Description of MASTER Modules

2018/2019
Fachbereich Wirtschaft / School of Business
Summer semester / Semester II

Modules in English language [See page 1]
Modules in German language [See page 15]

October 2018
# Master Modules offered in English

Academic Year 2018/19 / Semester II

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<td>Export Management</td>
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<td>World Economic Issues: New Regionalism ( Intensive block)</td>
<td>B09-53401</td>
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**German Language and Culture (Deutsche Sprache und Kultur)**

| German (Beginner A1.1)                                                | 907015            | 4       | 5            | 13   |
| German (Beginner A1.2)                                                | 907025            | 4       | 5            | 13   |
| German (Intermediate A2)                                               | 907105            | 4       | 5            | 13   |
| German (Intermediate B1)                                               | 907205            | 4       | 5            | 13   |
| German (Advanced B2)                                                  | 907305            | 4       | 5            | 13   |
| German (Academic German C1)                                           | 907405            | 4       | 5            | 13   |

**Other Languages (the beginner courses have a German approach)**

| French (A1)                                                           | 900003            | 4       | 3            |
| French (A2)                                                           | 900103            | 4       | 3            |
| French (B1)                                                          | 900205            | 4       | 5            |
| French (B2)                                                          | 900305            | 4       | 5            |
| Spanish (A1)                                                         | 901013            | 4       | 3            |
| Spanish (A2)                                                         | 901103            | 4       | 3            |
| Spanish (B1)                                                         | 901205            | 4       | 5            |
| Chinese A1                                                           | 902003            | 4       | 3            |
| Russian A1                                                           | 904003            | 4       | 3            |
| Russian A2                                                           | 904103            | 4       | 3            |

**Course selection and Course Choice**                                  | 13+14             |

**Module in deutscher Sprache**                                          | 15                |
Modules taught in English language

**Module:** A23-60256 Supply Chain Management

**Semester:** summer semester

**Hours per week:** 4

**ECTS credits:** 6

**Learning outcomes:** Students know main objectives in operations management, the trade-offs between these objectives and methods for problem solving and optimization. They understand how supply chains (SCs) are managed by coordinated design, planning, planning across company borders: Supply Chain Management (SCM). They are able to analyze and explain how a fit between the competitive strategy, branch specific factors and the external environment and the specific SCM concept is achieved. Students can evaluate, assess and critically diagnose objectives and key elements of a SCM. They draw conclusions about diverse SCs using the most popular SCM classification schemes. They know selected strategic and operational concepts in SCM, are familiar with basic planning methods for SCs and are able to assess important optimization methods. They know how to assess the performance of an SC and how to control and measure it with specific KPIs.

**Competences:** In case discussions students will train their capabilities in analysis, rhetoric and reasoning. In group works students will train team competencies and decision skills.

**Teaching Methods:** The course includes lectures, presentations, case studies, assignments and Excel exercises

**Assessment:** written examination (120 minutes)

**Content:**
- Introduction: objectives and trade-offs in operations management
- Overview on operational processes in a supply chain
- Simulation of a supply chain in the beer game, introduction in specific problems of supply chain management
- Objectives (profit, service level, sustainability, risk limitation) in supply chain management
- Steering and control using supply chain specific KPIs.
- Strategic fit between competitive strategy and supply chain strategy, generic supply chain strategies
- Driver of supply chain performance: facilities, inventories, transports, information, sourcing, pricing
- Selected examples for coordination problems and solutions (lot sizing, single orders, price-demand curve
<table>
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<th>Module:</th>
<th>996-60151/ International Financial Reporting</th>
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**Learning Outcomes:**

Students understand and differentiate between relevant International Financial Reporting Standards (IFRS) that have to be applied in financial reports of listed groups in Europe. Furthermore, they apply tools and interpret key ratios used in a financial analysis. They apply the standards to practical accounting problems and case studies for different companies and industries and can conclude on their implications for decision-making.

**Competences:**

At the end of the unit, the students are able to appraise current practice in various industries critically and have further developed their ability of critical thinking. Due to the discussion of the case studies in class, the students also train to present their arguments in groups.

