

# MODULE GUIDE

## MASTER'S DEGREE BUSINESS ADMINISTRATION FOR NON-ECONOMISTS M.SC.

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## DEGREE PROGRAM STRUCTURE: BUSINESS ADMINISTRATION M.Sc.

SEMESTER 4 30ECTS/6HRS/WK	Int. Field Trip & Mgmt. Seminar 3 ECTS/2 HRS/WK		Scientific Work in the Practice 3 ECTS/2 HRS/WK		Master's Thesis 24 ECTS/2 HRS/WK			
	TUESDAY		WEDNESDAY		THURSDAY			
1:30-4:45 PM		5:00-8:15 PM		5:00-7:30 PM		5:00-8:15 PM		
<b>SEMESTER 3</b> 30ECTS/19HRS/WK	Business Simulation (week block) 6 ECTS/3 HRS/WK	Strategic Management 6 ECTS/4 HRS/WK	Development of Leadership Skills 6 ECTS/4 HRS/WK		Controlling** 6 ECTS/4 HRS/WK	Digital Economy 6 ECTS/4 HRS/WK	Applied Proj. in Controlling	
<b>SEMESTER 2</b> 30ECTS/20HRS/WK		Research Methods for Business Studies 6 ECTS/4 HRS/WK	Investment & Finance 6 ECTS/4 HRS/WK	Marketing** 6 ECTS/4 HRS/WK	Supply Chain Management 6 ECTS/4 HRS/WK	Accounting 3 ECTS/2 HRS/WK	Project Management 3 ECTS/2 HRS/WK	Applied Proj. in Marketing
<b>SEMESTER 1</b> 30ECTS/19HRS/WK		HR Management & Organization** 6 ECTS/4 HRS/WK	Econ. Framework for Entrepreneurial Decisions 6 ECTS/4 HRS/WK	Introduction to & Methods of Business Administration* 6 ECTS/3 HRS/WK	Management Accounting 6 ECTS/4 HRS/WK	Legal Conditions of Managerial Decisions 6 ECTS/4 HRS/WK	Applied Proj. in HR Mgmt. & Organization	
<b>TOTAL</b> 120ECTS/64HRS/WK	COMPANY-RELATED MODULE		OPTIONAL DISCIPLINES		BUSINESS ECONOMICS		MASTER'S THESIS	

<b>SEMESTER 1</b>					
HR Management: HR Management & Organization/ Applied Project in HR Management & Organization					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60102	180 h	6	1	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Norbert Rohleder					
1	Class	Class hours	Out-of-class study	Planned group size	
	HR Management & Organization	45 h	80 h	30 students	
	Applied Project in HR Management & Organization	15 h	40 h	10 students	
2	<p><b>Submodule HR Management &amp; Organization</b></p> <p>Students gain an in-depth overview of the most important functions and fields of activity in HR management. Students understand the Employee Life Cycle, analyze important concepts in HR management and are able to apply them in case studies. After completing the module, students will also have internalized the comprehensive significance of the topics of employer branding and talent management in their strategic contexts and effects. They are familiar with the operative and strategic instruments and are able to use them independently. Students also know the basics of operational and organizational structures, especially with regard to the organization of HR management.</p> <p>Through written exercises, students combine their theoretical knowledge with practical examples from companies and are able to define and categorize current trends and concepts in the field of HR management. With team presentations they train their rhetorical and social skills to convince the audience about their concept.</p> <p><b>Submodule Company Project in HR Management &amp; Organization</b></p> <p>Students work independently on a business problem from the HR Management &amp; Organization module and apply subject-specific concepts and instruments to develop a viable solution.</p> <p>In accordance with Mainz University of Applied Sciences examination regulations §4 section 1, the standard period of study of four semesters includes 450 hours which must be used for a project at a company in accordance with §24, sections 1, 4 of the General Examination Regulations. Whether these hours are spent in Human Resources Management &amp; Organization, Marketing or Controlling is the choice of the student(s) and must be coordinated with the respective advisor.</p>				

3	<p><b>Content</b></p> <p>Submodule HR Management &amp; Organization</p> <ul style="list-style-type: none"> <li>• Corporate HR policy</li> <li>• Organization of the human resources department</li> <li>• Demographic trends</li> <li>• Recruitment of employees</li> <li>• Employer branding</li> <li>• Personnel development and talent management - strategic HR management</li> <li>• Personality diagnostics</li> <li>• Communication and communication behavior in groups</li> <li>• Reflection of their own leadership behavior</li> <li>• Operational and organizational structures; organization of HR management</li> </ul> <p><b>Submodule Company Project in HR Management &amp; Organization</b></p> <p>Content depends on the topic.</p>
4	<p><b>Form(s) of teaching</b></p> <p>The class is held seminar-style and includes exercises, work in small groups, discussion and presentation elements.</p>
5	<p><b>Prerequisites</b></p> <p>Basic knowledge of HR Management</p>
6	<p><b>Attendance requirements</b></p> <p>Possible mandatory attendance of team presentations, see descriptions in the syllabus</p>
7	<p><b>Forms of assessment</b></p> <p>Exam (50%) and presentation (with paper) (50%)</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>–</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information/ reading list (in German)</b></p> <p>Scholz, C.: Personalmanagement. Oldenbourg</p> <p>Schreyögg, G.: Organisation. Grundlagen moderner Organisationsgestaltung. Mit Fallstudien. Gabler.</p> <p>Always the latest edition.</p>

Economic Framework for Entrepreneurial Decisions					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60155	180 h	6	1	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Axel Freudenberger					
1	<b>Module coordinator</b> Economic Framework for Entrepreneurial Decisions	<b>Class hours</b> 60 h	<b>Out-of-class study</b> 120 h	<b>Planned group size</b> 30 students	
2	<p><b>Learning outcomes</b></p> <p>Students recognize the essential economic coordination mechanisms of a market economy. They grasp which entrepreneurial activities are integrated into the economic policy structure and describe which entrepreneurial activities influences the political and social environment. They learn to differentiate between the objectives of businesses and macroeconomic policy objectives, and to systematically deduce existing harmonies and conflicts. They compare and discuss the national, international, and supranational stakeholders in economic policy. They learn to analyze the fundamental instruments of fiscal and monetary policy in theoretical conditions and to apply them to current issues in economic policy.</p> <p><b>Skills</b></p> <p>During the course, exercises or case studies will be given to small groups to be solved on the basis of various analytical frameworks. The results have to be presented and have to withstand critical discussion. In addition, the students develop an economically structured and motivated level of argumentation, they improve their skills needed to work in a team and to use the English language.</p>				
3	<p><b>Contents</b></p> <ul style="list-style-type: none"> <li>• Methodological principles and the principles of economic activity, economic systems and entrepreneurship</li> <li>• Competition and the regulatory framework</li> <li>• The market system: supply and demand; the measurement of supply and demand changes with the help of elasticities</li> <li>• The limits of the market: external effects and asymmetric information as examples of market failure; government regulation as a means to potentially increase efficiency</li> <li>• Coordination of supply and demand by price mechanisms as a function of market structure: insights into cost theory and its application in the competition policies of Germany and the EU</li> <li>• Fundamental macroeconomic policy in Europe: the role of monetary and fiscal policy in the European Union, especially in the Euro system</li> </ul>				
4	<p><b>Form(s) of teaching</b></p> <p>Seminar-style combination of lectures and exercises.</p>				
5	<p><b>Prerequisites</b></p> <p>/</p>				
6	<p><b>Attendance requirements</b></p> <p>Regular attendance is recommended and considered as a matter of course in the first lecture.</p>				

