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Masterstudium Betriebswirtschaft

Curriculum 2020

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**Curriculum for the
Master's Degree Programme Business Administration
Masterstudium Betriebswirtschaft**



The Master's Degree Programme Business Administration of the Faculty of Business, Economics and Social Sciences is legally based on the Universities Act 2002 (UG) and on the statutes of the University of Graz.

The following curriculum for the Master's Degree Programme Business Administration was approved by the Senate of the University of Graz in a meeting dated 20 May 2020 in accordance with § 25 (1) 10 of the Universities Act 2002.

Please note: The English version of this document is a courtesy translation. Only the German version is legally binding.

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§ 1 Subject, Qualification Profile and Relevance of the Degree Programme

(1) Subject of the degree programme

The curriculum for this degree programme is designed to provide state-of-the-art, research-based, and attractive high-quality education. After completing a number of general education courses, students have the opportunity to choose their own specialisation for further in-depth education in the master's degree programme. The curriculum thus represents a tangible implementation of the Faculty of Business, Economics and Social Sciences' mission statement, which emphasises quality of teaching and contributions to solving pressing social, economic and environmental problems.

The following guiding principles are reflected in the curriculum:

- *Business administration as a core discipline:* Resources permitting, courses from neighbouring disciplines (such as law, economics, sociology, and the sciences) should not only be presented according to their own paradigms, but should also be related to the key questions of the degree programme's core discipline.
- *Interdisciplinarity:* By abandoning individual subjects in favour of "challenging fields" closely related to real-life business and social tasks, students are to develop the skills required of a well-rounded manager, have a balanced overview and develop integrated solutions.
- *Social skills as a teaching principle:* Only the fundamental principles of communication skills in the sense of the ability to engage in dialogue along with appreciation for their team members and the ability to work in a team can be taught in dedicated courses. These skills must therefore be addressed in all courses as part of an implicit learning process.
- *English as the language of instruction and examination:* An integration of English as a language of instruction and examination reflects the evolution of English as an international academic and business language.
- *Ethics and sustainability as core subject considerations:* The integrated engagement with ethical and sustainability issues is increasingly a prerequisite for effective future-oriented business practice and reflects the social responsibility of companies.
- *Use of new forms of media:* New forms of media are used in combination with traditional media and according to didactic principles.

Special features of university-level business administration courses

Research-based teaching means providing students with a sustainable education in problem-solving and the ability to explore new content independently and inquisitively. Precisely because the defined needs of real-life business practice are constantly changing and increasingly short-lived, meta-qualifications are essential: methodology, analytical and synthetical skills, observation and reflection skills, initiative to innovate, and the ability to integrate other perspectives in an intercultural context. Meta-skills build on specialised knowledge of the fundamentals of the subject area and its associated disciplines.

(2) Qualification profile and competences

The Master's Degree Programme Business Administration builds on the qualification profile of the Bachelor's Degree Programme Business Administration, expanding on it according to the following basic principles:

- In addition to professional skills, special emphasis is placed on imparting social, media and intercultural skills.
- After completing the Master's Degree Programme Business Administration, graduates are able to
 - think logically, abstractly, analytically, divergently and holistically, thus enabling them to conceptually explore and address even complex issues.
 - critically reflect on the specialist knowledge they have learned.
 - interconnect, independently deepen, and expand on the knowledge and skills acquired in individual fields, also beyond the immediate application area of business administration.

- apply their knowledge and methodological skills to new questions and tasks (transfer competence).
- examine problems from different perspectives and apply interdisciplinary solution approaches.
- work on issues in the form of a project, both independently and in collaboration with others (in a team).
- professionally and efficiently use available institutions and technologies to search for, select, process, present and disseminate information.
- present and communicate both specialist and general information in a comprehensible, convincing and situationally appropriate manner.
- present their own point of view convincingly and coherently in oral and written discussions.
- lead and analyse discussions and contribute to their successful conclusion.
- work independently in academic research.

Regarding the societal application of business administration, a narrow definition is not possible due to the relatively broad field of application of the subject matter and the increasing transformation of professional profiles, as well as the drastic and ongoing process of change to which professions are subject, as any such definition would no longer reflect the image of a constantly reorienting industrial, service, and knowledge-based society. As future professional fields are often expected to be modular in structure and subject to constant change, the professional field must be conceptualised flexibly. In response to this, this curriculum was designed to be able to flexibly and efficiently respond to changes in professional fields but also to contribute to the creation of new business administration-related professions. They are therefore only outlined categorically:

(3) Relevance of the degree programme for academia and the labour market

The specific qualifications and varied possibilities of application open up a wide range of career opportunities and fields of activity for graduates. These include, in particular:

- Investment and wealth management
- Asset and credit management
- Business analytics
- Controlling
- Distribution logistics
- Export and country management
- Financial analysis
- Finance
- Human resource management
- Innovation and technology management
- Marketing
- Production management
- Accounting
- Risk management
- Tax consulting and auditing
- Environmental management
- Knowledge and IT management

Completion of the Master's Degree Programme Business Administration generally qualifies a student for admission to a further doctoral programme in a relevant field.

§ 2 General Information

(1) Admission requirements for the degree programme

1. For admission to the Master's Degree Programme Business Administration, completion of at least the following prior degree programme(s) is considered to fulfil admission requirements: Bachelor's Degree Programme Business Administration.
2. **[Full equivalence]** Previous degree programmes completed with a total of at least 180 ECTS credit points that meet the criteria for basic equivalence (as outlined in § 2 (1) 3) are considered *fully equivalent* to the degree programme(s) mentioned in § 2 (1) 1 if:
 - at least one examination in each of the core business administration areas (accounting, finance, marketing, production and logistics, management),
 - at least 8 ECTS credit points worth of courses in business mathematics and statistics,
 - and at least 8 ECTS credit points worth of courses in economics (microeconomics, macroeconomics, international economics, public finance)

have been successfully completed.

3. **[Basic equivalence]** Previous degree programmes completed with a total of at least 180 ECTS credit points, of which a total of at least 58 ECTS credit points were completed in social sciences and economics courses, are considered *basically equivalent* to the degree programme(s) mentioned in § 2 (1) 1 if:
 - at least 20 ECTS credit points in core business administration areas (accounting, finance, marketing, production and logistics, management),
 - at least 4 ECTS credit points in business mathematics and statistics,
 - and at least 4 ECTS credit points in economics (microeconomics, macroeconomics, international economics, public finance)

have been successfully completed. Full equivalence with a degree programme that is suitable for admission with regard to the subject matter can be established by requiring the completion of additional examinations to the extent of a maximum of 30 ECTS credit points from the fields mentioned in § 2 (1) 2.

4. Degree programmes which do not meet the criteria of § 2 (1) 3 are not considered a sufficiently subject-relevant previous degree programme.
5. As a prerequisite for admission to the degree programme, proof of knowledge of German is generally required for successful completion of the degree programme. The form of proof is to be specified in a regulation issued by the Rectorate.

(2) Duration and structure of the degree programme

The Master's Degree Programme Business Administration comprises 4 semesters and is structured in modules, in the scope of which courses and examinations totalling 120 ECTS credit points must be completed.

Module names	ECTS
Module A: General Business Administration	8
Module B: Mathematics, Statistics and Business Analytics	8
Specialisation Modules: <i>A total of three modules must be selected from Specific Topics in Business Administration and Modules C and D. The following combinations are acceptable:</i> 3 Specific Topics in Business Administration modules OR 2 Specific Topics in Business Administration modules and Module C OR 2 Specific Topics in Business Administration modules and Module D OR 1 Specific Topics in Business Administration module and Module C and Module D	72
Specific Topics in Business Administration	(24–72)

At least one module must be selected from the range of modules offered under § 3 (3).	
Module C: Advanced Topics Within the Chosen Discipline and/or Across Disciplines	(0–24)
Module D: Business Analytics and Information Systems	(0–24)
Module E: Master Module	4
Master's thesis	20
Free elective courses	8
Total	120

(3) Academic degree

Graduates of the Master's Degree Programme Business Administration are awarded the academic degree "Master of Science", abbreviated to "MSc."

(4) Number of possible participants in courses and ranking criteria

- For educational-didactic and spatial reasons, or due to the number of devices/machines available, or for safety reasons, the number of participants for the individual types of courses may be limited:

Course type	Number of participants
Lecture (VO)	no restriction
Course (KS)	30
Introductory seminar (PS)	25
Seminar (SE)	20
Lecture combined with practice sessions (VU)	60

- If the specified maximum number of participants is exceeded, students will be admitted to the courses according to the ranking procedure of the Faculty of Business, Economics and Social Sciences, as defined in the Senate's guide to the allocation of courses with a limited number of participants, as amended.

§ 3 Content and Structure of the Degree Programme

(1) Modules and examinations

The modules and examinations are listed below with module title, course title, course type, ECTS credit points (ECTS), course hours and the recommended semester (rec. sem.) in which the course should be taken. Detailed descriptions of the individual modules can be found in Appendix I.

