the learning management system. • In addition, students have access to exercises with solu-

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	tions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-PRK02 – PROFESSIONAL WRITING IN PR AND COMMUNICATION MANAGEMENT
Module type	Compulsory elective module – Specialisation in PR and Communication
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Distinguish between independent journalism and interest-driven corporate communications, • Understand and explain the importance of text as a medium for practical, content-driven communication, • Deal with analogue and digital journalistic text forms in different contexts and apply them professionally, • Differentiate, categorise, and formulate organisational statements and convey them appropriately to target groups, • Critically assess the medium of text as the basis of PR and communication from a scientific and practical perspective and assign and apply it in practice in a manner appropriate to the situation for good communication in the targeted implementation of messages, • Plan, organise, and compile content structures, • Use the knowledge gained to ensure that the right text form is used at the right time and evaluate the quality of

	content and language, • Understand the journalistic landscape and the work of editorial offices and editors, • Determine and implement approaches to recipients/reference groups according to their respective needs, • Classify key motifs from the field of ethics and language, implement them in their daily work, and critically reflect on their professional actions, • Differentiate the content and significance of corporate publishing in the marketing mix, • Select and generate appropriate content for corporate publishing formats, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	• Connection and distinction between journalism, communication, and marketing • Historical development of journalism • Distinction between independent journalism and interest-driven corporate communications • History and change in journalism • Functioning of journalism and editorial offices • Expectations of journalists from different media genres • The importance of texts as a form of communication in all media genres and the basics of good writing • Dealing with media inquiries and journalists • Organisation and implementation of press briefings, press conferences, and interviews • Classification of information • Determining the right visual language • Writing in the digital age • Significance of texts as a form of communication in all media genres • Strategic content creation for various formats • Design options, forms, and limitations of corporate publishing
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (e-book and accompanying booklet) as well as from additional materials made available via the learning

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	management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-PRK04 – COMMUNICATION THEORIES
Module type	Compulsory elective module – Specialisation in PR and Communication
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Name and explain the common and important models of communication theory, • Explain the historical development of communication theory, • Name the key and relevant representatives of language and communication theory, summarise their core statements, and reflect on them from an ethical perspective, • Distinguish between and correctly describe key terms in communication theory, • Understand communication theory models in PR and communication practice and apply them autonomously, • Describe media impact models and make them usable for PR and communication practice, • Analyse and use additional models of language and cultural theory, • Determine the needs in communication and make appropriate scientifically sound decisions, • Effectively apply digital media and use interactive offerings.
Contents	• Historical development of communication theory

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	• Everyday theoretical and scientific communication models • Study of relevant authors: Barthes, Chomsky, Eco, Habermas, Hall, Lasswell, Peirce • Models of message transmission and media impact • Semiotics and communication • Structuralism and poststructuralism in communication • Theoretical models of visual communication • Relationship between communication and linguistics • Theories of digital communication • New challenges in communication • Need models according to Maslow and Barrett
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (accompanying booklet and e-books) as well as additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action.
Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 100 minutes
Prerequisites for participation	None.

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MODULE NAME	E-PRK05 – COMMUNICATION IN SPECIAL SITUATIONS
Module type	Compulsory elective module – Specialisation in PR and Communication
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Recognise and describe special situations in organisations, • Critically assess the significance of special situations and their relevance for corporate communications, • Apply appropriate communication measures in special situations and reflect on alternative measures, • Individually structure PR and communication in special situations and define responsibilities, • Analyse and communicate special situations in an international context, • Recognise the importance of various stakeholders and respond accordingly, • Respond to the specific needs of the respective stakeholder groups in communication and critically reflect on one's own actions, • Ensure content adequacy across all formats, • Recognise potential conflicts in cooperation with other stakeholders and the press, and reflect on these against

	the background of cross-situational conditions, • Recognise framework conditions appropriate to the situation and across situations, and reflect on PR decisions in an ethically responsible manner, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Effectively apply digital media and interactive offerings.
Contents	• Overview of important special situations • Developing specific communication measures in various special situations • Development of individual communication cascades • Differences in internal and external communication in special situations • Various dimensions of crisis communication • Communication of special situations in an international context • Examples of successful and problematic communication in special situations • International public affairs management • Management of social expectations • Climate and sustainability communication • Litigation PR • Financial communication and investor relations
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (accompanying booklet and e-books) as well as additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific and exchange with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.
Type of courses	• Four online seminars in which the content from the study