**Teaching Methods:**

lectures, seminar discussions, team work

**Assessment:**

Written examination (120 minutes)

**Prerequisites:**

Basics of double-entry bookkeeping and financial accounting under German GAAP (HGB)

**Contents:**

Basics of international financial reporting, including the content of financial statements under IFRS

IFRS-accounting rules in annual financial statements

Consolidated accounts under IFRS

Current developments in accounting
Module: 00056344/ Customer Centric Marketing
Semester: summer semester
Hours per week: 4
ECTS-credits: 6

Teaching method: Lecture and Case Studies
Assessment: Group work and presentation

Learning outcomes: Students understand the implications of the concept of customer-centric marketing. They also recognise how this concept has led to major new developments in the field of marketing. Students know, apply and discuss customer centric marketing concepts including disruptive innovations, emotional storytelling and need state-based product innovations. Students discuss and formulate customer-centric marketing as a strategy that places the individual customer at the centre of marketing design and delivery and understand that this starts from the realization that there is no “average” customer and that there is no “one-size-fits-all” marketing approach. Students compare customer centric marketing with other common marketing approaches. They assess the aim of co-creating value with the customer and the revolution in big data analysis which has enabled a game-changing approach to marketing.

Competences: Students discuss and evaluate how customer centricity empowers marketing driven companies to target the right customer with the right product, via the right channel and with right message – at the right time. They understand how to enable the entire company to align around a strategy that will drive long-term value to the business: acquiring high-value customers, and keeping them coming back. Students develop concept related as well as analytical competencies in the areas of customer centric marketing. The discussion of case studies and intensive group work will sharpen students’ ability to analyse customer insights and condense them in a comprehensive marketing strategy.

Contents e.g.: • Transition process: From Marketing to Customer Centricity
• Why and when does the traditional Marketing process fail?
• Pillars of Customer Centricity
• Separating facts from fictions: Big data and occasion based customer insights
  Encourage customer innovation & Designing products around customer needs:
  Users, customers and shoppers
• Measure what matters to customers
  Foster a customer-centric culture
**Module:** 000-56332/ Corporate Controlling  
**Semester:** summer semester  
**Hours per week:** 4  
**ECTS-credits:** 6

**Learning outcomes:** Students understand the background, and apply fundamental financial concepts like Cash Flow, Return on Sales, Return on Equity, Return on Assets, Capital Cost, Discount Rates, etc. and assess their implications for management. They interpret information sources like Balance Sheet, Income Statement and Cash Flow Statement of international multi-divisional corporations in English language. Participants develop know-how to evaluate complex investments using risk analysis and investment criteria (present value index, expected commercial value, decision trees, etc.). They understand the critical assumptions and data requirements. Based on the course, students are able to critically evaluate and practically apply valuation techniques for M&A transactions like Discounted Cash Flow or Multiples. They gain knowledge about strategic controlling tools and know how to apply them and analyse the basic concepts of performance measurement and Corporate Social Responsibility reporting. Also, participants analyse and discuss basic problems of international controlling of subsidiaries and are able to apply specific concepts of corporate financial portfolio analysis like the marakon matrix. They learn to make fact-based recommendations to management.

**Competences:** Participants develop the abilities and skills to be able to work in the corporate controlling department of large multinational companies. After citing the course will have a deep knowledge of English concerning technical terms in accounting, controlling, finance and strategy.

**Teaching method:** Seminar style with case studies  
**Assessment:** Group work (25%) and written examination (75%)

**Content:**
- Chapter 1: Introduction to Corporate Controlling  
- Chapter 2: The Information Base of Corporate Controlling  
- Chapter 3: Investment Analysis  
- Chapter 4: Mergers and Acquisitions  
- Chapter 5: Strategic Controlling  
- Chapter 6: International Controlling of Subsidiaries and Affiliates  
- Chapter 7: Performance Measurement  
- Chapter 8: Controlling for Corporate Social Responsibility
Module: 000-56337/ Leadership and human resource management in international companies
Semester: summer semester
Hours per week: 4
ECTS-credits: 6

Learning outcomes: Students develop a critical understanding of international management and HRM concepts in all relevant HR and Leadership fields. They can distinguish between these concepts and assess their implications for management. They learn about the relationship between leadership and HRM in the context of multinational companies. This includes a critical assessment and understanding of HRM best practice concepts and their application and relevance in different cultural environments.

Competences: In addition, students train their own capabilities of self-management and enhance their social competences in teamwork situations. They learn about management techniques and their application in business operations. Students can critically apply the concepts and theories examined to practical international management and HRM problems; critically evaluate international management and HRM trends and developments and demonstrate a critical knowledge and awareness of varying international perspectives and practices of management and HRM.

Teaching method: The module consists of lectures, working with course material and on case studies in small teams of students, presentation and discussion of their results in class. Teaching and learning is student-centred.