	Modules and examinations	Course type	ECTS	Course hours	rec. sem.
Module A	General Business Administration		8	4	
	<i>Courses worth 8 ECTS credit points must be completed within A.1 to A.5.</i>				
A.1	Master's Course Accounting	VO	4	2	1
A.2	Master's Course Finance	VO	4	2	1
A.3	Master's Course Marketing	VO	4	2	1
A.4	Master's Course Production and Logistics	VO	4	2	1
A.5	Master's Course Management	VO	4	2	1
Module B	Mathematics, Statistics and Business Analytics		8	4	
B.1	Advanced Mathematics and Statistics	VO	4	2	1
B.2	Master's Course Business Analytics	VO	4	2	1

	Modules and examinations	Course type	ECTS	Course hours	rec. sem.
	Specialisation Modules		72	30–32	
	<p>A total of three modules must be selected from Specific Topics in Business Administrations and Modules C and D. The following combinations are acceptable:</p> <p>3 Specific Topics in Business Administration modules OR 2 Specific Topics in Business Administration modules and Module C OR 2 Specific Topics in Business Administration modules and Module D OR 1 Specific Topics in Business Administration module and Module C and Module D</p>				
	Specific Topics in Business Administration		(24–72)	(10–30)	
	At least one Specific Topics in Business Administration module must be chosen in accordance with § 3 (3).				
	Courses of the selected Specific Topics in Business Administration	VU/PS/ KS	16	8	1–3
	Seminar for the chosen Specific Topics in Business Administration	SE	4	2	1–3
	Subject examination		4		3
Module C	Advanced Topics Within the Chosen Discipline and/or Across Disciplines (§ 3 (1) 1)		(0–24)	(0–12)	
	If Module C is chosen, three modules from C.1 to C.12 each worth 8 ECTS credit points must be completed.				
C.1	Module Applied Information Systems				
C.1.1	Applied Business Informatics 1	VU/PS/ KS	4	2	1–2
C.1.2	Applied Business Informatics 2	VU/PS/ KS	4	2	1–2
C.2	Module Business History				
C.2.1	Business History 1	VU/PS/ KS	4	2	1–2
C.2.2	Business History 2	VU/PS/ KS	4	2	1–2
C.3	Module Empirical Economic Research				
C.3.1	Empirical Economic Research 1	VU/PS/ KS	4	2	1–2
C.3.2	Empirical Economic Research 2	VU/PS/ KS	4	2	1–2
C.4	Module Sustainability and Environment Management				
C.4.1	Sustainability and Environment Management 1	VU/PS/ KS	4	2	1–2
C.4.2	Sustainability and Environment Management 2	VU/PS/ KS	4	2	1–2
C.5	Module Project Management				
C.5.1	Project Management 1	VU/PS/ KS	4	2	1–2
C.5.2	Project Management 2	VU/PS/	4	2	1–2

	Modules and examinations	Course type	ECTS	Course hours	rec. sem.
		KS			
C.6	Module Economics				
C.6.1	Economics 1	VU/PS/ KS	4	2	1–2
C.6.2	Economics 2	VU/PS/ KS	4	2	1–2
C.7	Module Business Education and Development				
C.7.1	Business Education and Development 1	VU/PS/ KS	4	2	1–2
C.7.2	Business Education and Development 2	VU/PS/ KS	4	2	1–2
C.8	Module Commercial Law				
C.8.1	Commercial Law 1	VU/PS/ KS	4	2	1–2
C.8.2	Commercial Law 2	VU/PS/ KS	4	2	1–2
C.9	Module Economic Sociology				
C.9.1	Economic Sociology 1	VU/PS/ KS	4	2	1–2
C.9.2	Economic Sociology 2	VU/PS/ KS	4	2	1–2
C.10	Module Business Language				
C.10.1	Business Language 1	VU/PS/ KS	4	2	1
C.10.2	Business Language 2	VU/PS/ KS	4	2	2
C.11	Module Quantitative Research Methods				
C.11.1	Quantitative Research Methods 1	VU/PS/ KS	4	2	1–2
C.11.2	Quantitative Research Methods 2	VU/PS/ KS	4	2	1–2
C.12	Module Data-Driven Decision Support				
C.12.1	Computational Management Science 1	VU/PS/ KS	4	2	1–2
C.12.2	Computational Management Science 2	VU/PS/ KS	4	2	1–2
Module D	Business Analytics and Information Systems (see § 3 (4))		(0–24)	(0–10)	
	<i>If Module D is chosen, one module from D.1 to D.2 worth 24 ECTS credit points must be chosen.</i>				
D.1	Business Analytics and Data Science				
D.1.1.1	Business Intelligence and Analytics	VU/PS/ KS	4	2	1–3
D.1.1.2	Data Management for Business Analytics	VU/PS/ KS	4	2	1–3
D.1.1.3	Case Studies Business Analytics	VU/PS/ KS	4	2	1–3
D.1.1.4	Data-Driven Decision Support	VU/PS/ KS	4	2	1–3
D.1.2	Seminar Business Analytics	SE	4	2	1–3
D.1.3	Subject examination		4		3
D.2	Information Systems				
D.2.1.1	Business Intelligence and Analytics	VU/PS/ KS	4	2	1–3
D.2.1.2	Research Seminar for Information Science and Information Systems	VU/PS/ KS	4	2	1–3
D.2.1.3	Case Studies for Information Systems	VU/PS/	4	2	1–3

	Modules and examinations	Course type	ECTS	Course hours	rec. sem.
		KS			
D.2.1.4	Electronic Business Models and Digital Economy	VU/PS/ KS	4	2	1–3
D.2.2	Seminar Information Systems	SE	4	2	1–3
D.2.3	Subject examination		4		3
Module E	Master Module		4	2	
E.1	Master's seminar	SE	4	2	4
	Master's thesis		20		4
	Free elective courses		8		

1. Advanced Topics Within the Chosen Discipline and/or Across Disciplines: Within the greater Module C, three modules must be completed in full. In addition to Modules C.1 to C.12, additional modules may be offered for students to choose with the approval of the dean of studies. However, individual examinations may not be recognised multiple times for one student.
2. Within Module D, students can choose either “Business Analytics and Data Science” or “Information Systems”. Module D consists of four introductory seminars and one research seminar and concludes with a subject examination.

(2) Registration requirements for attending courses

Admission to the Master's Degree Programme Business Administration is a prerequisite for admission to courses in Specific Topics in Business Administration and Module D. In general, the following prerequisites for admission apply:

Module/ course name		Requirement(s) for registration	
	Specific Topics in Business Administration		Admission to the Master's Degree Programme
	Subject examination for Specific Topics in Business Administration		Completed examinations amounting to 20 ECTS credit points: four introductory seminars for the chosen Specific Topics in Business Administration <i>and</i> the research seminar for the chosen Specific Topics in Business Administration
C.10.2	Business Language 2	C.10.1	Business Language 1
D	Module D		Admission to the Master's Degree Programme
D.1.3	Subject examination for Business Analytics and Data Science	D.1.1.1 D.1.1.2 D.1.1.3 D.1.1.4 D.1.2	Business Intelligence and Analytics <i>and</i> Data Management for Business Analytics <i>and</i> Case Studies Business Analytics <i>and</i> Data-Driven Decision Support <i>and</i> Research Seminar for Business Analytics
D.2.3	Subject examination for Information Systems	D.2.1.1 D.2.1.2	Business Intelligence and Analytics <i>and</i> Evaluation <i>and</i>

		D.2.1.3 D.2.1.4 D.2.2	Case Studies for Information Systems <i>and</i> Electronic Business Models and Digital Economy <i>and</i> Research Seminar for Information Science and Information Systems
E.1	Master's seminar		Completion of examinations totalling 8 ECTS credit points in Specific Topics in Business Administration or a specialisation in Module D.

In addition, before taking a Specific Topics in Business Administration module and Module D, it is recommended that students complete the following courses:

Module/ course name		Recommended knowledge before registration	
	<ul style="list-style-type: none"> • Business Taxation • Controlling • Accounting and Auditing • Financial Reporting 	A.1 B.1	Master's Course Accounting <i>and</i> Advanced Mathematics and Statistics
	<ul style="list-style-type: none"> • Corporate Finance • Financial Intermediation • Investments 	A.2 B.1	Master's Course Finance <i>and</i> Advanced Mathematics and Statistics
	<ul style="list-style-type: none"> • Marketing in Consumer Markets • Marketing in Business Markets • Marketing in the Services Industry 	A.3 B.1	Master's Course Marketing <i>and</i> Advanced Mathematics and Statistics
	<ul style="list-style-type: none"> • Operations Research • Production and Logistics • Closed-Loop Supply Chain / Sustainable Operations 	A.4 B.1	Master's Course Production and Logistics <i>and</i> Advanced Mathematics and Statistics
	<ul style="list-style-type: none"> • Human Resource Management and Leadership • International Management • Corporate Leadership and Entrepreneurship • Organisation and Economics of Institutions • Business Ethics and Responsibility Management 	A.5 B.1	Master's Course Management <i>and</i> Advanced Mathematics and Statistics
D.1	Business Analytics and Data Science	B.2 B.1	Master's Course Business Analytics <i>and</i> Advanced Mathematics and Statistics
D.2	Information Systems	A.5 B.1	Master's Course Management <i>and</i> Advanced Mathematics and Statistics

(3) Specific Topics in Business Administration

1. In the Master's Degree Programme Business Administration, students must complete at least one Specific Topics in Business Administration module of their choice. Each Specific Topics in Business Administration module comprises courses amounting to 24 ECTS credit points or ten semester course hours. Alternatively, students may choose to complete a second and third Specific Topics in Business Administration module instead of Modules C and D. A Specific Topics in Business Administration module is structured as follows:

	Module Specific Topics in Business Administration	Course type	ECTS	Course hours
Module			24	10
	<i>From the range of courses offered, four introductory seminars for Specific Topics in Business Administration totalling 16 ECTS credit points must be completed.</i>	PS	16	8
	Seminar for the chosen Specific Topics in Business Administration	SE	4	2
	Subject examination		4	

2. To complete a Specialisation (major), at least two Specific Topics in Business Administration from the same subject area and the corresponding lecture (VO) from Module A must be completed. Any completed Specialisation (major) is noted on the degree certificate.

