

**HOCHSCHULE  
MITTWEIDA**  
UNIVERSITY OF  
APPLIED SCIENCES



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# **Module Handbook**

English-language Master's Study Programme Industrial Management  
Subject specialisation Innovation and Business Expansion

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Strategic Management	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0802		
Pflicht / Obligatory	Compulsory	ECTC Credits	5
Ausbildungsziele / Objectives	<p>On the basis of the theoretical principles of strategic management, students will be taught the process of strategic management as a specific technical skill.</p> <p>More importantly, analysis and abstraction skills will be strengthened by the content of the course.</p>		
Lehrinhalte / Content	<p>Based on the classification of strategic management as management of a company, theoretical aspects of strategic management (theoretical approaches such as the industrial economy, the institute economy and evolution theory, prescriptive and descriptive strategy process models, and schools of thought such as the resource-based view, the capability-based view, and the knowledge-based view) will be presented and critically analysed. The discussion of the process of strategic management will include questions regarding environmental analysis and predictions (sectors and actors in the environment, instruments of analysis and prediction), the formulating of objectives (success factor research, determining company purposes, company and management philosophy, company identity, company principles), formulating a strategy (whole company strategies, sector-specific strategies, market participant-based strategies) and implementation.</p>		
Lernmethoden / Teaching Methods	<p>In seminar-style lectures, theoretical knowledge will be taught and also strengthened through active group work, demonstrations will be given based on example cases, case studies or presentations will be worked with, and knowledge will be further applied in simulation games.</p>		
Dozententeam / Lectures	Prof. Dr. rer. pol. Klaus Vollert (course director)		
Teilnahme- voraussetzungen / Admission	Bachelor, technical college or university diploma in a technical or business-management subject.		
Arbeitslast / Workload	<p>150 hours, of which:</p> <p>60 hours teaching (corresponds to 4 contact hours per week)</p> <p>90 hours preparation and follow-up work for lectures, examination preparation and assessment</p>		

Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units		SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lect	Sem	Lab	Tut	Pre- requ				
		2	2				Ms/90	1	
Empfohlene Literatur / Literature	<p>BEA Franz Xaver, HAAS Jürgen: Strategisches Management [Strategic Management], Stuttgart 2012<sup>6</sup></p> <p>GRANT Robert M., NIPPA Michael: Strategisches Management [Strategic Management], München 2006<sup>5</sup></p> <p>JOHNSON Gerry, SCHOLES Kevan, WHITTINGTON Richard: Strategisches Management: Eine Einführung [Strategic Management: An Introduction], München 2011</p> <p>MÜLLER-STEWENS Günter, LECHNER Christoph: Strategisches Management: Wie strategische Initiativen zum Wandel führen [How Strategic Initiatives Lead to Change], Stuttgart 2011<sup>4</sup></p> <p>PORTER Michael E.: Wettbewerbsstrategie: Methoden zur Analyse von Branchen und Konkurrenten [Competition Strategy: Methods of Analysing Industries and Competitors], Frankfurt/Main 2008<sup>11</sup></p> <p>PORTER Michael E.: Wettbewerbsvorteile: Spitzenleistungen erreichen und behaupten [Competitive Advantages: Achieving and Maintaining Peak Performance], Frankfurt/Main 2014<sup>8</sup></p> <p>VOLLERT Klaus: Grundlagen des strategischen Marketing [Basics of Strategic Marketing], Bayreuth 2004<sup>3</sup></p> <p>WELGE Martin K., AL-LAHAM Andreas: Strategisches Management [Strategic Management], Wiesbaden 2012<sup>6</sup></p>								