7	<p><b>Type and scope of assessment</b></p> <p>Written exam (120 minutes)</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed exam</p>
9	<p><b>Use of the module in other master's degree programs</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in English)</b></p> <p>Mankiw, Taylor, Ashwin: Business Economics. Hampshire: Cengage Learning</p> <p>Mankiw, Taylor: Economics. Hampshire: Cengage Learning</p> <p>Most recent edition.</p>

Introduction to & Methods of Business Administration					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60101	180 h	6	1	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Herbert Paul					
1	Class	Class hours	Out-of-class study	Planned group size	
	Introduction to & Methods of Business Administration	45 h	135 h	30 students	
2	<b>Learning outcomes</b>				
	<p>Students are familiar with the fundamental goals and conflicts of goals, the central basic concepts and the most important methods, approaches and interrelationships in business administration. They understand the contents of the subject and have gained an overview of the various functional areas of the value chain. In the process, they will also become acquainted with possible future careers as business economists.</p> <p>Students are able to explain and critically analyze abstract business models, business objectives and correlations, such as the role of profit. They know the central basic concepts of the various functional areas and can name and explain dependencies and intersections to other areas. They have learned to evaluate the advantages and disadvantages of different business approaches and to apply basic tools like a benefit analysis. They recognize and understand constitutive decisions in a company, in particular the issues of a company's legal form and choice of location, and have learned to solve them using examples.</p> <p>In the field of accounting, the students master booking techniques. They are able to open and operate balance sheet and income statement accounts and close them in the balance sheet or P&amp;L account.</p> <p><b>Skills</b></p> <p>As part of the business simulation the students apply the acquired knowledge of important operational functions: They identify, analyze and evaluate the interdependencies of various business issues and make and justify complex decisions on, for example, planning in investment, production and marketing.</p> <p>The students practice self-management by preparing for the classes and following up afterward. The simulation gives them the opportunity to develop the ability to work in a team, plus conflict resolution and decision-making skills.</p>				



3	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>• Business administration in the system of the sciences: The history, structure and defining of the subject</li> <li>• Constitutive company decisions: Choosing the company's purpose, legal form and location.</li> <li>• The individual operational areas within the business value chain: in particular materials management, production, marketing, human resources and management and leadership</li> <li>• Accounting: Principles of accounting (stocktaking, inventory, balance sheet; Opening and closing of balance sheet accounts; income statement accounts and profit and loss calculation; sales tax booking; bookings in the purchasing and sales sector, for fixed assets and for human resources; P&amp;L statement with changes in stocks of finished and unfinished products; balancing work in bookkeeping and annual accounts)</li> <li>• Simulation: TopSim; conducted as a group project</li> </ul>
4	<p><b>Form(s) of teaching</b></p> <p>The class takes place seminar-style with smaller case studies and case examples.</p>
5	<p><b>Prerequisites</b></p> <p>/</p>
6	<p><b>Attendance requirements</b></p> <p>/</p>
7	<p><b>Type and scope of assessment</b></p> <p>Exam (90 minutes, 100%)</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German)</b></p> <p>Bardmann: Grundlagen der Allgemeinen Betriebswirtschaftslehre, Wiesbaden (Gabler Verlag)</p> <p>Einführung in die Allgemeine Betriebswirtschaftslehre, München (Pearson Studium)</p> <p>Schmolke/Deitermann: Industrielles Rechnungswesen, Darmstadt (Winklers Verlag)</p> <p>Thommen/Achleitner: Allgemeine Betriebswirtschaft. Umfassende Einführung aus managementorientierter Sicht, Wiesbaden (Gabler Verlag)</p> <p>Wöhe/Döring: Einführung in die Allgemeine Betriebswirtschaftslehre, München (Vahlen) Straub:</p> <p>Always the latest edition.</p>

Management Accounting					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60103	180 h	6	1	Yearly	One semester
<b>Module coordinator and full-time instructor</b>					
Prof. Dr. Karl Heinz Wöbbeking					
1	Class	Class hours	Out-of-class study	Planned group size	
	Management Accounting	60 h	120 h	30 students	
2	<p><b>Learning outcomes</b></p> <p>The students have a systematic, application-oriented overview of the tasks, subsections and systems of management accounting.</p> <p>They acquire the ability to use relevant cost information for the planning, monitoring and decision-making in the company, in particular for the calculation of operational performance, for short-term profit and loss determination and for ascertaining decision-relevant costs for short-term and long-term decisions.</p> <p>Students know how to use management accounting for the success-oriented management of companies.</p> <p>They are able to work on exercises alone or in groups and improve their ability to organize themselves in a team based on the division of labor.</p> <p>They have the necessary knowledge to work with the basic subsections and systems of management accounting. They are also able to assess the results obtained.</p> <p><b>Skills</b></p> <p>By working on exercises, the students' independence and ability to work in a team, as well as their ability to assess and make decisions, are fostered. This enables them to analyze, assess and manage complex issues in companies.</p>				
3	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>• Tasks and basic concepts of management accounting</li> <li>• Cost-type accounting</li> <li>• Cost center accounting</li> <li>• Cost unit accounting (calculation and short-term income statement)</li> <li>• Contribution margin calculation (direct costing)</li> <li>• Standard cost accounting</li> <li>• From costing to controlling</li> </ul>				
4	<p><b>Form(s) of teaching</b></p> <p>The class consists of a combined lecture/practical, seminar-style course.</p>				
5	<p><b>Prerequisites</b></p> <p>Introduction to &amp; Methods of Business Administration (especially Principles of Accounting)</p>				

6	<b>Attendance requirements</b> /
7	<b>Type and scope of assessment</b> Written assessment in the form of an exam (120 min./ 100%)
8	<b>Requirements for receiving credits</b> Passed module examination
9	<b>Use of the module (in other degree programs)</b> /
10	<b>Relative weight for the final grade</b> 6/114
11	<b>Further information / reading list (in German)</b> Coenenberg, A. G.: Kostenrechnung und Kostenanalyse, Stuttgart Fischbach, S.: Grundlagen der Kostenrechnung, Landsberg/Lech Freidank, C.-C., Fischbach, S.: Übungen zur Kostenrechnung, München-Wien Horváth, P.: Das Controllingkonzept, München Küpper, H.-U. u.a.: Übungsbuch zur Kosten- und Leistungsrechnung, München Schweitzer, M., Küpper, H.-U.: Systeme der Kosten- und Erlösrechnung, München Weber, J.; Schäffer, U.: Einführung in das Controlling, Stuttgart Always the latest edition.