Specialisation (Major)	Module A	Modules Specific Topics in Business Administration
ACCOUNTING	Master's Course Accounting	Business Taxation
		Controlling
		Accounting and Auditing
		Financial Reporting
FINANCE	Master's Course Finance	Corporate Finance
		Financial Intermediation
		Investments
MARKETING	Master's Course Marketing	Marketing in Consumer Markets
		Marketing in Business Markets
		Marketing in the Services Industry
LOGISTICS AND SUPPLY CHAIN MANAGEMENT	Master's Course Production and Logistics	Operations Research
		Production and Logistics
		Closed-Loop Supply Chain / Sustainable Operations
MANAGEMENT	Master's Course Management	Human Resource Management and Leadership
		International Management
		Corporate Leadership and Entrepreneurship
		Organisation and Economics of Institutions
		Business Ethics and Responsibility Management

3. When teaching Specific Topics in Business Administration courses, the following must be observed: The teaching of subject-relevant social skills must be ensured by selecting appropriate course designs and methods of knowledge transfer. Specific Topics in Business Administration courses must be structured so that they can be completed in two semesters.

(4) Master's thesis

1. The topic of the master's thesis must be taken from one of the Specific Topics in Business Administration or a specialisation in Module D that the student has completed, or must be meaningfully related to one of these subjects.
2. Successful completion of the master's seminar is a prerequisite for assessment of the master's thesis. It is recommended that the master's seminar be completed in parallel with the master's thesis.

(5) Free elective courses

1. It is recommended to select free elective courses from the following areas: Courses from the disciplines of women's and gender studies; foreign language courses; courses from the transfer initiative for management and entrepreneurship fundamentals, awareness, training and employability

("TIMEGATE"), and courses from the Center for Social Competence of the University of Graz. Furthermore, courses from the "Route 63" programme as well as courses from any other curriculum offered at any approved national and international university, university of applied sciences and university college of teacher education may be selected (promoting student mobility).

2. When selecting free elective courses, students are advised to consider developing a qualification profile that matches their individual interests and select appropriate courses accordingly.

(6) Student mobility

Students are encouraged to spend a period abroad during their master's degree programme. The second and third semesters of their studies are particularly suitable for a stay abroad.

§ 4 Language

The following modules from Specific Topics in Business Administration and Module D are offered exclusively in English:

- Marketing in Business Markets
- Closed-Loop Supply Chain / Sustainable Operations
- Business Analytics and Data Science

§ 5 Examination Regulations

Subject examinations

A subject examination is designed to assess a student's knowledge of the material taught in the respective subject area in the form of a single examination. Examination dates are scheduled at the beginning, middle and end of each semester. The examinations are oral. The exact scope of the examination material must be announced by the teaching staff or posted online before the registration period for the first course of the Specific Topics in Business Administration module begins.

If there is a significant discrepancy between the content of the courses and the examinable material of the subject examination, the manner in which the examination is conducted is considered to exhibit severe defects within the meaning of § 79 (1) of the Universities Act 2002 (UG). The responsible organ of the law regulating university studies must ensure compliance with this regulation.

§ 6 Entry into Force

This curriculum comes into force on 1 October 2020 (Curriculum 2020).

§ 7 Transitional Regulations

Students of the Master's Degree Programme Business Administration at the Faculty of Business, Economics and Social Sciences studying in the curriculum version 16W as it comes into effect on 1 October 1 2020, are entitled to complete their studies according to the provisions of the curriculum in version 16W within 6 semesters. If the degree programme is not completed by 30 September 2023, students must then complete their studies according to the curriculum for the Master's Degree Programme Business Administration at the Faculty of Business, Economics and Social Sciences in its current version. Students studying in the expiring curriculum are further entitled to switch to the currently ongoing curriculum at any time during the admission periods.

The Chairperson of the Senate:
Niemann

Appendix I: Module Descriptions

MODULE A – General Business Administration

Module A.1	Master's Course Accounting
ECTS credit points	4
Content	<ul style="list-style-type: none"> • Concepts and function of internal and external corporate accounting as an information tool and payment assessment basis • Information and distribution assessment function of annual financial statements from the perspective of sole proprietorships, partnerships, and corporations • Principles of company valuation • Effects of taxation on investment and financing decisions • Theoretical analysis of information systems in single- and multi-person contexts • Derivation of different cost definitions from a microeconomic perspective • Consideration of uncertainty in corporate accounting • Production programming decisions under certain and uncertain conditions • Relevance of fixed costs in different decision-making contexts • Publicity and publicity incentives • Agency models
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • assess the suitability and relevance of internal and external accounting methods for various decision-making situations. • analyse the diverse incentive effects in external and internal corporate accounting. • determine the profitability of investment and financing objects before and after taxes. • apply conceptually appropriate company valuation methods in a wide variety of valuation situations. • determine the benefits of information systems in single- and multi-person contexts. • correctly apply solution methods for production programming decisions in various decision-making contexts. • correctly assess the decision relevance of fixed costs for production decisions. • assess the decision-making effects of various disclosure rules. • calculate compensation functions in basic principal-agent models.
Teaching and learning activities and methods	Lecture, exercises or case studies
Frequency with which the module is offered	every semester

Module A.2	Master's Course Finance
ECTS credit points	4
Content	<ul style="list-style-type: none"> • Overview and a broader understanding of financial issues and the importance of financial markets • Financial vs. real economy • Financial markets: money, capital, foreign exchange and commodity markets • Financial instruments and their trading venues • Alternative forms of investment • National and international financial market institutions • Corporate risk management • Methods, planning and instruments of corporate finance • Criteria for assessing and evaluating financial investments

Expected learning outcomes and competences	After completing this module, students are able to <ul style="list-style-type: none"> critically evaluate financial problems and situations. address current research questions in the field of finance. understand relationships and developments in international financial markets. apply methods and tools of corporate finance appropriately.
Teaching and learning activities and methods	Lecture
Frequency with which the module is offered	every semester

Module A.3	Master's Course Marketing
ECTS credit points	4
Content	<ul style="list-style-type: none"> Strategic marketing management Marketing planning Marketing objectives Marketing strategies Marketing mix Marketing implementation Marketing controlling International marketing
Expected learning outcomes and competences	After completing this module, students are able to <ul style="list-style-type: none"> understand strategic marketing management in the context of market-oriented corporate management in a regional, national and international context. describe the marketing management process. analyse the marketing environment. apply concepts of strategic marketing management in companies within the context of market-oriented corporate management. explain the basic functions and options of marketing instruments.
Teaching and learning activities and methods	Lecture
Frequency with which the module is offered	every academic year

Module A.4	Master's Course Production and Logistics
ECTS credit points	4
Content	<ul style="list-style-type: none"> Brief overview of the most important fundamentals of production and logistics Logistics support with modern IT technology Introduction to selected advanced topics with research relevance
Expected learning outcomes and competences	After completing this module, students are able to <ul style="list-style-type: none"> explain the basic relationships in production and logistics. recognise the connection between real-world tasks and formal models of production and logistics. analyse the challenges of decision support through models in production and logistics. solve transportation and warehousing problems using appropriate solution methods. understand aspects of sustainable business processes in closed supply chains.
Teaching and learning activities and methods	Lecture and practical examples
Frequency with which the module is offered	every semester

Module A.5	Master's Course Management
ECTS credit points	4
Content	<ul style="list-style-type: none"> • New developments in management research • Institutional economic approaches • Organisational theories • Theories of the firm • Corporate strategies in competition
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • analyse organisational problems within companies. • ask specific questions to solve internal and inter-company problems. • develop concepts, improvement proposals and action plans for companies. • identify barriers to implementation. • manage organisational units according to the management cycle (setting goals, planning, organising, staffing and controlling).
Teaching and learning activities and methods	Lecture, discussion, case studies, practical examples
Frequency with which the module is offered	every semester

MODULE B – Mathematics, Statistics and Business Analytics

Module B.1	Advanced Mathematics and Statistics
ECTS credit points	4
Content	<ul style="list-style-type: none"> • Extreme values of functions with multiple variables • Extreme values of functions with multiple variables under constraints • In-depth aspects of regression analysis • Cluster analysis
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • determine and correctly classify extreme values of functions with multiple variables. • apply the Lagrange method to extreme value problems. • solve extreme value problems with constraints using the Kuhn-Tucker approach. • represent statistical problems with linear and nonlinear dependencies using suitable models. • structure complex data using appropriate cluster analysis methods.
Teaching and learning activities and methods	Lecture, calculation exercises
Frequency with which the module is offered	every semester

Module B.2	Master's Course Business Analytics
ECTS credit points	4
Content	<ul style="list-style-type: none"> • Introduction to business analytics and data-driven technologies using the Data Science Life Cycle • The overarching question: How can companies utilise data-driven technologies and artificial intelligence, and how can these technologies change existing business models or create new ones? • Data management (data collection, data preparation, data preprocessing) • Exploratory and visual data analysis • Ethical issues in business analytics

	<ul style="list-style-type: none"> • Fundamentals of artificial intelligence • Data-based business models
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • describe the Data Science Life Cycle (DSLCL) in detail. • distinguish between structured, semi-structured and unstructured data and their respective characteristics. • identify and describe the main tasks of data management. • understand the most important ethical issues surrounding data collection and data analysis. • explain the ETL process and the term "Business Intelligence". • understand the tasks of data preprocessing and their key steps. • distinguish between and apply different types of data visualisation. • explain the term "Artificial Intelligence" and describe the functionality of a neural network. • understand the characteristics of data-based business models.
Teaching and learning activities and methods	<p>Interactive: Knowledge transfer primarily through presentations, discussions, etc.</p> <p>The content is reinforced through practical exercises</p>
Frequency with which the module is offered	every semester

MODULES of Specific Topics in Business Administration

SPECIALISATION (MAJOR) ACCOUNTING

Module	Business Taxation
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Corporate taxation in a national and international context • Corporate tax accounting law • Choice of legal form and change of legal form from a tax perspective • Value added tax and transfer taxes • Presentation and discussion of current research topics in business taxation
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • assess the effects of complex issues on the determination of corporate taxable profits. • evaluate the tax framework and structuring options for choosing and changing legal forms. • assess consequences of complex economic issues with regard to VAT and transfer tax. • understand complex national and cross-border tax issues and resolve the resulting taxation problems in cooperation with other specialists and managers. • critically assess current tax policy issues.
Teaching and learning activities and methods	Lectures, exercises and case studies, seminar papers, discussions
Frequency with which the module is offered	every academic year