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	materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-FSPK01 – RESEARCH SEMINAR IN PR AND COMMUNICATION
Module type	Compulsory elective module – Specialisation in PR and Communication
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 29 hours • Online lecture (synchronous contact time): 1 hour • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programme: • M.A. Business Management
Credit points	10 ECTS after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Develop empirically oriented research questions from the field of PR and communication themselves, formulate them clearly and precisely, and derive corresponding hypotheses from them, • Independently acquire new knowledge and skills through comprehensive literature research, • Name fundamental research methods and techniques with a focus on PR and communication, systematically reflect on research ideas and apply them to their own research projects, • Conduct targeted research into current international literature in the fields of PR and communication, critically evaluate it, use it to examine their own research approach, and develop a suitable theoretical framework for their own research question, • Collect and analyse specific qualitative and/or quantitative data on PR and communication issues and interpret it on the basis of the research question, • Present, communicate, and discuss the collected re-

	search results in writing and orally in an appropriate and target group-oriented manner, • Analyse and understand ethical aspects in PR and communication research and apply the principles of scientific integrity in their own work, • Plan appropriate research projects and apply time and resource management skills, • Critically reflect on research results, recognise strengths and weaknesses in their own work, and systematically remedy them, • Develop the ability to give and accept constructive feedback in order to continuously improve their own research work, • Recognise and evaluate current challenges in the field of PR and communication and develop solutions for them, • Recognise potential conflicts in collaboration with others and reflect on them against the background of cross-situational conditions, • Formulate technical and factual solutions to problems and justify them in discourse with experts and other students using theoretically and methodologically sound arguments, • Reflect on and take into account the different perspectives and interests of other students, • Effectively apply digital media and interactive offerings.
Contents	• Objectives of the module research seminar in PR and communication • Overview of relevant literature on empirically oriented PR and communication research • International trends and developments in PR and communication research • Discuss current research questions and challenges in PR and communication and practice developing such research questions • Special features of empirical PR and communication research • Developing your own research questions in the field of PR and communication • Conducting international literature research specific to PR and communication and finding special sources and literature in the field of PR and communication • Analysing, evaluating, and using scientific texts and empirical data • Use qualitative and quantitative research methods in PR and communication • Collecting empirical data in PR and communication (primary and secondary) and developing appropriate survey and analysis tools

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	• Carrying out the research process and its PR and communication-specific implementation • Commonalities and differences in research on offline and online communication • Independent preparation of an empirically oriented term paper on a self-selected research question related to PR and communication, optionally also as group work with another student
Forms of learning	• Digital learning through the use of the online learning management system. • Guided academic work. • Digital communication, including: ○ Online seminars in which students are given the opportunity to engage in a factual and subject-related exchange with fellow students about their own research questions and alternative, theoretically justifiable approaches to solutions. ○ The presentation, in which a topic-related exchange with the module supervisor takes place.
Type of courses	An online seminar in which current research questions and topics from the field of PR and communication are discussed and the examination performance is addressed.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Empirically oriented term paper on a topic of your choice based on relevant and systematically documented literature research and/or secondary data, length: 20-25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The other modules in the Specialisation "PR and Communication" and the module "Scientific Work and Methods of Empirical Research" must have been passed.

MODULE NAME	E-IME14 – INTERNATIONAL MANAGEMENT AND INTERCULTURAL COMPETENCE
Module type	Compulsory elective module – Specialisation in International Business
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 248 hours • Exercises and asynchronous contact time: approx. 43 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the open-book exam: approx. 2 hours
Module examination grade	Grade of the open-book exam
Applicability of the module	Study programmes: • M.A. Business Management • MBA General Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Understand and classify internationalisation processes in the economy, • Distinguish between the business and economic consequences of internationalisation and globalisation and assess their social implications, • Understand the internationalisation of companies in terms of its key influencing factors and characteristics and justify this using appropriate theories, • Design international corporate strategies and justify their own actions with theoretical and methodological knowledge, • Compile and develop the content of strategic management components in multinational companies, • Understand, comprehend, and evaluate the significance and prospects of foreign trade, • Explain the influence of the "digital revolution" on corporate leadership and critically reflect on it in relation to their own professional actions, • Critically assess the explanatory approaches to "digital