Legal Conditions of Managerial Decisions					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60104	180 h	6	1	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Martin Meißner					
1	Class	Class hours	Out-of-class study	Planned group size	
	Legal Conditions of Managerial Decisions	60 h	120 h	30 students	
2	Learning outcomes				
	<p>Students develop the legal foundations for the process and structure of decision-making procedures.</p> <p>Students experience a systematic compilation of legal sources and their regulatory function. They develop an understanding of the interaction of politics and law, of private autonomy and its legal limits, of economic activity in a free market and the preventive and repressive protective mechanisms of the state.</p> <p>Students experience a systematic compilation of the financing of governmental obligations and the limits of the state's economic activity. They develop an understanding of the drafting of contracts and learn a systematic compilation of the types of contracts, corporate law with company acquisitions, privatization and an understanding of the commercial principles and private law principles of commercial activity. They systematize legal relations between employer and employee, employee protection and the principles of co-determination, as well as procedures for collective arbitration.</p> <p><b>Skills</b></p> <p>They develop convincing arguments, present positions and defend them in discussions.</p>				
3	Content				
	<p>The law (Origin and political function of law; definition of sources of law, other ethical rules of conduct, differentiation of public and private law; sources, institutions; international, European, national law, duties, powers of legislation, administration, courts; territorial principle)</p> <p>Administrative law on trade and industry (15 hours) (business, trade and industry; powers of state intervention; system of trade supervision, safety and regulatory law, legal protection of citizens; environment, taxes; principles of the protection of livelihood; individual laws, shaping of environmental protection; protective mechanisms, object of protection; types of taxes, contributions, fees, special taxes, PPP public-private partnership)</p> <p>The structure of private law (10 hours) (contracts; types of contracts, default of performance; choice of law clauses; commerce, companies; partnerships, corporations, transfer of shares; representation of the corporation)</p> <p>Labor law (15 hours) (individual labor law; employment contract rights and duties, target agreements; protected legal status of the employee; protection against dismissal; special protection of employees; transfer of business; collective labor law, collective bargaining; out-of-court arbitration).</p>				

4	<p><b>Form(s) of teaching</b></p> <p>The class takes place seminar-style with selected essays and laws.</p>
5	<p><b>Prerequisites</b></p> <p>/</p>
6	<p><b>Attendance requirements</b></p> <p>/</p>
7	<p><b>Type and scope of assessment</b></p> <p>Papers and optionally an exam.</p> <ol style="list-style-type: none"> <li>1. Two papers including presentation are to be submitted. Each paper consists of a 2 to 3-page thesis paper and a presentation lasting approx. 10 - 15 minutes. <ol style="list-style-type: none"> <li>1.1 The respective paper must be submitted in writing before the class in which the presentation is given (usually by email) and critically examines the topic of a particular essay. The respective paper contains a description of the topic, the legal background and the problem definition, analyzes the result and the course of its development, and deals with it critically on the basis of secondary literature and the student's own opinion.</li> <li>1.2 The presentation serves to prepare for the discussion in large groups. It is normally held using PowerPoint. A specific form is not given. Handouts, clusters, interactive discussions, etc. are allowed and are used. The presentation is structured similarly to the paper, but focuses on the analysis with questions that should form the basis of the subsequent discussion in a large group.</li> </ol> </li> </ol> <p>Paper (70%), presentation (30%)</p> <ol style="list-style-type: none"> <li>2. The 120-minute exam is offered for the purpose of improving the grade of a paper with a presentation. The subject is an unknown current legal essay, which is to be worked on according to the guidelines for the thesis of the paper. The critical analysis is limited to the student's own views and methods learned in the course (whereas secondary literature is not available in the written exam).</li> </ol> <p>Exam (120 min., 100%)</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German)</b></p> <p>Collection of pre-readings including the essays (will be provided) and Gesetze für die Wirtschaft, Nomos Baden Baden</p> <p>Always the latest edition.</p>

<b>SEMESTER 2</b>					
<b>Research Methods for Business Studies</b>					
<b>Module code</b>	<b>Workload</b>	<b>ECTS credits</b>	<b>Degree program semester</b>	<b>Frequency offered</b>	<b>Duration</b>
60202	180 h	6	2	Yearly	One semester
<b>Module coordinator</b>					
Qualitative part: Prof. Dr. Kai Wiltinger, Quantitative part: Prof. Dr. Sebastian Schlütter					
1	<b>Class</b> Research Methods for Business Studies	<b>Class hours</b> 60 h	<b>Out-of-class study</b> 120 h	<b>Planned group size</b> 30 students	
2	<p><b>Learning outcomes</b></p> <p>Students are familiar with the core concepts of scientific theory. They are familiar with basic qualitative and quantitative research methods used in the economic and social sciences. Students have knowledge in the application of a relevant statistical application program (Stata, for example) and in the interpretation of the corresponding outputs. They recognize when a practical or scientific question that is to be answered should or must be supported by the use of a statistical application program.</p> <p>Successful students are able to select the most suitable methods from the methods learned, taking into account the interests of the research and what is feasible (in view of the data situation and operational context), and are able to apply these methods with initial support from appropriately qualified staff or even independently. This methodological competence is intended to be beneficial to the processing of research questions in economics and social sciences in general and to the scientific investigation of operational management issues in particular.</p> <p>Since the methods taught are applicable throughout the entire field of economics and social sciences and are also relevant across the sub-disciplines of business administration, the course has a significant and positive impact on the entire range of subjects in the degree program. The course is particularly useful for student research projects, especially for the master's thesis.</p> <p><b>Skills</b></p> <p>The course does not have a significant impact in terms of social skills and self-management. However, there is an increased requirement for and fostering of self-management if a paper has to be written under the qualitative part (see point 6 Forms of assessment below).</p>				
3	<p><b>Content</b></p> <p>Introduction to scientific work (qualitative part, 25%)</p> <ul style="list-style-type: none"> <li>• Scientific and theoretical basics</li> <li>• Research approaches</li> </ul> <p>Structuring and presentation of scientific results in quantitative methods (75%)</p> <ul style="list-style-type: none"> <li>• Methods of data collection</li> <li>• Data analysis</li> <li>• Multivariate analysis methods</li> </ul>				

4	<p><b>Form(s) of teaching</b></p> <p>The course is a combined lecture/practical, seminar-style class. Students have to study the contents regularly on their own and have to deepen their knowledge with tasks that are announced in the course. Any missing prior knowledge has to be made up in self-study</p>
5	<p><b>Prerequisites</b></p> <p>Knowledge of statistical methodology on the bachelor's degree level is required.</p>
6	<p><b>Attendance requirements</b></p> <p>/</p>
7	<p><b>Forms of assessment</b></p> <p>The exam consists of two parts, which are included in the overall evaluation with the weights given below;</p> <ul style="list-style-type: none"> <li>• Qualitative part (25%): Written exam or paper</li> <li>• Quantitative part (75%): Written exam</li> </ul> <p>The form of assessment of the qualitative part will be announced at the beginning of the semester in the course description (syllabus). If the form of assessment in the qualitative part is an exam, the exams of the qualitative and quantitative part are combined in one exam (with separate questions).</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German and English)</b></p> <p>Anderson, D. R., Sweeney, D. J., Williams, T. A., Freeman, J., Shoesmith, E.: Statistics for Business and Economics, Mason, OH, USA (Cengage Learning)</p> <p>Bleymüller, J., G. Gehlert, H.: Gülicher, Statistik für Wirtschaftswissenschaftler, München (Vahlen)</p> <p>Flick, Uwe: Qualitative Sozialforschung. Eine Einführung. Reinbek bei Hamburg (Rowohlt)</p> <p>Kornmeier, Martin: Wissenschaftliche schreiben leicht gemacht für Bachelor, Master und Dissertationen. Bern. Stuttgart. Wien (Haupt UTB)</p> <p>Saunders, M., P. Lewis, Thornhill, A.: Research Methods for Business Students, Harlow, Essex, UK (Pearson Education)</p> <p>Schulze, P.M., Porath, D.: Statistik mit Datenanalyse und ökonometrischen Grundlagen, München (Oldenbourg) Koeder, K.: Studienmethodik, München (Vahlen)</p> <p>Wiltinger, A., Wiltinger, K.: Wissenschaftliches Arbeiten, Cuvillier</p> <p>Wooldridge, J. M., Introduction to Econometrics, Europe, Middle East and Africa Edition, Andover, Hampshire, UK (Cengage Learning Emea)</p> <p>Always the latest edition.</p>