Assessment: Presentation (60%) and Essay/Reflection Paper (40%)

Contents e.g.: • Management and HRM practices in important economic regions in the world
• General management issues and problems in international firms
• Human resource strategies and practices
• Management issues with regards to international mergers & acquisitions, international joint ventures
• Cross-cultural management
• Management development
• International transfers & expatriation
Module: 996-60201 Strategic Management
Semester: Summer semester
Hours per week: 4
ECTS credits: 6

Learning Outcomes: Students strengthen and deepen their knowledge of Strategic Management with state of the art theories and concepts. They can analyse and assess complex strategy processes in international companies. They are able to critically diagnose the current situation of a company or business unit, to develop strategic options, select appropriate options for implementation and plan the implementation. Students can analyse and evaluate specific strategic challenges like diversification, vertical integration, M&A and globalization and understand good practise. They are able to draw conclusions about good and bad strategies based on a specific context.

Competences: Students develop a comprehensive and current knowledge about the field of Strategic Management. They can analyse strategic challenges with a holistic perspective. Group work related to case studies supports the development of social competences, specifically teamwork, dealing with conflicts, taking a critical view, making decisions and intercultural competences. Furthermore, they improve their media competences including their presentation skills.

Teaching Methods: lectures, seminar style with case studies

Contents:
1. Overview of Strategic Management and frame of reference for the strategy process
2. Management in global companies
3. Specific strategic themes, for example:
   • Vertical integration and positioning within the value chain (network)
   • Diversification strategies
   • M&A, Alliances and Joint Ventures
   • Corporate Governance; Corporate Social Responsibility
   • Business Model Innovation and strategic agility
   • New developments, e.g. Sharing Economy

Assessment: Presentation(30%) and written examination (70%)
Module: 964 60252 International Corporate Finance
Semester: summer semester

Hours per week: 4
ECTS-credits: 5

Teaching method: Lectures, case studies and presentation
Assessment: written examination (70%) and presentation (30%)

Learning Outcomes / Competences

Students understand the international dimension of corporate finance, in particular in the framework of Multinational Firms. They are able to apply standard and advanced analytical tools to stylised and real-world cases. In contrast to their previous classes at undergraduate level, they focus on multinational companies. They are able to analyse cases from the international company world and apply their knowledge of theories to issues of corporate finance.

They are able to transfer their knowledge and analytical tools to unknown cases in changing environments. They develop skills needed to integrate the tools into the firm’s Risk Management and to transfer knowledge on exchange rate risks acquired in the International Business Environment and Export Management modules to the issues debated in this class. They are able to use this capacity for deducting hypotheses for student research projects. This module adds the international aspect to Corporate Finance. It, such, broadens the students’ perspective. Simultaneously, it deepens the students’ ability in analysing corporate finance issues.

This module focuses on the individual analytical capability. Enhancing social competence may be achieved when students informally help each other in working on exercises and cases.

Contents:
The global financial environment
Foreign exchange theory and markets
Foreign exchange exposure
Financing the global firm
Foreign investments and operations
Module: B09/ 964-60253 International Marketing
Semester: Summer semester
Hours per week: 4
ECTS credits: 5
Teaching Methods: lectures, seminar discussions, team work, case studies, presentations
Assessment: student paper and student team presentation

Learning Outcomes / Competences:

Knowing and Understanding
Students know and understand the principle concepts and techniques of international marketing. They understand how the links between international marketing environment, strategy and functional aspects of marketing influence the international organisation’s decision making.

Applying
They gain expertise in applying these concepts and techniques to real-world situations

Analysing and Evaluating
They are able to analyse cases from the international company world and apply their knowledge of concepts and analytical tools to international marketing problems. They are able to critically assess different methods of problem solutions. They explore ways of segmenting markets, appreciate different research techniques.

Transferring, Generating and Developing
They integrate knowledge and skills already acquired from other modules in the Masters programme. They develop their capacity to think in terms of a strategic marketing perspective.

Broadening vs. Deepening
This module deepens the students’ understanding of strategic marketing. In particular, their own research enables them to go beyond “standard” knowledge and acquire advanced analytical skills. On the other hand, the module broadens the perspective by adding the international perspective.

Social competence
They develop their capacity to work in cross-cultural teams and to present the working results of the team. They improve their abilities in formulating, presenting and defending arguments and opinions. They scrutinize companies’ decisions with respect to ethical questions and become sensible to ethical issues in research and business.

Self-management
They train their capabilities of self-management and reflect their own contribution to the team success. In particular, they train their ability in extracting and condensing information from different sources.