	leadership" and "social prototyping" as an approach to a new type of leadership, • Explain the content elements of digital leadership competence, • Analyse the organisational structures of international companies and adapt them to corporate goals, • Identify current challenges in international management and develop suitable solutions, • Recognise the framework conditions on international markets in a manner appropriate to the situation and across situations and reflect on decisions in terms of ethical responsibility, • Analyse and critically reflect on the fundamental relationships between culture, communication, and interculturality, • Identify and analyse cultural differences in communication, • Understand the cultural influence on individual patterns of perception, thought, and action, • Develop strategies for overcoming prejudices and stereotypes towards foreigners by integrating existing and new knowledge, • Develop a professional self-image that is oriented toward the goals and standards of professional conduct, • Effectively apply digital media and interactive offerings.
Contents	Internationalisation of the economy as a framework for action and problem area • Development trends in the global economy • Globalisation of the economy Conceptual and theoretical foundations of international management • Focus of research into international business activity • Framework of reference for international management Theories of international entrepreneurship • Theories of internationalisation • Theories of multinational enterprises Strategic management in international companies • Internationalisation strategies • Strategic management in multinational companies • Case studies International organisational structures • Centralisation vs. decentralisation • Standard forms of international organisational structures • International corporate governance structures Digital leadership in international companies • Requirements and skills of the digital leader

	• Leadership in an international context • Digital work • Leadership in agile industrial companies Current challenges in international management • Corruption • Crises and wars • Migration • Sustainability, corporate social responsibility (CSR) Intercultural competence • Culture, communication, and interculturality • The cultural conditioning of perception, thought, and action • Dealing with the unfamiliarity and foreignness • Multiculturalism and interculturalism • Intercultural learning
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (study letters) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video conference, or telephone. ○ Module forums in which students can engage in subject-specific and technical discussions with fellow students about alternative, theoretically sound approaches in the module's fields of activity.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.

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Requirements for the award of ECTS credits/ Examination requirements	Open-book exam (online), duration: 100 minutes
Prerequisites for participation	None.

MODULE NAME	E-VOL14 – INTERNATIONAL TRADE THEORY
Module type	Compulsory elective module – Specialisation in International Business
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 250 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/completion of the Revealed Exam Questions: approx. 20 hours
Module examination grade	Grade of the Revealed Exam Questions
Applicability of the module	Study programmes: • M.A. Business Management • M.A. Business Education • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Explain classical trade theory, • Understand the causes and driving forces of world trade, • Recognise the importance of comparative advantage for international trade, • Derive trade structures based on the Heckscher-Ohlin model and the relative resource endowment of countries, • Critically analyse and evaluate strategic trade policy measures, • Apply tools and methods to analyse current issues and controversies related to advancing economic globalisation, including the respective repercussions on individual countries, • Recognise the appropriate framework conditions for professional action and justify their decisions based on professional ethics, • Integrate existing and new knowledge in order to inde-

	pendently analyse, evaluate, and critically reflect on current economic policy issues with a foreign and global economic background, • Understand the significance of economies of scale for international trade, • Optimise international portfolio investments and assess and critically reflect on their consequences, • Effectively apply digital media and interactive offerings.
Contents	Introduction to trade theory • What is international trade theory about? • World trade: Empirical findings Classical trade theory • Absolute cost advantages: Adam Smith's model • Labor productivity and comparative advantage: The Ricardian model • Availability of resources and trade: The Heckscher-Ohlin model Free trade failure as the basis for strategic trade policy • Economies of scale and the international location of production • Monopolies • Product differentiation • Subsidy wars Protectionism • Empirical findings • Theories and causes • Techniques of protectionism Theory and practice of foreign exchange markets • Historical development of foreign exchange markets • Exchange rate systems • Case study: Europe and the Euro Criticism of globalisation Digression: International trade law: Development and current situation
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from comprehensive written documents (e-book) and additional materials provided via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding

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	of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video conference, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action.
Type of courses	• Four online seminars in which the content of the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Revealed Exam Questions, Length: maximum 20 pages of text, Processing time: 2 weeks
Prerequisites for participation	Knowledge of microeconomics and macroeconomics.