Investment & Finance					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60201	180 h	6	2	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Markus Hehn					
1	Class	Class hours	Out-of-class study	Planned group size	
	Investment & Finance	60 h	120 h	30 students	
2	<p><b>Learning outcomes/ skills</b></p> <p>Students receive a comprehensive and application-oriented overview of the instruments used to shape the asset and capital structure of a company and are familiar with the principles of investment theory. They are able to formulate investment objectives and have recognized that investments are decision-making problems. They also have a basic knowledge of investment and financing accounting, in particular the interpretation of investment as the allocation of resources to new uses after being released from previous uses (disinvestment). In the context of entering into investment and financing, both theoretical principles and application-oriented calculation techniques are taught. After successfully completing the module, students are able to assess and compare financial offers. The students are proficient in modern investment calculation methods, so that they are able to analyze and evaluate even complex problems and solve them with the help of these investment calculation methods. Students are able to name and evaluate the advantages of various investment alternatives. In the area of financing, students are familiar with the variety of financing instruments available on the financial markets and are able to critically analyze and categorize them.</p> <p>In addition:</p> <ul style="list-style-type: none"> <li>- students are able to reflect on the fact that investment and financing processes are not to be considered in an isolated manner, but instead consist of complex bundles of services</li> <li>- students know techniques and formalisms of the financial industry, which have proven their worth in practical application</li> <li>- students are able to consider and evaluate investment and financing issues on both scientific and practical levels</li> <li>- students know models with the help of which they can solve everyday requirements at the specialized and management levels</li> <li>- on the basis of the fundamentals, and by studying literature, students acquire the ability to find solutions independently, using known or alternative models</li> <li>- students learn to develop points of view in discussions with the teachers and to defend these to their fellow students</li> <li>- students discuss the lecture contents on the basis of selected case studies to reinforce both theoretical knowledge and application-related skills</li> </ul>				



3	<p><b>Content</b></p> <p>Objectives of operational investment and financial policy (traditional objectives; value-oriented objectives)</p> <p>Investment decisions (investment planning; static investment calculation methods; dynamic investment calculation methods; company valuation)</p> <p>Financing decisions (equity financing; loan financing; internal financing; financial derivatives)</p>
4	<p><b>Form(s) of teaching</b></p> <p>The class takes place seminar-style with worksheets to go in-depth.</p>
5	<p><b>Prerequisites</b></p> <p>/</p>
6	<p><b>Attendance requirements</b></p> <p>/</p>
7	<p><b>Forms of assessment</b></p> <p>Exam (100%)</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German)</b></p> <p>Becker, H.-P.; Investition &amp; Finanzierung, Gabler Verlag, Wiesbaden</p> <p>Becker, H.-P.; Peppmeier, A.; Bankbetriebslehre, Kiehl Verlag, Ludwigshafen</p> <p>Perridon, L.; Steiner, M.; Rathgeber, A. W.; Finanzwirtschaft der Unternehmung, Franz Vahlen Verlag, München</p> <p>Steiner, M.; Bruns, C.; Wertpapiermanagement, Schäffer-Poeschel Verlag, Stuttgart</p> <p>Always the latest edition.</p>

Marketing: Marketing/ Applied Project in Marketing					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60203	180 h	6	2	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Heinrich Holland					
1	Class	Class hours	Out-of-class study	Planned group size	
	Marketing / Applied Project in Marketing	45 h	80 h	30 students	
		15 h	40 h	10 students	
2	<p><b>Learning outcomes/ skills in the Marketing submodule</b></p> <p>Students are able to develop and analyze marketing strategies. They are able to evaluate and assess the implementation of marketing strategies and the use of marketing instruments. Students have a comprehensive view in the context of integrated marketing. They are able to categorize and critically evaluate current approaches (online marketing, CRM) using the appropriate marketing instruments. By working on case studies, students apply the acquired methods in practice.</p> <p>Through group work, the ability to work in a team is strengthened and presentation techniques and rhetorical skills are developed.</p> <p><b>Submodule Applied Project in Marketing</b></p> <p>Students work independently on a business problem from the Marketing module and apply subject-specific concepts and instruments to develop a viable solution.</p> <p>In accordance with Mainz University of Applied Sciences examination regulations §4 section 1, the standard period of study of four semesters includes 450 hours which must be used for a project at a company in accordance with §24, sections 1, 4 of the General Examination Regulations. Whether these hours are spent in Human Resource Management &amp; Organization, Marketing or Controlling is the choice of the student(s) and must be coordinated with the respective advisor.</p>				
3	<p><b>Content</b></p> <p><b>Submodule Marketing</b></p> <p>Foundations and marketing mix (marketing concept; contracting policy); product and product mix policy; distribution policy; communication policy)</p> <p>Basis of information, strategic planning and controlling (consumer behavior; market research; marketing planning and organization; marketing strategies; marketing controlling)</p> <p>Interactive marketing (dialog marketing; database marketing; customer relationship management; e-Marketing)</p> <p><b>Submodule Applied Project in Marketing</b></p> <p>Depends on the topic.</p>				

4	<p><b>Form(s) of teaching</b></p> <p>The class takes place seminar-style with exercises and case studies.</p>
5	<p><b>Prerequisites</b></p> <p>/</p>
6	<p><b>Attendance requirements</b></p> <p>/</p>
7	<p><b>Forms of assessment</b></p> <p>Submodule Marketing: exam (100%)</p> <p>Submodule Applied Project in Marketing: paper (passed / failed)</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>–</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German and English)</b></p> <p>Kotler, P., Marketing Management, The Millennium Edition, Upper Saddle River</p> <p>Holland, H., Direktmarketing, München</p> <p>Holland, H. (Hrsg.), Digitales Dialogmarketing Wiesbaden</p> <p>Always the latest edition.</p>