Module	Controlling
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Controlling and corporate accounting as tools of corporate management • Fundamentals of information economics and information systems design • Control mechanisms in decentralised companies • Incentive systems

	<ul style="list-style-type: none"> • Characteristics of performance indicators and transfer pricing • Incentive and compensation systems • Instruments of corporate governance • Risk management and internal control systems • IT support in practical controlling
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • explain the integration of corporate accounting and controlling in the context of operational and strategic management within the framework of business information systems. • understand the effectiveness of internal corporate accounting as an information tool and use this to formulate accounting requirements as a basis for decision-making. • identify and analyse important aspects in the design of coordination accounts. • analyse the significance of institutional frameworks and identify corporate governance requirements. • critically assess the applicability of solution approaches and further develop such approaches. • analyse and solve complex, particularly new, issues. • expand and integrate the skills acquired in various areas. • apply the concepts and problem-solving skills developed to current corporate management issues in practice.
Teaching and learning activities and methods	Lecture, practical exercises and case studies, discussion, examinations
Frequency with which the module is offered	every academic year, with individual courses taking place over the winter and summer semesters

Module	Accounting and Auditing
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Economic analysis of information systems and application to external financial reporting • Information efficiency, value relevance, publicity • Balance sheet approach and dividend calculation through financial reporting • Economic analysis of auditing (independence, liability) • Structure and analysis of the international financial reporting standards IAS/IFRS • Valuation and disclosure issues in the context of international financial reporting • Application of IAS/IFRS to specific practical problems • Audit methods, auditing standards (ISA) and auditing techniques • Company valuation using the discounted cash flow method and the multiplier method • Company valuation in compliance with legal standards
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • independently address issues related to the content specified above. • analyse, interpret and discuss accounting and auditing issues from an economic perspective. • develop concepts for the valuation of companies and apply valuation methods appropriately. • describe basic IFRS concepts and state the key implications for recognition and measurement in IFRS financial statements. • appropriately apply international accounting standards to specific problems. • independently apply audit approaches and techniques to case studies. • perform activities in the areas of accounting (financial accounting, tax consulting, auditing), corporate accounting, and controlling and consulting.

Teaching and learning activities and methods	Discussion of case studies with possible collaboration, group work, in the seminar increased independent contributions from the students
Frequency with which the module is offered	every academic year

Module	Financial Reporting
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Balance sheet and valuation according to international accounting standards IAS/IFRS • Principles of mandatory and voluntary disclosure • Institutional framework of international accounting • Balance sheet analysis from the perspective of equity and debt investors • Principles of company valuation • Comparative international overview of business reporting • Principles of non-financial reporting • Principles of management commentary • Communication of academic and practical knowledge in the areas listed
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • identify, thoroughly reflect on and analyse problems in financial reporting. • critically evaluate current developments in the institutional framework of financial reporting. • identify and clarify abstract and complex issues in financial and non-financial reporting. • assess the impact of complex issues and design options from the perspective of company management and external stakeholders.
Teaching and learning activities and methods	Lectures, presentations, group work, increased independent contributions from the students in the seminar
Frequency with which the module is offered	every academic year

SPECIALISATION (MAJOR) FINANCE

Module	Corporate Finance
ECTS credit points	24
Content	<ul style="list-style-type: none"> • In-depth discussion of corporate investment and financial management, with particular attention to information frictions in financing decisions • Development of theoretical models and quantitative methods as decision-making tools in corporate investment and financing processes • Explanation of the role of treasury and risk management in value-oriented corporate management
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • identify and apply advanced decision-making approaches in corporate investment and financing policy. • comprehensively assess financial risk positions and apply them in management. • understand the structuring of financing decisions. • implement the design of financing contracts based on corporate strategy. • apply acquired methods and problem-solving skills to directly relevant practical issues. • develop independent solution approaches. • conduct independent academic research.

Teaching and learning activities and methods	Lectures, participation and discussion, case studies in individual or group work, presentations and guest lectures
Frequency with which the module is offered	every academic year

Module	Financial Intermediation
ECTS credit points	24
Content	<ul style="list-style-type: none"> • In-depth discussions of financial intermediation with a focus on risk and profitability and their interaction with regulatory requirements in banks and other financial institutions • Theoretical models and quantitative empirical methods as decision-making tools in corporate management • Holistic understanding of the value creation process of banks and other financial institutions
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • recognise the influence of market-based, legal and regulatory frameworks on financial institutions and derive resulting strategic measures. • apply acquired methodological skills to directly relevant practical issues in financial intermediation. • critically examine theoretical and empirical approaches to modelling risk and profitability. • develop and implement independent solutions. • conduct independent academic research.
Teaching and learning activities and methods	Lectures, participation and discussion, case studies in individual or group work, presentations and guest lectures, data projects, implementation of selected empirical methods
Frequency with which the module is offered	every academic year

Module	Investments
ECTS credit points	24
Content	<ul style="list-style-type: none"> • In-depth discussions on financial market and investment analysis with a focus on • Asset pricing and asset management • Modelling market data • Insight into institutions and regulations • Behaviour of financial market participants • Development of theoretical models as well as quantitative and empirical methods as tools for evaluating claims, managing investment portfolios and analysing processes and decisions in financial markets
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • identify and apply advanced approaches in financial market research for the valuation and risk analysis of investment products. • theoretically model and empirically analyse interrelationships in financial markets. • understand and apply quantitative methods in the systematic process of asset allocation. • identify the decision-making behaviour of market participants and the related influences of payout and incentive patterns. • apply acquired methodological and problem-solving skills to directly practice-relevant issues. • develop independent solution approaches. • conduct independent academic research.
Teaching and learning activities and methods	Lectures, participation and discussion, case studies in individual or group work, presentations and guest lectures
Frequency with which the module is offered	every academic year

SPECIALISATION (MAJOR) MARKETING

Module	Marketing in Consumer Markets
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Introduction to theories and concepts of business-to-consumer management • Tools of market-oriented management for achieving competitive advantages in consumer markets • Institutional characteristics of market-oriented management • In-depth analysis of key concepts of market-oriented management in consumer markets • Current developments in consumer markets • Digitalisation in marketing in consumer markets
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • recognise and thoroughly reflect on the challenges of market-oriented management in consumer markets. • evaluate the influence of relevant elements of the business environment and derive appropriate responses to environmental problems. • identify and evaluate opportunities for strategic and operational market development. • independently solve strategic marketing problems by applying the learned theories and concepts. • explain the institutional characteristics of market-oriented management. • use state-of-the-art analytical methods in the context of the management process. • design, conduct and analyse empirical studies and interpret their results.
Teaching and learning activities and methods	Lectures, discussions, written paper, group work, case studies, literature research, exercises, empirical projects, excursions
Frequency with which the module is offered	every academic year

Module	Marketing in Business Markets
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Introduction to theories and concepts of business-to-business management • Tools of market-oriented management for achieving competitive advantages in business markets • In-depth analysis of key concepts of market-oriented management in business markets • Current developments in business markets • Digitalisation in marketing in business markets
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • explain the specifics of business-to-business management from a theoretical, strategic and instrumental perspective. • recognise and thoroughly reflect on the challenges of market-oriented management in business markets. • evaluate the influence of relevant elements of the business environment and derive appropriate responses to environmental problems. • interpret, analyse and discuss marketing strategies in business markets. • use state-of-the-art analytical methods to measure relevant key performance indicators. • design, conduct and analyse empirical studies and interpret their results.
Teaching and learning activities and methods	Lectures, discussions, written paper, group work, case studies, literature research, exercises, empirical projects, excursions

Frequency with which the module is offered	every academic year
Module	Marketing in the Services Industry
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Subject and special features of marketing in the services industry • Concepts and theoretical foundations of marketing in the services industry • Management process for service companies • Current developments in the service sector • Industry-specific features of marketing in the services industry • Digitalisation in marketing in the services industry
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • recognise and thoroughly reflect on the challenges of market-oriented management for service companies. • evaluate the influence of relevant elements of the business environment of service companies and derive appropriate responses to environmental problems. • identify and evaluate opportunities for strategic and operational market development in the service sector. • independently solve strategic marketing problems by applying the learned theories and concepts. • explain the institutional characteristics of the service sector. • use state-of-the-art analytical methods in the context of the management process. • design, conduct and analyse empirical studies and interpret their results.
Teaching and learning activities and methods	Lectures, discussions, written paper, group work, case studies, literature research, exercises, empirical projects, excursions
Frequency with which the module is offered	every academic year

SPECIALISATION (MAJOR) LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Module	Operations Research
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Discrete optimisation • Graph algorithms • Scheduling • Production planning • Simulation • Route planning • Decision theory
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • analyse and model practical business problems. • select and apply scheduling algorithms for specific sequencing problems. • model real-world problems using elements of graph theory. • execute key algorithms on graphs. • conduct simulation calculations for complex business problems. • classify logistics problems and apply suitable solution methods. • analyse and appropriately apply mechanisms for decision-making, selection and allocation.
Teaching and learning activities and methods	Lecture, calculation exercises, case studies, design of algorithms, computer use and use of specialist software
Frequency with which the	Two courses of the module and the seminar are offered each semester so that the module can be completed within one

module is offered	academic year, with students able to start the module in either the winter semester or the summer semester
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Module	Production and Logistics
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Quantitative methods for decision support in production management and logistics • Transport and warehouse logistics • Site planning • Batch size planning • Sequence planning • Supply chain management
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • analyse logistics and production management issues. • understand fundamental relationships between logistics and production management processes. • apply in-depth knowledge of supply chain management strategies and concepts. • structure and solve problems. • extract relevant data and information. • create models and develop their own model solutions. • critically reflect on results in the context of the problem.
Teaching and learning activities and methods	Lecture, calculation exercises, case studies, computer use and use of specialist software
Frequency with which the module is offered	Each course is offered once per academic year and the seminar is offered every semester, so that the module can be completed within one academic year, with students able to start the module in either the winter semester or the summer semester