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Success Controlling	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0803		
Pflicht / Obligatory	Compulsory	ECTC Credits	
Ausbildungsziele / Objectives	Strengthening knowledge on estimating costs and success. Cost estimation systems and a basic understanding of existing management-oriented controlling terms will be discussed in the first few lectures. In the following seminars, classical and newer approaches of controlling to particular issues of establishing technical competences will be presented. The seminars will provide all students with the theoretical foundations needed for understanding, such that the targeted handling of special questions will be easier. Furthermore, the case studies should give as conclusive an overview as possible with regards to the classic and modern instruments of controlling, such as budgeting and key data systems, in order to properly internalise methodological skills.		
Lehrinhalte / Content	<ol style="list-style-type: none"> <li>1) Controlling as a management function</li> <li>2) Definition of success and cost management</li> <li>3) Direct costing and applications</li> <li>4) Calculating planned costs</li> <li>5) Flexible cost controlling</li> <li>6) Fixed cost management</li> <li>7) Project controlling</li> <li>8) Calculating process costs</li> <li>9) Calculating target costs</li> <li>10) Budgeting</li> <li>11) Key data systems</li> </ol>		
Lernmethoden / Teaching Methods	Teaching of theoretical knowledge in seminar-style lectures, demonstrations using example cases, handling of case studies.		
Dozententeam / Lectures	Prof. Dr. rer. oec. Johannes Stelling (course director), Prof. Dr. rer. pol. Andreas Hollidt, Prof. Dr. rer. oec. Volker Tolkmitt		
Teilnahme- voraussetzungen / Admission	Bachelor, technical college or university diploma in a technical or business-management subject.		
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment		

Lehrinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
		2	2				Ms/90
Empfohlene Literatur / Literature	<p>COENENBERG Adolf G., HALLER Axel, SCHULTZE Wolfgang: Jahresabschluss und Jahresabschlussanalyse [Annual Financial Statements and Analysis], Stuttgart 2014<sup>23</sup></p> <p>COENENBERG Adolf G., FISCHER Thomas M.: Kostenrechnung und Kostenanalyse [Cost Calculation and Analysis], Stuttgart 2012<sup>8</sup></p> <p>HABERSTOCK Lothar, BREITHECKER Volker: Kostenrechnung II. (Grenz-) Plankostenrechnung [Cost Calculation II. Calculation of (Maximum) Planned Costs], Wiesbaden 2008<sup>10</sup></p> <p>HAHN Dietger, HUNGENBERG Harald: PuK Controllingkonzepte. Planung und Kontrolle, Planungs- und Kontrollsysteme, Planungs- und Kontrollrechnung [Planning and Controlling Concepts. Planning and Controlling, Planning and Controlling systems, Planning and Control Calculation], Wiesbaden 2014<sup>6</sup></p> <p>HORVÁTH Péter, GLEICH Ronald, SEITER Mischa: Controlling, München 2015<sup>13</sup></p> <p>KILGER Wolfgang, PAMPEL Jochen R.: Flexible Plankostenrechnung und Deckungsbeitragsrechnung [Flexible Calculation of Planned Costs and Calculating Profit Margin], Wiesbaden 2012<sup>13</sup></p> <p>KÜPPER Hans-Ulrich, FRIEDL Gunther: Controlling, Stuttgart 2013<sup>6</sup></p> <p>MEYER Claus: Bilanzierung nach Handels- und Steuerrecht [Accounting according to Commercial and Tax Law], Berlin/Herne 2004<sup>15</sup></p> <p>STELLING Johannes N.: Kostenmanagement und Controlling [Cost Management and Controlling], München/Wien 2009<sup>3</sup></p> <p>WEBER Jürgen, SCHÄFFER Utz: Einführung in das Controlling [Introduction to Controlling], Stuttgart 2014<sup>14</sup></p>						

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Financial Management	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0804		
Pflicht / Obligatory	Compulsory	ECTC Credits	5
Ausbildungsziele / Objectives	This teaching area is intended to highlight key interdependencies within the context of financial analysis, planning, management and controlling at companies. Due to the interdependencies with investment product markets, financial markets and the state sector (subsidies, taxes) as well as the significance placed on financial decisions for the ability of companies to survive, financial management plays a key role in all operative and strategic company decisions. Therefore, students should learn not just analytical and planning skills and knowledge, but also methodological and instrumental skills.		
Lehrinhalte / Content	<p>Overview of basic financial concepts, objectives and methods:</p> <ul style="list-style-type: none"> <li>• Liquidity, profitability, financial risk, financial equilibrium,</li> <li>• Organisation of company economy.</li> </ul> <p>Financial analysis:</p> <ul style="list-style-type: none"> <li>• Financial success according to analysis of annual accounts,</li> <li>• Cash flow statement,</li> <li>• Value added statement.</li> </ul> <p>Financial planning and financial management:</p> <ul style="list-style-type: none"> <li>• Liquidity and capital requirements planning,</li> <li>• Cash and cash flow management</li> <li>• Risk management.</li> </ul> <p>Forms of financing:</p> <ul style="list-style-type: none"> <li>• Types of financing, regulations on financing, market access (rating),</li> <li>• Capital resources, self-financing,</li> <li>• Capital resources, external financing,</li> <li>• Special forms: Leasing, factoring, swaps, mezzanine capital,</li> <li>• Public finances.</li> </ul> <p>Approaches to optimisation of financing</p>		
Lernmethoden / Teaching Methods	Lecture on the systematic overview of financial framework conditions and methods of financial management, training in analytical, technical and instrumental planning skills when resolving practical and strategic financial decisions in companies.		