Supply Chain Management					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60256	180 h	6	2	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Volrad Wollny					
1	<b>Class</b> Supply Chain Management	<b>Class hours</b> 60 h	<b>Out-of-class study</b> 120 h	<b>Planned group size</b> 30 students	
2	<p><b>Learning outcomes</b></p> <p>Students know the 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 are able to 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.</p> <p><b>Skills</b></p> <p>In discussions of cases students will train their analysis, rhetoric and reasoning skills. By working in groups, students will train teamwork skills and decision skills.</p>				
3	<p><b>Contents</b></p> <ul style="list-style-type: none"> <li>• Introduction: objectives and trade-offs in operations management</li> <li>• Overview of operational processes in a supply chain</li> <li>• Simulation of a supply chain in the beer game, introduction to specific problems of supply chain management</li> <li>• Objectives (profit, service level, sustainability, risk limitation) in supply chain management</li> <li>• Steering and control using supply chain + specific KPIs.</li> <li>• Strategic fit between competitive strategy and supply chain strategy, generic supply chain strategies</li> <li>• Driver of supply chain performance: facilities, inventories, transports, information, sourcing, pricing</li> <li>• Selected examples of coordination problems and solutions (lot sizing, single orders, price-demand curve)</li> </ul>				
4	<p><b>Form(s) of teaching</b></p> <p>The course takes place seminar-style with lectures and presentations, case studies, assignments, group work and Excel exercises.</p>				
5	<p><b>Prerequisites</b></p> <p>/</p>				
6	<p><b>Attendance requirements</b></p> <p>/</p>				
7	<p><b>Type and scope of assessment</b></p> <p>Written exam (120 min.)</p>				

8	<p><b>Requirements for receiving credits</b></p> <p>Passed written exam.</p>
9	<p><b>Use of the module in other master's degree programs</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German and English)</b></p> <p>Bozarth, C.: Hanfield, R.: Introduction to Operations and Supply Chain Management, Harlow (Pearson)</p> <p>Slack, N.; Brandon-Jones, A.; Johnston, R.: Operations Management, Harlow (Pearson)</p> <p>Chopra, S., Meindl, P.: Supply Chain Management, Upper Saddle River, NJ, USA (Prentice Hall), in German: München (Pearson)</p> <p>Jacoby, D.: Guide to Supply Chain Management, London (The Economist)</p> <p>Langley, J., Coyle, J., Gibson, B., Novack, R., Bardi, E.: Managing Supply Chains, Mason, OH, USA (Cengage Learning)</p> <p>Simchi-Levy, D.; Kaminsky, P.; Simchi-Levy, E.: Designing and Managing the Supply Chain: Concepts, Strategies and Case studies, New York (Mc Graw-Hill)</p> <p>Werner, H.: Supply Chain Management: Grundlagen, Strategien, Instrumente und Controlling, Wiesbaden</p> <p>Always the latest edition.</p>

Accounting					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60204	90	3	2	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Werner Hillebrand / Prof. Dr. Arno Peppmeier / Christian Hüller					
1	Class	Class hours	Out-of-class study	Planned group size	
	Accounting	30 h	60 h	30 students	
2	<b>Learning outcomes/ skills</b> Building on their previous knowledge of accounting and management accounting, students acquire a basic knowledge and understanding of the essential standards of accounting under HGB (German Commercial Code) and IFRS. They are familiar with selected significant recognition and measurement problems and are able to apply accounting standards in accordance with HGB and IFRS. They understand the interrelationships between balance sheet, profit and loss statement, cash flow statement, notes to the consolidated financial statements and management report and are able to derive justified conclusions for financial statement policy measures and financial statement analysis.				
3	<b>Content</b> <ul style="list-style-type: none"> <li>• Functions and principles of accounting</li> <li>• Purposes and principles; relationships between stock-taking/inventory, bookkeeping and balance sheet/profit and loss statement; an overview of normative principles</li> <li>• Annual financial statement and management report</li> <li>• Overview and reporting principles; recognition and measurement principles under HGB and IFRS; balance sheet, profit and loss statement, cash flow statement, notes to the consolidated financial statements and management report</li> <li>• Financial statement policy</li> <li>• Financial statement analysis</li> <li>• Outlook: Consolidated financial statements</li> </ul>				
4	<b>Form(s) of teaching</b> The class consists of a combined lecture/practical, seminar-style course.				
5	<b>Prerequisites</b> Introduction to Business Administration, especially Accounting, Management Accounting				
6	<b>Attendance requirements</b> /				
7	<b>Forms of assessment</b> Exam (100%)				
8	<b>Requirements for receiving credits</b> Passed module examination				

9	<b>Use of the module (in other degree programs)</b> /
10	<b>Relative weight for the final grade</b> 6/114
11	<b>Further information / reading list (in German and English)</b> Baetge, J., Kirsch J., Thiele: Bilanzen Pellens et al.: Internationale Rechnungslegung Coenenberg, A. G.: Jahresabschluss und Jahresabschlussanalyse, Schäffer-Poeschel, Stuttgart Always the latest edition.

Project Management					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60205	90 h	3	2	Yearly	One semester
<b>Module coordinator</b>					
Sibylle Kunz					
1	Class	Class hours	Out-of-class study	Planned group size	
	Project Management	30 h	60 h	30 students	
2	<p><b>Learning outcomes</b></p> <p>Students know the specific challenges of projects and their management. They are able to explain, categorize, present and justify project goals. They analyze individual project phases, know which methods are used to plan them and are able to evaluate them. Students are familiar with supplementary tools such as risk and stakeholder analyses and are able to apply and justify them. They use planning programs such as MS Project to solve planning problems.</p> <p>Students know the most important features and differences of common project management standards.</p> <p><b>Skills</b></p> <p>By acquiring planning and management techniques, they are enabled to lead smaller projects themselves or to take on management functions in larger projects.</p> <p>In the context of project management, students define a fictitious project in small groups, which they then plan realistically. They practice presentation skills, for example, when presenting projects. Media proficiency is intensively trained through the use of various programs.</p>				
3	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>• Introduction: Projects and project management, examples</li> <li>• Project and workflow models, agile models, scrum</li> <li>• Management and coordination of projects, project roles and organization</li> <li>• Phases and activities</li> <li>• Target setting and stakeholder management</li> <li>• Rough planning, project structure plans</li> <li>• Process, schedule, resource and cost planning, network planning</li> <li>• Project cost control and earned value analysis</li> <li>• Risk management</li> <li>• Success factors in project management</li> </ul>				
4	<p><b>Form(s) of teaching</b></p> <p>The class consists of a combined lecture/practical course. The class takes place seminar-style.</p>				
5	<p><b>Prerequisites</b></p> <p>/</p>				



6	<b>Attendance requirements</b> /
7	<b>Type and scope of assessment</b> Project work (70%) and presentation (30%): Development and documentation of an own project in teams with final presentation.
8	<b>Requirements for receiving credits</b> Passed module examination
9	<b>Use of the module (in other degree programs)</b> /
10	<b>Relative weight for the final grade</b> 3/114
11	<b>Other information / reading list (in German and English)</b> Kuster, Jürg et al.: Handbuch Projektmanagement, Springer Project Management Institute: A Guide to the Project Management Body of Knowledge, German edition. Newton Square, PMI. Schelle, Heinz: Projekte zum Erfolg führen, dtv Beck Always the latest edition.