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MODULE NAME	E-POLW13 – INTERNATIONAL RELATIONS
Module type	Compulsory elective module – Specialisation in International Business
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 23 hours • Online lecture (synchronous contact time): 7 hours • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management • M.A. Business Education • MBA General Management • Further education Programme with certificate
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Explain the most important fundamentals, content, structures, actors, theories, and debates in international relations, • Identify and contextualise the special features of selected subject areas and problem areas, • Classify current challenges, conflicts, crises, and processes of change in international relations under the conditions of globalisation, • Explain international interdependencies and critically assess their potential for conflict or cooperation, • Discuss the political, legal, and ethical dimensions of issues in international relations and world organisation, • Recognise the appropriate framework conditions for professional action in a given situation and justify their deci-

	sions on the basis of professional ethics, • Apply the concepts, methods, and theories learned in the analysis and evaluation of actors, structures, and processes, • Design a research question for the portfolio assignment, explain and critically interpret the research results, and defend them in a specialist discussion, • Formulate technical and relevant solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, • Use digital media and interactive offerings.
Contents	• Specifics of the political aspects of international relations • History and epochs of international relations • Political philosophy of international relations • Major debates and new approaches in international relations theory • Analysis of foreign policy and diplomacy • Peace and conflict research • Theories and Practice of International organisations • Globalisation and global governance
Forms of learning	• Digital learning through the use of the online learning management system. • Students acquire their knowledge from extensive written materials (e-books) and additional materials made available via the learning management system. • In addition, students have access to exercises with solutions and recordings of the lectures. • Digital communication, including: ○ Online lectures, which serve to deepen understanding of the material and promote academic exchange. ○ Individual support for students to clarify open questions via email, video call, or telephone. ○ Module forums in which students can engage in subject-specific exchanges with fellow students about alternative, theoretically justifiable approaches in the module's fields of action. An exchange with the module supervisor takes place during the presentation.

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Type of courses	• Four online seminars in which the content from the study materials is explained in more detail and deepened using current examples. • An online seminar for exam preparation, which offers the opportunity to discuss open questions with the module supervisor.
Requirements for the award of ECTS credits/ Examination requirements	Portfolio assignment consisting of: a) Term paper, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The module "Scientific Work and Methods of Empirical Research" must have been passed.

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MODULE NAME	E-FSIB01 – RESEARCH SEMINAR IN INTERNATIONAL BUSINESS
Module type	Compulsory elective module – Specialisation in International Business
Duration/frequency of the module	1 study semester/every semester
Qualification level	Master
Language	English
Workload	Total: 300 hours (10 ECTS credits) • Self-study: approx. 160 hours • Exercises and asynchronous contact time: approx. 29 hours • Online lecture (synchronous contact time): 1 hour • Examination (including preparation)/writing of the term paper: approx. 100 hours • Presentation of term paper (including preparation): approx. 10 hours
Module examination grade	Grade of the portfolio assignment
Applicability of the module	Study programmes: • M.A. Business Management
Credit points	10 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: • Analyse complex situations in the field of international business, identify challenges and problems, develop a research question from these, formulate it clearly and precisely, and systematically reflect on their research ideas, • Independently acquire new knowledge and skills through comprehensive literature research, • Research current scientific and international literature and secondary data in the subject areas of international business in a targeted manner, evaluate it critically, and use it for their own argumentation, • Collect, analyse, and interpret quantitative and/or qualitative secondary data related to the research question and thereby devise innovative solutions, • Apply research results to practical scenarios in the field of international business and provide well-founded recommendations for companies to improve their business models and international business processes, • Critically question their own assumptions and research