Dozententeam / Lectures	Prof. Dr. rer. pol. Andreas Schmalfuß (course director)							
Teilnahmevoraussetzungen / Admission	Bachelor, technical college or university diploma in a technical or business-management subject, basic knowledge of financial mathematics, familiarity with annual financial statements of companies.							
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre-requ		
		2	2				Ms/90	1
Empfohlene Literatur / Literature	<p>BIEG Hartmut, KUßMAUL Heinz: Investitions- und Finanzmanagement [Investment and Financial Management], Vol. 1 and 2, München 2000 latest edition</p> <p>LUDWIG Erhard, PRÄTSCH Joachim, SCHIKORRA Uwe: Finanzmanagement [Financial Management], München/ Wien 2012<sup>4</sup></p> <p>SCHÄFER Henry: Unternehmensfinanzen, Grundzüge in Theorie und Management [Company Finances, Basics in Theory and Management], Heidelberg 2013<sup>2</sup></p> <p>ERTL Manfred: Finanzmanagement in der Unternehmenspraxis [Financial Management in Company Practice], München 2001<sup>1</sup></p> <p>JAHRMANN F.-Ulrich: Finanzierung [Financing], Herne/ Berlin 2003<sup>5</sup></p> <p>MENSCH Gerhard: Finanz-Controlling [Financial Controlling], München/ Wien 2008</p> <p>DÄUMLER Klaus-Dieter: Betriebliche Finanzwirtschaft [Company Economy], Berlin 2013<sup>10</sup></p>							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Introduction to materials engineering	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0806		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>Acquisition of basic knowledge and skills in the area of materials engineering, and training in practical capabilities in the area of material assessment.</p> <p>The focus here is on the relationship between material structure and material property. This is associated with a basic ability to assess mechanical and chemical load capacity of available materials and material groups such as steel, non-iron metals and plastics which form the basis for constructive utilisation in machine engineering.</p> <p>Aspects of environmental protection also play a role here.</p>		
Lehrinhalte / Content	<p>Based on knowledge of chemistry and physics at a school-leaving level, the area of material engineering is explained in a fundamental manner, beginning with atomic structure, chemical double bonds, and the resulting composition of solid bodies with characteristics properties. Ideal and real atomic structures, as well as the foundations of alloying techniques for metallic materials, will be dealt with using state of matter diagrams.</p> <p>The area of material properties is focused on the mechanical and chemical behaviour that is of great significance for constructive utilisation.</p> <p>The material groups of steel, selected non-iron metals and plastics, with a focus on thermoplastics, are dealt with in terms of manufacture (environmental protection), processing and application. Aspects of property change caused by the chemical structure and mechanical processes are taken into consideration, as is standardisation in material labelling. Knowledge in the area of material inspection is necessary for assessing the behaviour of the material. To do this, inspection processes in a mechanical-thermal material test will be dealt with.</p>		
Lernmethoden / Teaching Methods	<p>The content of the course will be taught in conventional lectures, and expanded on and strengthened in seminars. Seminar instructions on each chapter offer the opportunity of independent follow-up work on the subject, independent solving of exercise tasks, and therefore the assessment of one's own level of knowledge. The solutions will be discussed at the seminar.</p> <p>Practical exercises in small groups help students on the one hand to put their knowledge on material inspection into practice and on the other to communication in teams. The results of these exercises shall be summarised in a laboratory work as preparation for an examination.</p>		