<b>SEMESTER 3</b>					
<b>Business Simulation</b>					
<b>Module code</b>	<b>Workload</b>	<b>ECTS credits</b>	<b>Degree program semester</b>	<b>Frequency offered</b>	<b>Duration</b>
60301	180 h	6	3	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Sven Fischbach / Prof. Dr. Britta Rathje					
<b>1</b>	<b>Class</b>	<b>Class hours</b>		<b>Out-of-class study</b>	<b>Planned group size</b>
	Business Simulation	45 h		155 h	30 students
<b>2</b>	<p><b>Learning outcomes</b></p> <p>In the context of the strategic business management simulation TOPSIM General Management (or a comparable simulation software), students apply and deepen the business knowledge they have acquired in a practice-oriented manner. Several students form a management team, which together has to manage a company in a highly competitive environment. The students have to master several periods and decision-making situations with increasing complexity, which can be controlled by the lecturers.</p> <p>This enables students to make appropriate decisions in a team under time pressure and to constantly evaluate their own decisions and develop solutions to problems.</p> <p><b>Skills</b></p> <p>In the business simulation, entrepreneurial thinking and actions are made tangible. Students are able to apply their comprehensive business management knowledge. They analyze the environment, scenarios and business reports, define goals and strategies for the company to be managed and implement them in highly competitive markets; they learn how to deal with complex decision-making situations under uncertainty and time pressure, and experience coordination and decision-making processes in a team. In this way, important skills such as decision-making, coordination and teamwork skills competence are fostered and further developed.</p>				
<b>3</b>	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>• Introduction to the simulation</li> <li>• In-depth analysis of the initial situation by expert groups</li> <li>• Development of a strategy paper</li> <li>• Analysis of selected strategic and operative decision situations of the business simulation periods</li> <li>• Presentation and discussion of the results</li> </ul> <p>The business management decisions and results are analyzed in teaching discussions between the individual decision-making rounds of the business simulation. The course is concluded by a general meeting at which the management teams present and analyze their corporate strategy and results. During the course, the participants are supported in deepening their business management knowledge in a practice-oriented way by clarifying interrelationships, dealing with problems of comprehension and scrutinizing results.</p>				

4	<b>Form(s) of teaching</b> Simulation with integrated seminar-style classes.
5	<b>Prerequisites</b> /
6	<b>Attendance requirements</b> /
7	<b>Forms of assessment</b> Paper (40%) / exam of 90 minutes (60%)
8	<b>Requirements for receiving credits</b> Passed module examination
9	<b>Use of the module (in other degree programs)</b> /
10	<b>Relative weight for the final grade</b> 6/114
11	<b>Further information / reading list (in English)</b> TOPSIM (publisher): Global Management, Participant Manual Part I and Part II, Tübingen Always the latest edition.

Strategic Management					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60353	180 h	6	3	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Anna Rosinus					
1	<b>Class</b>	<b>Class hours</b>	<b>Out-of-class study</b>	<b>Planned group size</b>	
	Strategic Management	60 h	120 h	30 students	
2	<p><b>Learning outcomes</b></p> <p>Students know fundamental terms of strategic management such as mission, vision, goals, strategy and corporate culture. They are able to name and explain the individual steps, the corresponding tools and frameworks of the strategic management process. They are aware of modern approaches and recent topics such as business model innovation and strategic agility, sustainability and mega-trends.</p> <p>Students are able to identify and assess corporate and business strategies. They are able to apply selected management tools in order to analyze a company's external and internal environment. They are able to develop strategic options, select appropriate options for implementation and plan the implementation.</p> <p>Students are able to apply the aforementioned tools and frameworks to real-world cases, with suitable adaptations if necessary (strategizing). They strengthen and broaden their knowledge of Strategic Management by learning about companies of different sizes and structures and from different industries. By applying the theoretical knowledge to case studies, students deepen their understanding and learn to critically evaluate existing frameworks.</p> <p><b>Skills</b></p> <p>Students are able to analyze strategic challenges with a comprehensive perspective. Group work related to case studies supports the development of social skills, specifically teamwork, dealing with conflicts, taking a critical view, making decisions and intercultural skills. Furthermore, they improve their language skills and their media competence, including presentation skills.</p>				
3	<p><b>Contents</b></p> <ul style="list-style-type: none"> <li>• Management basics: mission, vision, goals, strategy and corporate culture</li> <li>• Strategic management process</li> <li>• Strategic management tools and frameworks</li> <li>• Modern approaches and recent topics, such as:</li> <li>• Business model innovation and strategic agility</li> <li>• Sustainability</li> <li>• New developments, such as: digital business models and sharing economy</li> <li>• Futurology and mega-trends</li> </ul>				
4	<p><b>Form(s) of teaching</b></p> <p>Seminar-style with group work and case studies.</p>				
5	<p><b>Prerequisites</b></p> <p>/</p>				

6	<b>Attendance requirements</b> /
7	<b>Type and scope of assessment</b> Presentation (30%) and exam of 90 minutes (70%,)
8	<b>Requirements for receiving credits</b> Passed assessment
9	<b>Use of the module in other master's degree programs</b> /
10	<b>Relative weight for the final grade</b> 6/114
11	<b>Further information / reading list (in English)</b> Grant, M.: Contemporary Strategy Analysis Johnson, G./Scholes, K./Whittington, R., Angwin, D., Regnér, P.: Exploring Corporate Strategy Mintzberg, H., Ahlstrand, B., Lampel, J.: Strategy Safari: The Complete Guide through the Wilds of Strategic Management Thompson, J., Frank M.: Strategic Management Awareness and Change Wheelen, T./Hunger, J.: Strategic Management and Business Policy  Always the latest edition.

Development of Leadership Skills					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60302	180 h	6	3	Yearly	One semester
<b>Module coordinator</b>					
Thilo Macharowsky / Natascha Nickolaus					
1	Class	Class hours	Out-of-class study	Planned group size	
	Development of Leadership Skills	60 h	120 h	30 students	
2	<p><b>Learning outcomes</b></p> <p>Students recognize and acquire basic knowledge about leadership and apply it. They discuss and formulate their own (leadership) conduct and independently investigate typical problems in the organizational environment. They categorize leadership theories and explain them. They increase their sensitivity to psychological leadership contexts in organizations. They strengthen their self-management, their language skills and their ability to work in a team, and train their ability to deal with conflict, to accept criticism and to make decisions. They recognize the importance of communication in leadership in national and international environments.</p> <p><b>Skills</b></p> <p>They develop a critical understanding of the most important topics and methods in leadership and learn to integrate them into the practice and acquire their own skills in this field.</p> <p>Working in teams in different roles, they develop solutions to complex professional problems, find arguments and reflect on and evaluate their learning and working process.</p>				
3	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>• Several basic concepts from leadership research</li> <li>• Essential leadership theories and models and their development</li> <li>• Leadership ideologies</li> <li>• Important concepts/models from psychology and pedagogy (executive selection; personality diagnostics; intelligence/emotional intelligence/ creativity)</li> <li>• Communication as a leader (verbal - non-verbal communication; NLP)</li> <li>• Conflict management/mediation</li> <li>• Development of leadership competency in examples</li> <li>• Motivation</li> <li>• The cultural dimension of leadership and communication</li> <li>• Leadership ethics</li> </ul>				
4	<p><b>Form(s) of teaching</b></p> <p>The class takes place seminar-style with lecture notes, case studies, exercises and a short (group) presentation.</p>				