Module	Closed-Loop Supply Chain / Sustainable Operations
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Quantitative methods for the joint analysis of economic and ecological aspects in supply chain decisions • Strategies for reducing use of resources by reusing products and recycling material • Analysis of sustainability strategies in industrial competition • Design for the environment
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • analyse problems and issues in closed supply chains. • understand fundamental relationships between economic, ecological and social aspects in supply chain decisions. • understand and apply the interplay of strategic product, process and supply chain design decisions with operational decisions regarding product and material recycling. • structure problems. • extract relevant data and information. • create and work with models. • critically reflect on results in the context of the problem.
Teaching and learning activities and methods	Lecture, calculation exercises, case studies, computer use and use of specialist software
Frequency with which the module is offered	Each course is offered once per academic year and the seminar is offered every semester, so that the module can be completed within one academic year, with students able to start module in either the winter semester or the summer semester

SPECIALISATION (MAJOR) MANAGEMENT

Module	Human Resource Management and Leadership
ECTS credit points	24
Content	<ul style="list-style-type: none"> Theories, instruments and research approaches in human resource development, human resource management, labour relations and labour law aspects of human resource policy, as well as strategic and international human resource management Paradigms and empirical methods of human resource research Application examples from business practice
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> understand the effectiveness of human resource policy instruments and concepts in business practice. identify and analyse more complex problems in human resource policy and human resource management. apply in-depth knowledge of relevant theories. develop critically reflected solutions for business practice.
Teaching and learning activities and methods	Specialist literature review, lectures, writing scientific papers, discussions, research-based learning, excursions
Frequency with which the module is offered	every academic year

Module	International Management
ECTS credit points	24
Content	<ul style="list-style-type: none"> Theories of international management and the international/multinational enterprise Development and explanation of these theories using practical examples and case studies Discussion of application examples against the background of current global economic challenges The complex set of influencing factors that determine decisions in internationally active companies e.g., the strategy and structure of internationalisation processes, how internationalisation is carried out (market entry mode), when (timing), where (location) and why (motives) Discussion of the influence of different cultures on internationalisation decisions Selection and implementation of specific market entry forms using relevant empirical studies and case studies (e.g., international joint venture strategies, cross-border strategic alliances and challenges of market entry in the course of a cross-border acquisition and/or merger)
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> critically and reflectively analyse the requirements and problems of internationalisation processes in SMEs (small and medium-sized enterprises) and MNEs (multinational enterprises). evaluate associated decision-making processes. make and implement appropriate decisions related to internationalisation processes. evaluate, develop and implement complex cross-functional and cross-cultural internationalisation decisions.
Teaching and learning activities and methods	Theory- and case-study-oriented lectures, group discussions, current case study analyses, guest lectures, evaluation, current relevant research findings in international management
Frequency with which the module is offered	every academic year

Module	Corporate Leadership and Entrepreneurship
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Communication of fundamental perspectives and approaches in the disciplines of business management and entrepreneurship • Development of individual subject areas (including start-ups and restructuring, business models and location policy, strategy, organisation and corporate policy, leadership, management and decision-making) based on the differentiated requirements of different industries and companies • Discussion of specific issues and treatment of topic-specific problems in the specified subject areas • Focus on the industry-specific interplay of analysis, leadership, decision-making and communication
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • apply theoretical and practical knowledge in the specified areas to concrete practical problems. • recognise business-related interrelationships. • think entrepreneurially. • evaluate opportunities and risks. • develop possible solution and implementation strategies.
Teaching and learning activities and methods	Topic- and industry-specific lecture series and exercises, case studies, projects, guest lectures and discussions
Frequency with which the module is offered	every academic year

Module	Organisation and Economics of Institutions
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Organisational theory approaches • Institutional economic theories • Organisational design and incentive management in companies • Horizontal and vertical organisational problems and solutions • Inter-company organisational design • Make-or-buy decisions • Strategic management of companies to achieve competitive advantages
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • ask targeted questions to solve organisational problems. • analyse organisational problems within companies. • develop solutions for the optimal design of organisations. • identify the strengths and weaknesses of incentive systems within companies. • develop market strategies to achieve competitive advantages.
Teaching and learning activities and methods	Lectures, case studies, presentations, group discussions, research papers
Frequency with which the module is offered	every academic year

Module	Business Ethics and Responsibility Management
ECTS credit points	24
Content	<ul style="list-style-type: none"> • Introduction to the theoretical foundations and practical aspects of business ethics and corporate responsibility management • Theories of business, corporate and management ethics • Ethical problem areas and challenges of business conduct • Approaches and tools of responsibility management • Competencies and skills that enable the perception and processing of ethically relevant issues in organisational management
Expected learning outcomes and	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • develop an understanding and sensitivity for ethically relevant

competences	<p>aspects of international business activities.</p> <ul style="list-style-type: none"> • analytically and theoretically reflect on social and corporate frameworks, management theories and practices. • actively address management tasks in the area of responsible corporate governance. • critically pursue and evaluate current business and corporate ethics issues and controversies. • consider corporate and business ethics issues from different perspectives and address them in an interdisciplinary manner.
Teaching and learning activities and methods	Lectures, case studies, research projects, presentations, discussions, projects and discussions with professionals
Frequency with which the module is offered	every academic year

MODULE C – Advanced Topics Within the Chosen Discipline and/or Across Disciplines

Module C.1	Applied Business Informatics 1 and 2
ECTS credit points	8
Content	<p>Courses with a focus on SAP:</p> <ul style="list-style-type: none"> • Introduction to the most commonly used business software SAP • Overview of SAP modules • System operation • Business processes in finance as well as in the areas of materials management, purchasing, sales, and financial accounting <p>Courses with a focus on data and process modelling:</p> <ul style="list-style-type: none"> • Data modelling • SQL • MS Access • Process modelling and analysis
Expected learning outcomes and competences	<p>After completing the module with a focus on SAP, students are able to:</p> <ul style="list-style-type: none"> • explain how the software system SAP works. • handle business processes in financial accounting with SAP. • understand and apply the structures and procedures of integrated business processes in SAP ERP. • independently perform key tasks in purchasing, production and sales processes with integration into financial accounting. <p>After completing the module with a focus on data and process modelling, students are able to:</p> <ul style="list-style-type: none"> • independently develop a database application. • query data from a database system using SQL. • model and analyse business processes and develop target processes.
Teaching and learning activities and methods	<p>Courses with a focus on SAP: Lecture, SAP ERP demo system work, practical work with an SAP ERP system, discussions, case studies</p> <p>Courses with a focus on data and process modelling: Lecture, exercises, computer use, projects, discussions</p>
Frequency with which the module is offered	<p>courses with a focus on SAP: every semester</p> <p>courses with a focus on data and process modelling: every academic year</p>
Module C.2	Business History 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> • Outline of business history, or rather, the history of companies and entrepreneurs, as an academic discipline

	<ul style="list-style-type: none"> • Historical “lessons learned”: Communication of practical examples from corporate mission statements, corporate management, corporate identity, entrepreneurship and corporate culture • Austria-specific, economic-historical context of business history • Insight into the current state of research and academic discussions • Source evaluation and source interpretation • Research options and tools for business history • Acquisition of contextual knowledge, especially in the political and social spheres • Excursions to traditional companies and research institutions
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • analyse entrepreneurship as a central constant in economic-historical development. • compare corporate forms and types of entrepreneurs (organisation, leadership style, etc.) in the past and present. • understand and present Austria as a business location – also in a European/global comparison – in a historical context. • identify historical and current relationships between macroeconomic and recognise microeconomic developments in corporate forms. • analyse the influence of social and political processes as environmental variables on changes. • critically compare and evaluate current and historical developments. • independently research and evaluate relevant sources and specialist literature. • academically present a self-selected topic in the form of presentations and seminar papers.
Teaching and learning activities and methods	Lectures, presentations, discussions, written paper, excursions
Frequency with which the module is offered	every semester

Module C.3	Empirical Economic Research 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> • In-depth study of empirical research methods • Measurement, scaling, selection and data collection • Special research designs • Estimation and testing in econometric models • Time series analysis • Case studies from empirical economic research
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • independently design research. • collect and evaluate data. • conduct data analyses using statistical packages and econometric programmes. • practically apply econometric and time series analysis methods. • design surveys and interviews. • create questionnaires. • conduct laboratory and field experiments.
Teaching and learning activities and methods	Interactive seminars, exercises, internships, presentations, discussions, exercises with practical components and application-oriented examples
Frequency with which the module is offered	every semester

Module C.4	Sustainability and Environment Management 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> • Training in the areas of sustainability and environmental management • Approaches and possibilities for integrating sustainability considerations into corporate management • Methods and tools of sustainability-oriented research and development as well as product and process development (e.g., sustainable innovation, etc.) • Problems in the field of sustainability and environmental management (e.g., waste management, environmentally oriented issue and risk management, etc.)
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • understand the complex interrelationships between economic, ecological and social aspects of business. • apply methods of sustainability-oriented research and development. • apply tools of product and process development. • understand and apply various approaches and methods of eco-controlling. • critically analyse and reflect on problems in the field of sustainability and environmental management. • independently develop and elaborate sustainability-oriented business plans and integrated management systems. • work in an interdisciplinary, team-based and project-oriented manner, including in an international context (taught in English).
Teaching and learning activities and methods	Lectures, exercises and case studies, presentations, discussions
Frequency with which the module is offered	every semester

Module C.5	Project Management 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> • Introduction to project management • Phases of the project process • Selected aspects of empirical social research • Work on a comprehensive empirical project
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> • apply the theoretical foundations of project management in practice. • apply key methods of empirical social research in practice. • plan and implement a practical (empirical) project. • prepare, evaluate and interpret collected empirical data. • prepare an academic project report. • work constructively in a project group.
Teaching and learning activities and methods	Lectures, self-study, case studies, written exams, group work on empirical projects, oral and written project presentations
Frequency with which the module is offered	every academic year