Dozententeam / Lectures	Prof. Dr.-Ing. Frank Hahn (course director)							
Teilnahmevoraussetzungen / Admission	Basic knowledge from first degree (Bachelor, technical college or university diploma).							
Arbeitslast / Workload	150 hours, of which: 75 hours of lectures, seminars and practical work 75 hours preparation and follow-up work for lectures, Literature reading, solving of exercise tasks, writing up of a laboratory report on the practical work, preparation for examination and assessment							
Lehreinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre-requ		
		2	2				Ms/90	1
Empfohlene Literatur / Literature	SEIDEL Wolfgang W., HAHN Frank: Werkstofftechnik: Werkstoffeigenschaften-Prüfung-Anwendung [Material Engineering: Material Properties Assessment and Application], Carl Hanser Verlag 2009 <sup>8</sup> , ISBN 3-446-42064-9 HAHN Frank: Werkstofftechnik – Praktikum: Werkstoffe prüfen und verstehen [Material Engineering - In Practice: Assessing and Understanding Materials], Carl Hanser Verlag 2015; ISBN 3-446-43258-2 BARGEL Hans-Jürgen, SCHULZE Günter: Werkstoffkunde [Materials Science], Springer Verlag 2000 <sup>7</sup> , ISBN 3-540-66855-1 LÄPPLE Volker, DRUBE Berthold, WITTKKE Georg, KAMMER Catrin: Werkstofftechnik Maschinenbau [Material Engineering - Machine Engineering], Europa-Lehrmittel 2007, ISBN 978-3-8085-5261-2							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Biotechnology 1	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0809		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>General: The aim of this module is to introduce students to the basics of biotechnology.</p> <p>With regards to this module: the focus is on teaching basic biotechnological concepts which are essential for the understanding of later teaching units (e.g. Biotechnology II, Bio-Procedural Technology, Project Biotechnology/Bioinformatics etc..)</p> <p>Technical/methodological/learning/social competences:                      The students will gain the basic technical knowledge necessary for a career in biotechnology. Selection production processes will be discussed in order to illustrate the complexity of biotechnological material production.</p> <p>Theoretical and practical learning of basic microbial and biotechnological methods and processes.</p> <p>Familiarising oneself with the literature and precise academic writing.</p>		
Lehrinhalte / Content	<p>Lecture content:</p> <ul style="list-style-type: none"> <li>• Definitions, historical development of biotechnology, areas of work in biotechnology, current academic data, advantages and disadvantages of biotechnological processes.</li> <li>• Working steps for establishing a fermentation process, maintaining/improving strains, short overview of biotechnological procedure, types of fermentation, bioreactors, scale-up, processing products).</li> <li>• Typical products of red, green and white biotechnology.</li> <li>• Biotechnological production processes for insulin, erythropoietin, hormones, citric acids, glutamine, ethanol, biopolymers, antibiotics etc.</li> <li>• Important production strains.</li> <li>• Enzymes as catalysts for household and industry (enzyme classification, manufacture, use).</li> <li>• Biotechnology in protecting and caring for the environment (deinking processes, biological cleaning of exhaust gases and earth, microbial ore extraction etc.).</li> <li>• Processes to immobilise cells and enzymes, advantages/disadvantages of using immobilised biocatalysts, typical industrial areas of application.</li> </ul>		