5	<b>Prerequisites</b> /
6	<b>Attendance requirements</b> /
7	<b>Type and scope of assessment</b> Exam (120 minutes/ 100%)
8	<b>Requirements for receiving credits</b> Passed module examination
9	<b>Use of the module (in other degree programs)</b> /
10	<b>Relative weight for the final grade</b> 6/114
11	<b>Further information / reading list (in German)</b>  Leadership  Rosenstiel, L. von; Molt, W.; Rüttinger, B.: Organisationspsychologie, Stuttgart, Kohlhammer, insbesondere Kapitel 7: Führung in Organisationen Neuberger, O.: Führen und führen lassen, Lucius und Lucius, 2002 Malik, F.: Führen - Leisten - Leben, Wirksames Management für eine neue Zeit, Stuttgart/München, DVA.  Personality and motivation  Zimbardo, P. G.; Gerrig, R. J.: Psychologie, Berlin, Springer, insbesondere Kapitel 7.1 und 7.4: Motivation und Leistungsmotivation sowie Kapitel 11: Persönlichkeit  Communication  Schulz von Thun, F.: Miteinander Reden 1, Störungen und Klärungen, Reinbek, Rowohlt Schulz von Thun, F.: Miteinander Reden 2, Stile, Werte und Persönlichkeitsentwicklung, Reinbek, Rowohlt Schulz von Thun, F.: Miteinander Reden 3, Das „Innere Team“ und situationsgerechte Kommunikation, Reinbek, Rowohlt Schulz von Thun, F.; Ruppel, J.; Stratmann, R.: Miteinander Reden: Kommunikationspsychologie für Führungskräfte, Reinbek, Rowohlt  Communication and leadership ethics  Lay, R.: Dialektik für Manager, Methoden des erfolgreichen Angriffs und der Abwehr, München, Ullstein  Motivation  Cube, F. von: Lust an Leistung, Die Naturgesetze der Führung, München, Piper Csikszentmihalyi, Mihaly: Flow, Das Geheimnis des Glücks, Stuttgart, Klett-Cotta Rosenstiel, L. von: Motivation managen, Psychologische Erkenntnisse ganz praxisnah, Weinheim, Beltz  Führungsethik  Lay, Rupert: Weisheit für Unweise, München, Econ.  Always the latest edition.

Digital Economy					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60304	180 h	6	3	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Christian Petri					
1	Class	Class hours	Out-of-class study	Planned group size	
	Digital Economy	60 h	120 h	30 students	
2	<p><b>Learning outcomes</b></p> <p>Students learn the basic concepts of IT use in companies and are able to apply these to concepts of the digital economy and new IT-based business models. Based on the target group, they will first acquire knowledge in technologies (networks, infrastructures), applications, IT consulting services, business processes, etc. Modern concepts of IS-based networks and platforms for communication, interaction and transaction in a global economy are developed. Students will be enabled to analyze and apply such concepts.</p> <p><b>Skills</b></p> <p>The essential concepts, methods and tools of the digital economy will be taught. Students will be able to critically analyze, reflect on, discuss and apply such approaches. Students are able to recognize and assess the economic implications of digital transformations of business fields. This also includes case studies, which are used to discuss social and cultural conflicts in addition to the economic consequences.</p>				
3	<p><b>Content</b></p> <p>Fundamental concepts of information technology and information systems (technology, business processes, application systems, IT as enabler, IT business alignment ...)</p> <p>Digital economy, transformation of traditional industries, scientific categorization</p> <p>First simple case studies</p> <p>Terminology, concepts and models: Digital economy, transformation, new IT-based business models</p> <p>Technological trends (such as mobile business, data analytics) and implications</p> <p>Complex case studies</p> <p>Social acceptance, social and cultural reactions</p>				
4	<p><b>Form(s) of teaching</b></p> <p>Seminar-style (alternation between teaching, practical parts, group work, self-study).</p>				
5	<p><b>Prerequisites</b></p> <p>/</p>				
6	<p><b>Attendance requirements</b></p> <p>/</p>				
7	<p><b>Type and scope of assessment</b></p> <p>Exam (100%) OR project work with presentation (100%) - to be determined at the beginning of the class.</p>				



8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German and English)</b></p> <p>Christensen, C. M.: The Innovator's Dilemma. Boston, MA, USA, Harvard Business Review Press</p> <p>Clement, R., Schreiber, D.: Internet-Ökonomie – Grundlagen und Fallbeispiel der vernetzten Wirtschaft. Berlin, Springer Gabler</p> <p>Day, G. S.; Moorman, C.: Strategy from the Outside in. London, McGraw-Hill</p> <p>Kaufmann, T.: Geschäftsmodelle in Industrie 4.0 und dem Internet der Dinge. Berlin, Springer Vieweg</p> <p>Kollmann, T.: E-Business. Berlin, Springer Gabler</p> <p>Laudon, K.; Laudon, J.; Schoder, D.: Wirtschaftsinformatik, Pearson</p> <p>Laudon, K. C.; Traver, C. G.; E-Commerce 2016: Business, Technology, Society. Upper Saddle River, NJ, USA, Pearson</p> <p>Osterwalder, A.; Pigneur, Y.: Business Model Generation. Hoboken, NJ, USA, John Wiley &amp; Sons</p> <p>Rogers, D. L.: Digital Transformation Playbook: Rethink Your Business for the Digital Age. New York, Columbia University Press</p> <p>Westerman, G.; Bonnet, D.; McAfee, A.: Leading Digital: Turning Technology into Business Transformation. Boston, MA, USA, Harvard Business Review Press</p> <p>Wirtz, B. W.: Electronic Business. Berlin, Springer Gabler</p> <p>Always the latest edition.</p> <p>In addition: current magazine articles.</p>

Controlling: Controlling / Applied Project in Controlling					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60306	180 h	6	3	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Kai Wiltinger et al.					
1	<b>Class</b>	<b>Class hours</b>	<b>Out-of-class study</b>	<b>Planned group size</b>	
	Controlling	45 h	80 h	30 students	
	Applied Project in Controlling	15 h	40 h	10 students	
2	<p><b>Learning outcomes/ skills</b></p> <p><b>Submodule Controlling</b></p> <p>Students know the basic concepts and methods of controlling. They apply concepts in a practical way and critically appraise controlling approaches. They master the relevant controlling instruments for different decision-making situations from the business practice.</p> <p><b>Submodule Applied Project in Controlling</b></p> <p>Students work independently on a business problem from topics in the Controlling module and apply subject-specific concepts and instruments to develop a viable solution.</p> <p>In accordance with Mainz University of Applied Sciences examination regulations §4 section 1, the standard period of study of four semesters includes 450 hours which must be used for a project at a company in accordance with §24, sections 1, 4 of the General Examination Regulations. Whether these hours are spent in Human Resource Management &amp; Organization, Marketing or Controlling is the choice of the student and must be coordinated with the respective advisor.</p>				
3	<p><b>Content</b></p> <p>Submodule Controlling</p> <p>Basics of controlling</p> <p>Information, planning and controlling processes</p> <ul style="list-style-type: none"> <li>• Operative Controlling</li> <li>• Strategic Controlling</li> </ul> <p>Special concepts in controlling, such as</p> <ul style="list-style-type: none"> <li>• Cost management</li> <li>• Value-based controlling</li> </ul> <p>Submodule Applied Project in Controlling</p> <p>Depends on the topic</p>				