Contents:
Assessing the volatile global environment
Dilemma of standardisation versus localisation strategies
Global marketing research (Explorative and conclusive research; ethical issues)
Cultural diversity and marketing
Market entry strategies
Designing the global marketing programme (international product decisions, global branding; international price decisions, international distribution decisions; communication tools in the international context)
Marketing planning (complexity, forecasting, scenarios, formulating strategies
Learning Outcomes / Competences

Knowing and Understanding
Students know and understand the legal basis of cross-border contracts, in particular the export contract. They know the legal environment set by EU law and the Vienna Convention on the International Sales of Goods (CISG). They know and understand the issue of applicable law, private arbitration (New York Convention), standard trade terms and L/C regulations.

Applying
They apply their knowledge to export contracts.

Analysing and Evaluating
They are able to analyse export cases with the aim of identifying problematic parts. They are not able to replace the analysis of a lawyer but develop a basic understanding of the basic legal system.

Transferring, Generating and Developing
They transfer part of this knowledge to the cases and issues analysed in the Export Management module.

Broadening vs. Deepening
This module broadens the students’ understanding of international business.

Social competence
They increase their capacity of inter-disciplinary work.

Contents:

Forms of International Business Transactions; challenges of conducting trans-border business, overview of international institutions and treaties governing international business transactions. The export contract under German law, EU regulations, the Vienna Convention on the International Sales of Goods, Arbitration, Standard Trade Terms and Payment Conditions from a legal perspective.
Module: Export Management

Semester: Summer semester
Hours per week: 2
ECTS credits: 5

Teaching Methods: seminar-style class
Assessment: written examination

Learning Outcomes / Competences

Knowing and Understanding
Students know and understand the principle concepts and export techniques

Applying
They gain expertise in applying these concepts and techniques to real-world situations

Analysing and Evaluating
They are able to analyse cases from the international company world and apply their knowledge of concepts and analytical tools to export problems. They are able to critically assess different methods of problem solutions.

Transferring, Generating and Developing
They integrate knowledge and skills already acquired from other modules (in particular International Marketing, International Business Law, International Corporate Finance).
They design solution patterns to standard problems and appreciate the issues of “non-standard” problems in (export and import) trade.

Broadening vs. Deepening
This module, on the one hand, broadens the students’ knowledge by adding an operational component to the rather strategy-orientated programme structure. On the other hand, it deepens their understanding of international business by applying an ‘interdisciplinary approach’ in which many aspects learned in different modules are combined in practical problems. Thus, students identify how legal aspects taught in International Business Law, policy-related issues and exchange rate related risks discussed in International Business Environment and International Corporate Finance, as well as Marketing aspects form the framework in which the daily export/import business is carried out.

Social competence
They further develop their capacity to work in cross-cultural teams and to present the working results of the Team. They improve their abilities in formulating, presenting and defending arguments and opinions.

Self-management
They train their capabilities of time management and reflect their own contribution to the team success.

Contents:
Forms of export / import activities (direct/indirect; countertrade, turn-key, export flows in PPP)
Transport modes, trade terms (Incoterms), and customs issues: legal and economic viewpoints. Trade risk and trade finance - analysis of cases and a critical assessment of function and cost:
• transport and other forms of insurance contracts
• documentary collection and different L/C forms
• bonds and guarantees
• export credit insurance, factoring, and forfaiting
• hedging exchange rate risk
Module: B09-60255 World Economics Current Issues
Semester: summer semester / intensive module
Hours per week: 4
ECTS-credits: 6

Teaching Methods: Seminar-style class; three “intensive days” at the beginning of the semester – students’ own research with one feedback session in the first half of the semester – student conference in the second half of the semester.

Assessment: written paper, presentation and defence

Learning Outcomes / Competences

Knowing and Understanding
Students know and understand different concepts of world economic policies, in particular the concepts of strategic trade” and regionalism.

Applying
They are able to apply the concepts to real-world phenomena.

Analysing and Evaluating
They are able to critically analyse real-world phenomena in the context of the above-mentioned concepts.

Transferring, Generating and Developing
They are able to analyse phenomena in different world regions and transfer them to other regions. Thus, they train their ability to transfer knowledge and research results to other fields of research

Broadening vs. Deepening
This module mainly deepens their knowledge and their capacity of critical thinking. In particular, this module aims at deepening their capacity of writing academic papers.

Social competence
Their ability to work in cross-cultural groups, in accepting viewpoints different from the own culture and political “mainstream” is being enhanced. They further develop their capacity to criticise and defend ideas in the context of a small-scale conference.