Lernmethoden / Teaching Methods	Slides, presentations with projector, whiteboard; Exercises, presentations and animations, group discussions							
Dozententeam / Lectures	Prof. Dr. rer. nat. Petra Radehaus (course director)							
Teilnahme- voraussetzungen / Admission	Basic knowledge of biology/microbiology and chemistry.							
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre- requ		
		2	2				Ms/90	1
Empfohlene Literatur / Literature	RENNEBERG Reinhard, SÜßBIER Darja: Biotechnologie für Einsteiger [Biotechnology for Beginners], Spektrum Akademischer Verlag, München 2012 <sup>4</sup> SCHMID Rolf D.: Taschenatlas der Biotechnologie und Gentechnik [Pocket Atlas of Biotechnology and Gene Technology], Wiley-VCH Verlag, Weinheim 2015 <sup>3</sup> STEINBÜCHEL Alexander u.a.: Mikrobiologisches Praktikum: Versuche und Theorie [Microbiology in Practice: Tests and Theory], Springer-Verlag, Berlin 2013 : International academic articles on special current topics, 0 <sup>1</sup>							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.																									
Modulname / Module Name	Research and Development Project	Unterrichtssprache/ Language	English																									
Empfohlenes Semester / Semester	3	Dauer und Frequenz / Duration and frequency	1 semester, every semester																									
Modulnummer / Module ID	0811																											
Pflicht / Obligatory	Compulsory	ECTC Credits	20																									
Ausbildungsziele / Objectives	The research/development project serves to strengthen and expand on theoretical knowledge through independent academic work. The focus is on shaping skills and abilities to work across subjects in application-level research and/or development.																											
Lehrinhalte / Content	Application of management techniques acquired in planning, processing, documenting and defending and academic task closely related to the selected subject specialisation.																											
Lernmethoden / Teaching Methods	The students will select a task from an annually updated subject catalogue containing the latest academic projects, or will suggest a topic of his own choosing from an area outside of the college. In implementing the project, he will be monitored by an academic supervisor/tutor. The tutor will offer initial orientation (current literature, research methods, framework conditions to be observed) and confirm the technical approach of the project. He shall be available for operative decisions relating to the successful technical implementation of the project for a short while.																											
Dozententeam / Lectures	Dean Subject supervisor according to selected specialisation																											
Teilnahme- voraussetzungen / Admission	Successful completion of more than 70 per cent of compulsory modules and at least 50 per cent of optional compulsory modules from 1st and 2nd semester.																											
Arbeitslast / Workload	600 hours, of which: 15 hours teaching (corresponds to 1 contact hours per week) 585 hours of practical project work																											
Lehrinheitsformen/ Mode of Teaching	<table border="1"> <thead> <tr> <th rowspan="2">Lerneinheiten -units</th> <th colspan="5">SWS / Teaching hours per week</th> <th rowspan="2">Prüfungen / Assessment</th> <th rowspan="2">Gewicht / Weighting</th> </tr> <tr> <th>Lect</th> <th>Sem</th> <th>Lab</th> <th>Tut</th> <th>Pre- requ</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td>1</td> <td></td> <td>Msn/PA K30</td> <td>4</td> </tr> </tbody> </table>							Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting	Lect	Sem	Lab	Tut	Pre- requ					1		Msn/PA K30	4
Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting																					
	Lect	Sem	Lab	Tut	Pre- requ																							
				1		Msn/PA K30	4																					

Empfohlene Literatur / Literature	BÄNSCH Axel: Wissenschaftliches Arbeiten [Academic Work], München 2013 : depending on the focus of the research area, 0 <sup>1</sup>

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Master Thesis	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	4	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0812		
Pflicht / Obligatory	Compulsory	ECTC Credits	30
Ausbildungsziele / Objectives	<p>With completion of the Master's thesis, the students should demonstrate that they are in the position to tackle complex problems and tasks within the subject area of the degree programme and to deal with these based on academic methods and theories. It is expected here that the Master's thesis will make a contribution to the academic cognitive process in the sub-area selected as specialisation.</p> <p>The completion of the Master's thesis should act as proof that the graduates of the Master's programme possess the knowledge and skills to be able to take on management responsibility in future.</p> <p>The module includes the writing of the Master's thesis which shall be completed within six months and defended at an oral presentation.</p>		
Lehrinhalte / Content	<p>The graduate shall offer possible solution methods and suggestions for a topic that has been confirmed by a college teacher following an academic analysis of the task. The student will decide how to proceed based on an academically grounded and comprehensible decision. After appropriate processing and presentation of problem solutions, which should be original in the field, the candidates will summarise the results of the Master's thesis such that their own performance is clear.</p>		
Lernmethoden / Teaching Methods	<p>The module is based on the independent academic handling of a task. The candidates will conduct extensive literature research, the results of which will be appropriately reflected in the Master's thesis. It is also possible to consult supervisors and other tutors.</p>		
Dozententeam / Lectures	<p>First supervisor: Professor at the Hochschule Mittweida (course director), Second supervisor: from company or college</p>		
Teilnahme- voraussetzungen / Admission	<p>Successful completion of all subject modules is required for admission.</p>		
Arbeitslast / Workload	<p>900 hours, of which:                  15 hours teaching (corresponds to 1 contact hours per week)                  885 hours of content learning on the topic</p>		

Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre- requ		
	08121 Seminar for Master's the- sis				1			
	08122 Master's the- sis						MA PL4m/K45	6
Empfohlene Literatur / Literature	BÄNSCH Axel: Wissenschaftliches Arbeiten [Academic Work], München 2013 BECKER Fred: Anleitung zum wissenschaftlichen Arbeiten [Intro- duction to Academic Work], Bergisch Gladbach 2004 <sup>4</sup>							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Industrial and logistics management	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0814		
Pflicht / Obligatory	Compulsory	ECTC Credits	5
Ausbildungsziele / Objectives	<p>The main goal of the module is to enable students to manage the time – the only nonrenewable and, therefore, especially valuable resource. During the courses of this module, students will study the production process and its structure, methods of its organization in space and time. They will be able to find the sources of the lead-time reduction and optimize the production and workflows. Students will raise their skills of operation planning based on the traditional approaches to the material purchases, store management, and production schedules; they will also study the worldwide most used operation management systems including the latest managerial technologies, methodology and practices. Students will solve the inventory and unfinished goods minimization problems; they will also examine the basics of strategic development of operations processes (e.g., logistics bridge model, the lean production model, six sigma model, etc.). While solving the case studies, the managerial, decision making, and team-working skills of the students will be improved.</p>		
Lehrinhalte / Content	<p>Students learn:</p> <ol style="list-style-type: none"> <li>1. Understand specialty about management for modern industrial organizations</li> <li>2. Manage production and operations process</li> <li>3. Optimize production processes and workflow</li> </ol>		
Lernmethoden / Teaching Methods	<p>Lectures incl. practitioners' best practices                      Interactive case studies                      Seminars                      Results-oriented presentations in oral and written form</p>		
Dozententeam / Lectures	Prof. Dr. N.N. (international)		
Teilnahme- voraussetzungen / Admission	<p>Students should have a good command of the English language, basic knowledge from a relevant Bachelor's program or studies at university or university of applied sciences.</p>		
Arbeitslast / Workload	<p>150 hours:                      60 hours in-class teaching                      90 hours for self-study, assessment preparation and assessment</p>		



Lehrinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
		2	2		1		Ms/90
Empfohlene Literatur / Literature	<p>HILL Terry: Manufacturing Strategy: Text and Cases, Boston: IrwinMcGraw-Hill, 2000</p> <p>DEMING W.: Quality, Productivity, and Competitive Position, Boston: MIT Center for engineering study, 1982</p> <p>MONCZKA R., TRENT R., HANDFIELD R.: Purchasing and Supply Chain Management, 5thed., Cincinnati,OH: South-western College Publishing, 2011</p> <p>HAKSEVER C., RENDER B.: Service Management: An Integrated Approach to Supply Chain Management and Operations, 1/E FT Press, 2013</p> <p>WILSON Randal: Operations Manager's Toolbox, The: Using the Best Project Management Techniques to Improve Processes and Maximize Efficiency, 1/E FT Press, 2013</p> <p>CHAPMAN S.: Fundamentals of Production Planning and Control, 1/E Prentice Hall, 2006</p> <p>AMRINE H., RITCHEY J.: Manufacturing Organization and Management, 6/E Prentice Hall, 1993</p> <p>Сачко Н.С.: Организация и оперативное управление машиностроительным производством, Минск: Новое знание, 2005</p> <p>Новицкий Н.И., Пашуто В.П.: Организация, планирование и управление производством, М.: Финансы и статистика, 2007</p>						