4	<p><b>Form(s) of teaching</b></p> <p>The class takes place seminar-style with lecture notes and case studies.</p>
5	<p><b>Prerequisites</b></p> <p>Business management functions, external accounting, management accounting</p>
6	<p><b>Attendance requirements</b></p> <p>/</p>
7	<p><b>Forms of assessment</b></p> <p>Submodule Controlling: exam (100%, 60 minutes)</p> <p>Submodule Applied Project in Controlling: Paper (passed / failed)</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>6/114</p>
11	<p><b>Further information / reading list (in German)</b></p> <p>Deimel/Heupel/Wiltinger: Controlling. München: Vahlen</p> <p>Always the latest edition.</p>

SEMESTER 4					
International Field Trip and Management Seminar					
Module code	Workload	Credits	Degree program semester	Frequency offered	Duration
60481	90 h	3	4	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Norbert Rohleder					
1	Class	Class hours	Out-of-class study	Planned group size	
	International Field Trip and Management Seminar	30 h	60 h	30 students	
2	<p><b>Learning outcomes</b></p> <p>The students gain insight into a different culture and/or economic region (such as Asia, Central/South America or Africa). They are able to critically assess problems and approaches in cross-cultural management from both a theoretical and practical point of view. They are also able to analyze and critically assess international strategies and their implementation based on practical business examples.</p> <p><b>Skills</b></p> <p>Students acquire thorough knowledge about the country visited, especially in regard to its economic development, as well as the opportunities and risks related to international business activities. They improve intercultural skills through the interaction with representatives from institutions and companies in the country visited.</p>				
3	<p><b>Contents</b></p> <p>In Germany:</p> <ul style="list-style-type: none"> <li>• Overview of the economic, social and political situation in a specific region.</li> <li>• Strategic analysis of selected industries or companies from this region.</li> <li>• Basis of cross-cultural management</li> </ul> <p>Abroad:</p> <ul style="list-style-type: none"> <li>• Presentation and factory tours by specialists in German, national and international companies from this region</li> <li>• Presentation in public institutions of this economic area by specialists (such as the Embassy, Chamber of Foreign Commerce, Ministries)</li> </ul>				
4	<p><b>Form(s) of teaching</b></p> <p>Seminar-style lecture and field trip with presentations, tours and discussions.</p>				
5	<p><b>Prerequisites</b></p> <p>Module of terms 1 to 3</p>				
6	<p><b>Attendance requirements</b></p> <p>Mandatory attendance</p>				

7	<p><b>Type and scope of assessment</b></p> <p>Written assignment</p>
8	<p><b>Requirements for receiving credits</b></p> <p>Passed assessment</p>
9	<p><b>Module use for other master's degree programs</b></p> <p>/</p>
10	<p><b>Relative weight for the final grade</b></p> <p>0/114</p>
11	<p><b>Further information / reading list (in German and English)</b></p> <p>Selected literature sources related to the country visited/specific literature about the economic area visited.</p> <p>Kutschker, M.; Schmidt, S.: Internationales Management, München</p> <p>Hampden-Turner, C.; Trompenaars, F.: Building Cross-cultural Competence; Chichester et al</p> <p>Welge, M. K.; Holtbrügge, D.: Internationales Management, Stuttgart</p> <p>Always the latest edition.</p>

Scientific Work in Practice					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60480	90 h	3	4	Yearly	One semester
<b>Module coordinator</b>					
Prof. Dr. Kai Wiltinger					
1	Class	Class hours	Out-of-class study	Planned group size	
	Scientific Work in Practice	30	60h	30 students	
2	<p><b>Learning outcomes</b></p> <p>Students are able to identify and analyze a complex business management problem that is to be worked on in detail in the course of their master's thesis. In a first step, they sift through and evaluate the relevant literature. Students are able to compare, select and clearly describe research methodologies for the handling of their research topic. They roughly structure their master's thesis and develop a suitable time and resource plan.</p> <p><b>Skills</b></p> <p>Students are able to plan in advance the work on a complex topic important for the business practice. Social skills are trained by means of the subject-related or department-related preliminary coordination of the topic and the group presentation of the individual topic proposals within the class Scientific Work in the Practice. The planning is application-oriented and is intended to contribute to a comprehensive solution approach.</p>				
3	<p><b>Content</b></p> <p>Depends on the topic.</p>				
4	<p><b>Form(s) of teaching</b></p> <p>Individual support</p>				
5	<p><b>Prerequisites</b></p> <p>/</p>				
6	<p><b>Attendance requirements</b></p> <p>/</p>				
7	<p><b>Forms of assessment</b></p> <p>Paper (100%)</p>				
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>				
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>				
10	<p><b>Relative weight for the final grade</b></p> <p>0/114</p>				

11	<p><b>Further information</b></p> <p>Ideally, the topic should be worked on in cooperation with a company and should include a practical application.</p> <p><b>Reading list (in German and English)</b></p> <p>Koeder, K.: Studienmethodik, Vahlen, München</p> <p>Minto, B.: The Pyramid Principle, Pearson Education Essex, UK</p> <p>Punch, K.F.: Developing Effective Research Proposals, et al., Sage, Los Angeles</p> <p>Saunders, M. N. K., Lewis, P., Thornhill, A.: Research Methods for Business Students, Harlow, Pearson Education, Essex, UK</p> <p>Sesnik, W.: Einführung in das wissenschaftliche Arbeiten, Oldenbourg, München Always the latest edition.</p>
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Master's Thesis					
Module code	Workload	ECTS credits	Degree program semester	Frequency offered	Duration
60401	600	24	4	Each semester	Five months
<b>Module coordinator</b>					
Prof. Dr. Norbert Rohleder					
1	Class	Class hours	Out-of-class study	Planned group size	
	Master's Thesis	30 h	690 h	5 students	
2	<p><b>Learning outcomes</b></p> <p>Learning outcomes: The topic of the thesis usually deals with a complex issue from a company. Students are able to define a relevant problem for their thesis. They are able to explain and critically evaluate relevant literature contributions and research results. They are also able to implement the methodology developed in the project proposal. They are capable of generating different approaches to solutions, critically evaluating them and developing recommendations for action. Depending on the topic, they are also able to plan the implementation. In doing so, they are to be supported by a mentor from the company.</p> <p><b>Skills</b></p> <p>Students are able to work independently on a complex issue from the field of business administration using scientific methods and procedures within a given period of time. The objective is to apply theoretical concepts to a practical situation. The communication and discussion, which is usually cross-departmental, contributes to the further development of social skills. The master's thesis is intended to significantly further the student's own development and career path.</p>				
3	<p><b>Content</b></p> <p>Depends on the topic.</p>				
4	<p><b>Form(s) of teaching</b></p> <p>Individual support</p>				
5	<p><b>Prerequisites</b></p> <p>The paper (project plan) must be passed before the start of the master's thesis.</p>				
6	<p><b>Attendance requirements</b></p> <p>/</p>				
7	<p><b>Type and scope of assessment</b></p> <p>Master's Thesis</p>				
8	<p><b>Requirements for receiving credits</b></p> <p>Passed module examination</p>				
9	<p><b>Use of the module (in other degree programs)</b></p> <p>/</p>				



10	<b>Relative weight for the final grade</b> 24/114
11	<b>Further information</b> The topic is largely dealt with together with the companies.