Module C.6	Economics 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> • Deepening and applying basic economic knowledge • International economics, public sector economics and economic policy • Logic of globalisation and the role of multinational companies • New challenges facing nation states and supranational organisations in the areas of regulation, privatisation and competition in the age of globalisation

	<ul style="list-style-type: none"> Teaching and applying basic economic knowledge in the health sector (health economics)
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> understand and apply economic concepts that go beyond basic economic knowledge to analyse current issues. argue analytically and with sound economic logic. conduct simple model-theoretical analyses. independently examine current problems in terms of content. develop critical case studies on the topic. identify and address health economic issues and develop proposed solutions.
Teaching and learning activities and methods	Lectures, presentations, case studies, continuous assessment through homework, exams
Frequency with which the module is offered	every academic year

Module C.7	Business Education and Development 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> Introduction to the academic discipline of business education Introduction to in-company education and training Basic knowledge of lesson planning and analysis Trainer personality Research and professional fields (entrepreneurship education)
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> understand the objectives, theories and concepts of business education (especially in-company education). discuss various issues within the discipline. examine their own role in society or within an organisation. analyse the key elements of lesson planning. design key lesson sequences using exemplary didactic approaches.
Teaching and learning activities and methods	Lectures, discussions, presentations, papers
Frequency with which the module is offered	every semester

Module C.8	Commercial Law 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> In-depth knowledge of the key areas of commercial law, such as: Tax and fiscal law Corporate law Commercial law Intellectual property law Insolvency law
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> recognise the relevant legal aspects when participating in business life. independently familiarise themselves with specific issues. assess cases with moderate complexity in the area of commercial law.
Teaching and learning activities and methods	Lectures, exercises, case studies, presentations, discussions
Frequency with which the module is offered	every academic year

Module C.9	Economic Sociology 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> Classical approaches of economic sociology for analysing economic changes and their effects on society

	<ul style="list-style-type: none"> Approaches of modern economic sociology for analysing the political, institutional, socio-structural and cultural embedding of modern economic systems Discussion of other approaches such as comparative political economy, capitalism and welfare state research, industrial and labour sociology, social structure analysis and organisational sociology to better understand the behaviour of companies, consumers, and organisations, as well as the design of the economy Historical and current analyses of the relationship between the economy and society, examination of numerous phenomena such as money and financial markets, consumer goods markets, labour markets, various forms of exchange, technological change, social inequality, social movements, digital capitalism, modern organisations, and more
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> understand and comprehend basic concepts and fundamental questions of classical and new approaches to economic sociology. differentiate between different economic sociological approaches. apply traditional and new approaches to explaining the emergence and change of economic institutions and the possibilities of economic activity. transfer the acquired knowledge to empirical phenomena.
Teaching and learning activities and methods	Interactive knowledge transfer, especially through presentations and discussions, etc.
Frequency with which the module is offered	every semester

Module C.10	Business Language 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> Study (preparation, presentation and analysis) of specialised texts in the original language that are closely related to the subject matter of the master's degree programme Promotion of an integrative concept (combining language and specialised instruction), support in students' preparation for courses taught in a foreign language or for stays abroad in non-German-speaking countries Business English courses with a focus on developing both relevant conversational skills and language perfection as English is the dominant language in the business world Business language courses in e.g. French, Italian and Spanish with a focus on conversational skills.
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> understand specialist terminology and concepts from the respective subject area. formulate academic research questions. present research results appropriately to an audience. question and critically engage with specialist texts. search for arguments, develop argumentation strategies based on multiple viewpoints and convincingly defend their own position. Target language level for Business English: C1.2 Target language level for Business French, Italian and Spanish: B2.2
Teaching and learning activities and methods	Presentation, analysis and discussion of specialist topics from the master's degree programme
Frequency with which the module is offered	every semester

Module C.11	Quantitative Research Methods 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> Quantitative research methods Focus on information economics modelling Empirical research using databases
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> apply analytical and empirical research methods. work with information economics models. conduct empirical research using databases. independently conduct simple research projects using quantitative methods.
Teaching and learning activities and methods	Lecture, calculation exercises, implementation of a small empirical research project
Frequency with which the module is offered	every academic year

Module C.12	Computational Management Science 1 and 2
ECTS credit points	8
Content	<ul style="list-style-type: none"> Introduction to an easy-to-learn high-level programming language Presentation of basic concepts using a programming project Introduction to different programming paradigms Introduction to a state-of-the-art, professional programming environment Introduction to powerful tools to support project work
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> independently implement algorithms in various areas of application. solve management decision-making problems that can no longer be solved with more common programmes. independently develop algorithms for master's theses, other research projects and industrial applications.
Teaching and learning activities and methods	Individual and team homework, development of an independent project, discussions and presentations in class, lecture, online discussions
Frequency with which the module is offered	every academic year

MODULE D – Business Analytics and Information Systems

Module D.1	Business Analytics and Data Science
ECTS credit points	24
Content	<ul style="list-style-type: none"> Business analytics methods and technologies Data-based business models Data management for big data Applications and implementation of artificial intelligence Visualisation of large datasets Modelling of predictive models Recommendation systems and decision support Ethical and legal issues Business intelligence
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> analyse business analytics issues and propose suitable solutions. independently familiarise themselves with new topics of business analytics using the acquired methodological and technological knowledge. implement business analytics solutions using standard software.

	<ul style="list-style-type: none"> manage business analytics projects.
Teaching and learning activities and methods	Interactive: Knowledge transfer primarily through presentations, discussions, etc. The content is consolidated through practical exercises
Frequency with which the module is offered	every academic year

Module D.2	Information Systems
ECTS credit points	24
Content	<ul style="list-style-type: none"> Business intelligence Electronic business models Digital economy Quality management and technology acceptance Evaluation
Expected learning outcomes and competences	<p>After completing this module, students are able to</p> <ul style="list-style-type: none"> analyse, design, implement and utilise information systems within and across organisations. develop electronic business models. independently conduct business intelligence analyses. independently familiarise themselves with specialised areas of information science and business informatics.
Teaching and learning activities and methods	Lectures, exercises, case studies, projects, presentations, discussions
Frequency with which the module is offered	every semester

Appendix II: Recommended Curriculum Timeline

The following sample curriculum timeline is not mandatory but merely a recommendation and is intended as a guide for students.

Version 1:

Semester	Course/examination name	ECTS
1		28
A	General Business Administration	
A.2	Master's Course Finance	4
A.5	Master's Course Management	4
B	Mathematics, Statistics and Business Analytics	
B.1	Advanced Mathematics and Statistics	4
B.2	Master's Course Business Analytics	4
C	Advanced Topics Within the Chosen Discipline and/or Across Disciplines (§ 3 (1) 1)	
C.4.1	Sustainability and Environment Management 1	4
C.8.1	Commercial Law 1	4
C.10.1	Business Language 1	4
2		32
C	Advanced Topics Within the Chosen Discipline and/or Across Disciplines (§ 3 (1) 1)	
C.4.2	Sustainability and Environment Management 2	4
C.8.2	Commercial Law 2	4
C.10.2	Business Language 2	4
	Specific Topics in Business Administration (§ 3 (3))	
	Introductory seminars for Specific Topics in Business Administration	8
D	Business Analytics and Information Systems (§ 3 (4))	
D.1	Introductory seminars for Module D	8
	Free elective courses (see recommendations § 3 (5))	4
3		32
	Specific Topics in Business Administration (§ 3 (3))	
	Introductory seminars for Specific Topics in Business Administration	8
	Research seminars for Specific Topics in Business Administration	4
	Subject examination for Specific Topics in Business Administration	4
D	Business Analytics and Information Systems (§ 3 (4))	
D.1	Introductory seminars for Module D	8
D.2	Research seminar for Module D	4
D.3	Subject examination for Module D	4
4		28
	Master's thesis	20
E.1	Master's seminar	4
	Free elective courses (see recommendations § 3 (5))	4

Version 2:

Semester	Course/examination name	ECTS
1		32
A	General Business Administration	
A.1	Master's Course Accounting	4
A.5	Master's Course Management	4
B	Mathematics, Statistics and Business Analytics	
B.1	Advanced Mathematics and Statistics	4
B.2	Master's Course Business Analytics	4
	Specific Topics in Business Administration 1 (see § 3 (3))	
	Introductory seminars for Specific Topics in Business Administration 1	8
	Specific Topics in Business Administration 2 (see § 3 (3))	
	Introductory seminars for Specific Topics in Business Administration 2	8
2		28
	Specific Topics in Business Administration 1 (see § 3 (3))	
	Introductory seminars for Specific Topics in Business Administration 1	8
	Research seminars for Specific Topics in Business Administration 1	4
	Subject examination for Specific Topics in Business Administration 1	4
	Specific Topics in Business Administration 3 (see § 3 (3))	
	Introductory seminars for Specific Topics in Business Administration 3	8
	Free elective courses (see recommendations § 3 (5))	4
3		32
	Specific Topics in Business Administration 3 (see § 3 (3))	
	Introductory seminars for Specific Topics in Business Administration 3	8
	Research seminars for Specific Topics in Business Administration 3	4
	Subject examination for Specific Topics in Business Administration 3	4
	Specific Topics in Business Administration 2 (see § 3 (3))	
	Introductory seminars for Specific Topics in Business Administration 2	8
	Research seminars for Specific Topics in Business Administration 2	4
	Subject examination for Specific Topics in Business Administration 2	4
4		28
	Master's thesis	20
E.1	Master's seminar	4
	Free elective courses (see recommendations § 3 (5))	4

Appendix III: Equivalency List

List of equivalent courses when switching from the expiring curriculum in the version 16W to the currently ongoing curriculum in the version 2020 of the Master's Degree Programme Business Administration, as well as when remaining in the expiring curriculum in version 16W and taking examinations from the currently ongoing curriculum in version 2020 of the Master's Degree Programme Business Administration.