Self-management
They develop, present and defend a paper. This requires a high degree of self-management,

Contents
Multilateralism as basis of globalisation
New regionalism, in particular in Europe, South East Asia, and Latin America
The role of the United States in globalisation, new regionalism, and the design of trade and investment relations.
Comparative studies: how are the developments in different world regions comparable?
Kurs/Code: Deutsche Sprache und Kultur (German Language and Culture)
Semester: Sommersemester
Std./Woche: 4
ECTS credits: 5
Ziele: - Erreichung von Handlungsfähigkeit in deutschsprachiger Umgebung
- Vermittlung der Fertigkeiten Hörverstehen, Leseverstehen, Sprechen und Schreiben
- Verbesserung grammatikalischer Fertigkeiten
Lehrmethoden: - Vorlesung, Übungen, Fallstudien, Präsentationen der Studierenden
Leistungsnachweis: Klausur und/oder Referat mit Präsentation im Unterricht
Inhalt:
• Grammatische Übungen
• Landeskundliche Inhalte
• Deutsche und Europäische Kultur
• Wirtschaftsstandort Deutschland

| Deutsche Sprache und Kultur (Beginner A1.1) | 907015 |
| Deutsche Sprache und Kultur (Beginner A1.2) | 907025 |
| Deutsche Sprache und Kultur (Intermediate A2) | 907105 |
| Deutsche Sprache und Kultur (Intermediate B1) | 907205 |
| Deutsche Sprache und Kultur (Advanced B2) | 907305 |
| Deutsche Sprache und Kultur (Academic German C1) | 907405 |

Further information and details please find under:
https://www.hs-mainz.de/studium/services/fachbereichsuebergreifend/sprachenzentrum/sprachenangebot/daf/

Other language courses (French, Spanish, Russian, Polish, Chinese etc.) possible, details can be given at the beginning of the semester. Please consider that you will have a German approach (especially in the beginner courses)
https://www.hs-mainz.de/studium/services/fachbereichsuebergreifend/sprachenzentrum/sprachenangebot/

Course selection and Course choice

As an exchange student you can choose your individual programme from the whole study programme offered by the business department, maximum workload of 30 ECTS credit points per semester (6 courses to 5 ECTS points). Bachelor students select only modules on Bachelor level, Master students only modules on Master level.

Exchange students who do not speak German are able to select only modules offered in English. Please make sure that your English language skills are good enough to be able to follow lectures, hold presentations and write assignments and examinations in English.

Please contact your home university to make sure that you comply with any requirements stipulated by them, as to which modules you are allowed to take at Hochschule Mainz (course contents, course hours, study year etc.). To help you to plan your timetable in advance please fill in the Course Choice and upload it in mobility online (by 15th of December). This Choice is binding. Changes of the modules are only possible in case that a module will not be offered or any time clashes. That could happen because you may choose modules from different programs and different study years. For that reason please add two alternative modules on the form Course Choice. Your individual timetable will be discussed with you after your arrival during the introduction week.

FORM COURSE CHOICE (next page)
### Preliminary Course Choice – 2018/19

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**Name of student:** ____________________________  **Country:** __________________________

**Sending institution:** ____________________________  **Hochschule Mainz (D Mainz 08), School of Business, Germany**  **Bachelor** ____________  **Master** ____________

** DETAILS OF THE PROPOSED STUDY PROGRAMME ABROAD **

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**Alternative Modules:**

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If necessary, continue this list on a separate sheet

**Student’s signature:** ____________________________  **Date:** ____________________________

**SENDING INSTITUTION**
We confirm that this proposed programme of study is approved.  
**Date, Co-ordinator’s signature**  

**RECEIVING INSTITUTION**
We confirm that this proposed programme of study is approved.  
**Date, Co-ordinator’s signature**
Wenn Sie ausreichend Deutsch sprechen und Kurse in deutscher Sprache belegen möchten, steht Ihnen unser komplettes Masterangebot zur Verfügung. Sie können Kurse aus folgenden Studiengängen wählen:

Master Management MSc

**STUDIENSTRUKTUR: MANAGEMENT M.Sc.**

<table>
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Master Business Administration MSc

**STUDIENSTRUKTUR: BUSINESS ADMINISTRATION M.Sc.**

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Die Beschreibungen der einzelnen Module finden Sie im Modulhandbuch unter https://www.hs-mainz.de/fileadmin/Wirtschaft/Studiengaenge/MSc_BA/pdf/20181015_W_Modulhandbuecher_nach_Reakkreditierung_BA_M.Sc..pdf

Sie können im Sommersemester 2019 nur Module aus dem Semester 2 belegen.