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	approaches, consider alternatives, and reflect on their decisions and actions, • Present research results in the field of international business in writing and orally, tailored to the target audience, • Analyse and understand ethical aspects in international business research and apply the principles of scientific integrity in their own work, • Plan appropriate research projects and apply time and resource management skills, • Recognise potential conflicts in collaboration with others and reflect on them against the backdrop of cross-situational conditions, • Formulate technical and factual solutions to problems and justify them in discourse with subject representatives and other students using theoretically and methodologically sound arguments, • Reflect on and take into account the different perspectives and interests of other students, • Effectively apply digital media and interactive offerings.
Contents	• Objective of the module Research Seminar in International Business • Overview of relevant literature on empirically oriented research in the field of international business • Trends and developments in international management • Current research questions and challenges in international business • Special features of research in the field of international business • Independent preparation of an empirically oriented term paper on a self-selected research question related to digital business management, optionally also as group work with another student
Forms of learning	• Digital learning through the use of the online learning management system. • Guided academic work. • Digital communication, including: ○ Online seminars in which students are able to engage in subject-specific and technical discussions with fellow students about their own research questions and alternative, theoretically justifiable approaches. ○ Presentations in which a topic-related exchange takes place with the module supervisor.
Type of courses	An online seminar in which current research questions and topics from the field of international business are discussed and the examination performance is addressed.
Requirements for the	Portfolio assignment consisting of:

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award of ECTS credits/ Examination requirements	a) Empirically oriented term paper on a research question of your choice based on a corresponding and systematically documented literature review and/or secondary data, length: 25 pages, processing time: 10 weeks (2/3 share of the grade), b) Presentation, length: 15 slides, duration: 15 minutes presentation, 15 minutes discussion (1/3 of the grade).
Prerequisites for participation	The other modules in the "International Business" Specialisation and the module "Scientific Work and Methods of Empirical Research" must have been passed.

4.3 MASTER'S THESIS

MODULE NAME	E-MTH01 – MASTER'S THESIS (30 ECTS)
Module type	Compulsory module
Duration/frequency of the module	6 months processing time/each semester
Qualification level	Master
Language	English
Workload	Total: 900 hours (30 ECTS credits) - Exercises and asynchronous contact time: approx. 17 hours - Online lecture (synchronous contact time): 3 hours - Examination (including preparation)/writing of master's thesis: approx. 870 hours - Colloquium (including preparation): approx. 10 hours
Module examination grade	Grade of the master's thesis (including colloquium)
Applicability of the module	Study programmes: - M.A. Business Management - M.Sc. Finance - MBA General Management
Credit points	30 ECTS credits after passing the module examination
Learning outcomes	After successfully completing this module, students will be able to: - Develop and justify research questions and concrete ways of operationalising research, - Select and justify appropriate research methods, - Critically analyse and evaluate research results in relation to existing theories and scientific publications in the relevant field, - Conduct a critical review of the existing literature in the chosen field of research, identifying the most important gaps, controversies, and trends, - Acquire new knowledge and skills independently through comprehensive literature research, - Summarise various sources of information, theories, and empirical evidence in order to develop a coherent argument in the paper, - Critically discuss the limitations of the research, taking into account any possible restrictions, challenges, or potential sources of bias that may have affected the research results,

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	- Independently work on a problem from the subject areas of the degree programme within a given time frame using scientific methods, - Present the results of the scientific analysis of an economic problem or task in an academic context in written and oral form, - Justify their own professional actions with theoretical and methodological knowledge and reflect on them in terms of alternative approaches, - Formulate technical and factual solutions to problems and justify them in discourse with experts using theoretically and methodologically sound arguments, - Effectively apply digital media and interactive offerings.
Contents	The specific problem and task will be agreed upon individually. The topic of the master's thesis must be taken from a subject area of the degree programme or the chosen specialisation. The topic of the master's thesis is set by an examiner after consultation with the student. This examiner is responsible for supervising and assessing the master's thesis. In addition, the thesis is assessed by a second examiner appointed by the examination board.
Forms of learning	- Digital learning through the use of the online learning management system. - Guided scientific work. - Digital communication, including: - The colloquium, in which a factual and subject-related exchange with the reviewers takes place on alternative, theoretically justifiable approaches to the master's thesis. - An online seminar on the research workshop, which facilitates an exchange with students and professors from various academic and non-academic fields of activity.
Type of courses	An online seminar for exam preparation, which offers the opportunity to discuss open questions with the examiner.
Requirements for the award of ECTS credits/ Examination requirements	Master's thesis including colloquium, consisting of: - Master's thesis (written paper), length 60-80 pages, processing time: 6 months (80% of the grade) - Colloquium, presentation of the thesis (15 minutes) and questions about the thesis (15 minutes) (20% of the grade)
Prerequisites for participation	Successful completion of modules worth at least 70 ECTS credits. The module "Scientific Work and Methods of Empirical Research" must have been passed.