On the left side of the table, courses and examinations from the currently ongoing curriculum are listed. On the right side of the table, the corresponding equivalent exams from the expiring curriculum of the Master's Degree Programme Business Administration are listed, which they can be recognised for when switching to the currently ongoing curriculum. Any examinations taken for the expiring curriculum that have no equivalent in the ongoing curriculum can be recognised as free elective courses. Courses with the same name are recognised as equivalent. The equivalency list expires along with expiration of the 2020 curriculum.

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
	MODULE A: General Business Administration					MODULE A: General Business Administration			
A.1	Master's Course Accounting	VO	4	2	A.1	Master's Course Accounting	VO	4	2
A.2	Master's Course Finance	VO	4	2	A.2	Master's Course Finance	VO	4	2
A.3	Master's Course Marketing	VO	4	2	A.3	Master's Course Marketing	VO	4	2
A.4	Master's Course Production and Logistics	VO	4	2	A.4	Master's Course Production and Logistics	VO	4	2
A.5	Master's Course Management	VO	4	2	A.5	Master's Course Management	VO	4	2
	MODULE B: Mathematics, Statistics and Business Analytics								
B.1	Advanced Mathematics and Statistics	VO	4	2	A.6	Advanced Mathematics and Statistics	VO	4	2
B.2	Master's Course Business Analytics	VO	4	2					
	MODULES of Specific Topics in Business Administration					MODULES C / D: Specific Topics in Business Administration			
	Business Taxation					Business Taxation			
	International Taxation 1	PS	4	2		International Taxation I	PS	4	2
	International Taxation 2	PS	4	2		International Taxation II	PS	4	2
	Tax Accounting	PS	4	2		Tax Accounting	PS	4	2
	Tax Accounting and Legal Structure	PS	4	2		Tax Accounting and Legal Structure	PS	4	2
	Value Added Taxes and Transfer Taxes	PS	4	2		Value Added Taxes and Transfer Taxes	PS	4	2
	Seminar on Business Taxation and Accounting	SE	4	2		Seminar on Business Taxation and Accounting	SE	4	2
	Subject examination		4			Subject examination		4	

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
	Controlling					Controlling			
	Internal Budgeting	PS	4	2		Internal Budgeting	PS	4	2
	Corporate Management in Decentralised Organizations	PS	4	2		Corporate Management in Decentralised Organizations	PS	4	2
	Controlling and Corporate Governance	PS	4	2		Controlling and Corporate Governance	PS	4	2
	IT-Supported Management Accounting	PS	4	2		IT-Supported Management Accounting	PS	4	2
	Controlling - Seminar	SE	4	2		Controlling - Seminar	SE	4	2
	Subject examination		4			Subject examination		4	
	Accounting and Auditing					Accounting and Auditing			
	Financial Accounting and Auditing	PS	4	2		Financial Accounting and Auditing	PS	4	2
	Business Valuation	PS	4	2		Business Valuation	PS	4	2
	International Accounting Standards	PS	4	2		International Accounting Standards	PS	4	2
	Financial Statement Auditing	PS	4	2		International Accounting and Auditing	PS	4	2
	Accounting and Auditing - Seminar	SE	4	2		Accounting and Auditing - Seminar	SE	4	2
	Subject examination		4			Subject examination		4	
	Financial Reporting					Financial Reporting			
	International Financial Reporting	PS	4	2		International Financial Reporting	PS	4	2
	Financial Statement Analysis	PS	4	2		Financial Statement Analysis	PS	4	2
	Practical Annual Report Analysis	PS	4	2		Practical Annual Report Analysis	PS	4	2
	Special Subjects of Financial Reporting	PS	4	2		Special Subjects of Financial Reporting	PS	4	2
	Seminar on Financial Reporting	SE	4	2		Seminar on Financial Reporting	SE	4	2
	Subject examination		4			Subject examination		4	
	Corporate Finance					Corporate Finance			
	Capital Budgeting 1	PS	4	2		Capital Budgeting 1	PS	4	2
	Capital Budgeting 2	PS	4	2		Capital Budgeting 2	PS	4	2
	Financial Management 1	PS	4	2		Financial Management 1	PS	4	2
	Financial Management 2	PS	4	2		Financial Management 2	PS	4	2
	Seminar of Corporate Finance	SE	4	2		Seminar of Corporate Finance	SE	4	2
	Subject examination		4			Subject examination		4	
	Financial Intermediation					Financial Intermediation			
	Risk Management 1	PS	4	2		Risk Management 1	PS	4	2

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
	Risk Management 2	PS	4	2		Risk Management 2	PS	4	2
	Banking Management 1	PS	4	2		Banking Management 1	PS	4	2
	Banking Management 2	PS	4	2		Banking Management 2	PS	4	2
	Seminar Financial Intermediation	SE	4	2		Seminar Financial Intermediation	SE	4	2
	Subject examination		4			Subject examination		4	
	Investments					Investments			
	Financial Market Analysis 1	PS	4	2		Financial Market Analysis 1	PS	4	2
	Financial Market Analysis 2	PS	4	2		Financial Market Analysis 2	PS	4	2
	Investment Analysis 1	PS	4	2		Investment Analysis 1	PS	4	2
	Investment Analysis 2	PS	4	2		Investment Analysis 2	PS	4	2
	Seminar of Investments	SE	4	2		Seminar of Investments	SE	4	2
	Subject examination		4			Subject examination		4	
	Marketing in Consumer Markets					Business-to-Consumer Management			
	Managing Touchpoints and the Customer Journey	PS	4	2		Customer Relationship Management	PS	4	2
	Managing Omni Channel and Platforms	PS	4	2		Retail Management	PS	4	2
	Managing the Brand	PS	4	2		Services Management	PS	4	2
	Marketing Research and Analytics in Consumer Markets	PS	2	4		Public and Not-for-Profit Management			
	Seminar in Marketing in Consumer Markets	SE	4	2		Seminar in Business-to-Consumer Management	SE	4	2
	Subject examination		4			Subject examination		4	
	Marketing in Business Markets					Business-to-Business Management			
	Managing Customer Experience in Business Markets	PS	4	2		Business-to-Business Management	PS	4	2
	Managing the Salesforce	PS	4	2		Sales Management	PS	4	2
	Managing the Innovation Process	PS	4	2		Innovation Management	PS	4	2
	Marketing Research and Analytics in Business Markets	PS	4	2		Negotiating for Value	PS	4	2
	Seminar in Marketing in Business Markets	SE	4	2		Seminar in Business-to-Business Management	SE	4	2
	Subject examination		4			Subject examination		4	

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
	Marketing in the Services Industry								
	Managing Services	PS	4	2					
	Managing Revenue and Capacity	PS	4	2					
	Managing Communication	PS	4	2					
	Marketing Research and Analytics in the Services Industry	PS	4	2					
	Seminar in Marketing in the Services Industry	SE	4	2					
	Subject examination		4						
	Operations Research					Operations Research			
	Computerbased Modelling	PS	4	2		Computerbased Modelling	PS	4	2
	Graph Algorithms	PS	4	2		Graph Algorithms	PS	4	2
	Production Planning	PS	4	2		Production Planning	PS	4	2
	Industrial Optimization	PS	4	2		Industrial Optimization	PS	4	2
	Seminar Operations Research	SE	4	2		Seminar Operations Research	SE	4	2
	Subject examination		4			Subject examination		4	
	Production and Logistics					Production and Logistics			
	Quantitative Logistics Analysis	PS	4	2		Quantitative Logistics Analysis	PS	4	2
	Production Scheduling	PS	4	2		Production Scheduling	PS	4	2
	Supply Chain Management	PS	4	2		Supply Chain Management	PS	4	2
	Decision Support in Operations Management	PS	4	2		Decision Support in Operations Management	PS	4	2
	Seminar Production and Logistics	SE	4	2		Seminar Production and Logistics	SE	4	2
	Subject examination		4			Subject examination		4	
	Closed-Loop Supply Chain / Sustainable Operations					Closed-Loop Supply Chain / Sustainable Operations			
	Introduction to Supply Chain Analysis	PS	4	2		Introduction to Supply Chain Analysis	PS	4	2
	Strategic Issues in Closed-Loop Supply Chain Management	PS	4	2		Strategic Issues in Closed-Loop Supply Chain Management	PS	4	2
	Tactical and Operational Aspects of Closed-Loop Supply Chains	PS	4	2		Tactical and Operational Aspects of Closed-Loop Supply Chains	PS	4	2
	Sustainable Operations	PS	4	2		Sustainable Operations	PS	4	2
	Seminar Closed-Loop Supply Chain /	SE	4	2		Seminar Closed-Loop Supply Chain /	SE	4	2

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
	Sustainable Operations					Sustainable Operations			
	Subject examination		4			Subject examination		4	
	Closed-Loop Supply Chain / Sustainable Operations					Closed-Loop Supply Chain / Sustainable Operations			
	Introduction to Supply Chain Analysis	PS	4	2		Introduction to Supply Chain Analysis	PS	4	2
	Strategic Issues in Closed-Loop Supply Chain Management	PS	4	2		Strategic Issues in Closed-Loop Supply Chain Management	PS	4	2
	Tactical and Operational Aspects of Closed-Loop Supply Chains	PS	4	2		Tactical and Operational Aspects of Closed-Loop Supply Chains	PS	4	2
	Sustainable Operations	PS	4	2		Sustainable Operations	PS	4	2
	Seminar Closed-Loop Supply Chain / Sustainable Operations	SE	4	2		Seminar Closed-Loop Supply Chain / Sustainable Operations	SE	4	2
	Subject examination		4			Subject examination		4	
	Human Resource Management and Leadership					Human Resource Management and Leadership			
	Leadership	PS	4	2		Leadership	PS	4	2
	Strategic and International Human Resource Management	PS	4	2		Strategic and International Human Resource Management	PS	4	2
	Personnel Development	PS	4	2		Personnel Development	PS	4	2
	Labour Law, Human Resource Management and Employment Relations	PS	4	2		Labour Law, Human Resource Management and Employment Relations	PS	4	2
	Seminar Human Resource Management and Leadership	SE	4	2		Seminar Human Resource Management and Leadership	SE	4	2
	Subject examination		4			Subject examination		4	
	International Management					International Management			
	Strategy and Structure and the Process of Internationalization	PS	4	2		Strategy and Structure and the Process of Internationalization	PS	4	2
	International Joint Ventures as Entry Mode Decisions	PS	4	2		International Joint Ventures as Entry Mode Decisions	PS	4	2
	Culture and International Management	PS	4	2		Culture and International Management	PS	4	2
	International IP Management	PS	4	2		International IP Management	PS	4	2
	Seminar International Management	SE	4	2		Seminar International Management	SE	4	2
	Subject examination		4			Subject examination		4	

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
	Corporate Leadership and Entrepreneurship					Corporate Leadership and Entrepreneurship			
	Entrepreneurship and Recapitalization/Reorganization	PS	4	2		Entrepreneurship and Recapitalization/Reorganization	PS	4	2
	Business Models and Regional Economic Policy	PS	4	2		Business Models and Regional Economic Policy	PS	4	2
	Strategy, Organization and Company Policy	PS	4	2		Strategy, Organization and Company Policy	PS	4	2
	Leadership, Control and Decision	PS	4	2		Leadership, Control and Decision	PS	4	2
	Seminar Business Management and Entrepreneurship	SE	4	2		Seminar Business Management and Entrepreneurship	SE	4	2
	Subject examination		4			Subject examination		4	
	Organisation and Economics of Institutions					Organisation and Economics of Institutions			
	Organizational Design and Incentives in Firms 1	PS	4	2		Organizational Design and Incentives in Firms 1	PS	4	2
	Organizational Design and Incentives in Firms 2	PS	4	2		Organizational Design and Incentives in Firms 2	PS	4	2
	Organizational Design and Strategy 1	PS	4	2		Organizational Design and Strategy 1	PS	4	2
	Organizational Design and Strategy 2	PS	4	2		Organizational Design and Strategy 2	PS	4	2
	Seminar Organizational Design and Incentives in Firms	SE	4	2		Seminar Organizational Design and Incentives in Firms	SE	4	2
	Subject examination		4			Subject examination		4	
	Business Ethics and Responsibility Management					Business Ethics and Responsibility Management			
	Business Ethics and Responsibility Management - Theoretical Foundations	PS	4	2		Business Ethics and Responsibility Management - Theoretical Foundations	PS	4	2
	Ethical Aspects of the Global Economy and Global Responsibility Management	PS	4	2		Ethical Aspects of the Global Economy and Global Responsibility Management	PS	4	2
	Responsibility Management in Selected Sub Domains of Business Administration	PS	4	2		Responsibility Management in Selected Sub Domains of Business Administration	PS	4	2
	Corporate Culture and Instruments of Corporate Social Responsibility (CSR)	PS	4	2		Corporate Culture and Instruments of Corporate Social Responsibility (CSR)	PS	4	2
	Seminar Business Ethics and Responsibility Management	SE	4	2		Seminar Business Ethics and Responsibility Management	SE	4	2

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
	Subject examination		4			Subject examination		4	
	MODULE C: Advanced Topics Within the Chosen Discipline and/or Across Disciplines					MODULE B: Theories, Methods and Skills from Neighbouring Disciplines			
C.1	Module Applied Information Systems				B.1	Module Applied Information Systems			
C.1.1	Applied Business Informatics 1	VU/PS/KS	4	2	B.1.1	Applied Business Informatics 1	VU/PS/KS	4	2
C.1.2	Applied Business Informatics 2	VU/PS/KS	4	2	B.1.2	Applied Business Informatics 2	VU/PS/KS	4	2
C.2	Module Business History				B.2	Module Business History			
C.2.1	Business History 1	VU/PS/KS	4	2	B.2.1	Business History 1	VU/PS/KS	4	2
C.2.2	Business History 2	VU/PS/KS	4	2	B.2.2	Business History 2	VU/PS/KS	4	2
C.3	Module Empirical Economic Research				B.3	Module Empirical Economic Research			
C.3.1	Empirical Economic Research 1	VU/PS/KS	4	2	B.3.1	Empirical Economic Research 1	VU/PS/KS	4	2
C.3.2	Empirical Economic Research 2	VU/PS/KS	4	2	B.3.2	Empirical Economic Research 2	VU/PS/KS	4	2
C.4	Module Sustainability and Environment Management				B.4	Module Sustainability and Environment Management			
C.4.1	Sustainability and Environment Management 1	VU/PS/KS	4	2	B.4.1	Sustainability and Environment Management 1	VU/PS/KS	4	2
C.4.2	Sustainability and Environment Management 2	VU/PS/KS	4	2	B.4.2	Sustainability and Environment Management 2	VU/PS/KS	4	2
C.5	Module Project Management				B.5	Module Project Management			
C.5.1	Project Management 1	VU/PS/KS	4	2	B.5.1	Project Management 1	VU/PS/KS	4	2
C.5.2	Project Management 2	VU/PS/KS	4	2	B.5.2	Project Management 2	VU/PS/KS	4	2
C.6	Module Economics				B.6	Module Economics			
C.6.1	Economics 1	VU/PS/KS	4	2	B.6.1	Economics 1	VU/PS/KS	4	2
C.6.2	Economics 2	VU/PS/KS	4	2	B.6.2	Economics 2	VU/PS/KS	4	2

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
C.7	Module Business Education and Development				B.7	Module Business Education and Development			
C.7.1	Business Education and Development 1	VU/PS/KS	4	2	B.7.1	Business Education and Development 1	VU/PS/KS	4	2
C.7.2	Business Education and Development 2	VU/PS/KS	4	2	B.7.2	Business Education and Development 2	VU/PS/KS	4	2
C.8	Module Commercial Law				B.8	Module Commercial Law			
C.8.1	Commercial Law 1	VU/PS/KS	4	2	B.8.1	Commercial Law 1	VU/PS/KS	4	2
C.8.2	Commercial Law 2	VU/PS/KS	4	2	B.8.2	Commercial Law 2	VU/PS/KS	4	2
C.9	Module Economic Sociology				B.9	Module Economic Sociology			
C.9.1	Economic Sociology 1	VU/PS/KS	4	2	B.9.1	Economic Sociology 1	VU/PS/KS	4	2
C.9.2	Economic Sociology 2	VU/PS/KS	4	2	B.9.2	Economic Sociology 2	VU/PS/KS	4	2
C.10	Module Business Language				B.10	Module Business Language			
C.10.1	Business Language 1	VU/PS/KS	4	2	B.10.1	Business Language 1	VU/PS/KS	4	2
C.10.2	Business Language 2	VU/PS/KS	4	2	B.10.2	Business Language 2	VU/PS/KS	4	2
C.11	Module Quantitative Research Methods				B.11	Module Quantitative Research Methods			
C.11.1	Quantitative Research Methods 1	VU/PS/KS	4	2	B.11.1	Quantitative Research Methods 1	VU/PS/KS	4	2
C.11.2	Quantitative Research Methods 2	VU/PS/KS	4	2	B.11.2	Quantitative Research Methods 2	VU/PS/KS	4	2
C.12	Module Data-Driven Decision Support				B.13	Module Data-Driven Decision Support			
C.12.1	Computational Management Science 1	VU/PS/KS	4	2	B.13.1	Computational Management Science 1	VU/PS/KS	4	2
C.12.2	Computational Management Science 2	VU/PS/KS	4	2	B.13.2	Computational Management Science 2	VU/PS/KS	4	2
	MODULE D: Business Analytics and Information Systems					MODULES C / D: Specific Topics in Business Administration			
D.1	Business Analytics and Data Science								
D.1.1.1	Business Intelligence and Analytics	PS	4	2		Business Intelligence (and Analytics)	PS	4	2

Currently ongoing curriculum in version 2020					Expiring curriculum in version 16W				
	Course/examination name	Course type	ECTS	Cou. hours		Course/examination name	Course type	ECTS	Cou. hours
D.1.1.2	Data Management for Business Analytics	PS	4	2		Research Seminar for Information Science and Information Systems (Data Management for Business Analytics)	PS	4	2
D.1.1.3	Case Studies Business Analytics	PS	4	2		Case Studies for Information Systems (Case Studies Business Analytics)	PS	4	2
D.1.1.4	Data-Driven Decision Support	PS	4	2		Electronic Business Models and Digital Economy (Data-Driven Decision Support)	PS	4	2
D.1.2	Research Seminar for Business Analytics	SE	4	2		Research Seminar for Information Science and Information Systems (Business Analytics)	SE	4	2
D.1.3	Subject examination		4						
D.2	Information Systems								
D.2.1.1	Business Intelligence and Analytics	PS	4	2		Business intelligence	PS	4	2
D.2.1.2	Research Seminar for Information Science and Information Systems	PS	4	2		Research Seminar for Information Science and Information Systems	PS	4	2
D.2.1.3	Case Studies for Information Systems	PS	4	2		Case Studies for Information Systems	PS	4	2
D.2.1.4	Electronic Business Models and Digital Economy	PS	4	2		Electronic Business Models and Digital Economy	PS	4	2
D.2.2	Research Seminar for Information Science and Information Systems	SE	4	2		Research Seminar for Information Science and Information Systems (Information Science)	SE	4	2
D.2.3	Subject examination		4			Subject examination for Information Systems		4	
	MODULE E: Master Module					MODULE E: Master Module			
E.1	Master's seminar	SE	4	2	E.2	Master's seminar	SE	4	2