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.																					
Modulname / Module Name	Media IT-Systems	Unterrichtssprache/ Language	English																					
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester																					
Modulnummer / Module ID	0837																							
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5																					
Ausbildungsziele / Objectives	<p>The module teaches theoretical relationships between functionalities, parameters and applications of media IT systems, and their data formats, interfaces, security aspects and EMC requirements. Students will be given the skills to select, evaluate, implement in practice, and configure media IT systems based on solid technical knowledge, and even to develop selected applications themselves.</p>																							
Lehrinhalte / Content	<p>Classification and development of media IT systems, such as data processing, communication, management, sound, video, backup and security systems; sensors recording systems, periphery components; functionality, set-up, characteristics, performance features, EMC requirements, interfaces, media data formats, certifications, configurations, special features of media IT systems.</p>																							
Lernmethoden / Teaching Methods	<p>The lecture offers an overview of and teaches theoretical and practical foundations. In practical work, media IT systems and their components are configured and examined, and selected applications are developed. Presentations and excursions offer an opportunity to see real-life applications.</p>																							
Dozententeam / Lectures	Prof. Dr.-Ing. Wilfried Schmalwasser (course director)																							
Teilnahme- voraussetzungen / Admission	Basic knowledge of working with computer systems. Participation in the modules "Basics of Informatics"; "Computer Platforms/Operating Systems" or equivalent knowledge.																							
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment																							
Lehrinhaltsformen/ Mode of Teaching	<table border="1"> <thead> <tr> <th rowspan="2">Lerneinheiten -units</th> <th colspan="5">SWS / Teaching hours per week</th> <th rowspan="2">Prüfungen / Assessment</th> <th rowspan="2">Gewicht / Weighting</th> </tr> <tr> <th>Lect</th> <th>Sem</th> <th>Lab</th> <th>Tut</th> <th>Pre- requ</th> </tr> </thead> <tbody> <tr> <td></td> <td>2</td> <td></td> <td>2</td> <td></td> <td></td> <td>Msn/PA</td> <td>1</td> </tr> </tbody> </table>			Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting	Lect	Sem	Lab	Tut	Pre- requ		2		2			Msn/PA	1
Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting																	
	Lect	Sem	Lab	Tut	Pre- requ																			
	2		2			Msn/PA	1																	

Empfohlene Literatur / Literature	STEINMETZ Ralf: Multimedia-Technologie. Grundlagen, Komponenten und Systeme [Multimedia Technology. Basics, Components and Systems], Berlin, Heidelberg, New York 2000 <sup>3</sup> SAUSEL Stephan: IT-Systeme einrichten und handhaben: Grundlagen der Daten- und Informationsverarbeitung [Setting Up and Operating IT Systems: Basics of Data and Information Processing], Braunschweig 2007 <sup>1</sup> HEFELE Bernhard, MILLONIG Harald: Multimedia, Wolkersdorf 1994 <sup>1</sup>

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	IT-Management	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0847		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	The students can establish the importance of operational information processing within strategic company planning and organisation; the students will know of the possibilities of using information processing as an instrument for achieving company aims; the students can ascertain and evaluate the defining parameters for decisions of optimum IT organisation in a company.		
Lehrinhalte / Content	Business-management orientation of IT management, core competences, targeted competitive advantages, core processes, management information on core processes, authority; Planning communication infrastructure; decision processes, development model, decision criteria and processes, IT controlling; Database decisions, selection of development tools, network planning, process management; alternatives for classification of IT structure units, advantages and disadvantages; structural organisation of IT department; comparison of various scenarios of IT organisation such as internal organisational unit, outsourcing, cloud computing; ascertaining service levels; legal foundations of data protection, handling personal data, data security measures, IT governance; quality management models and standards, such as PMBOK, CMMI, ISO 27000.		
Lernmethoden / Teaching Methods	Seminar-style lecture to teach theoretical knowledge, project work with guidance from the lecturer.		
Dozententeam / Lectures	Prof. Dr. rer. pol. Petra Schmidt (course director)		
Teilnahme- voraussetzungen / Admission	Basic knowledge in project management, software technology, databases, research networks, organisation theory.		
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment		

Lehrinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
			2	2			Msn/PA
Empfohlene Literatur / Literature	<p>BOY Jaques: Checklisten Projektmanagement [Project Management Checklists], Köln 2006<sup>1</sup></p> <p>BURGHARDT Manfred: Projektmanagement - Leitfaden für die Planung, Überwachung und Steuerung von Entwicklungsprojekten [Project Management - Guidelines for Planning, Monitoring and Managing Development Projects], Erlangen 2012<sup>8</sup></p> <p>DÖRING Ulrich, WÖHE Günther: Einführung in die allgemeine Betriebswirtschaftslehre [Introduction to General Business Management Theory], München 2013<sup>23</sup></p> <p>DUMKE Reiner R., EBERT Christof: Best practice in software management: How to use metrics to improve process and project performance, Berlin/Heidelberg 2014<sup>1</sup></p> <p>EABPM (Ed.): BPM CBOK - Business Process Management BPM Common Body of Knowledge, Wettenberg 2014</p> <p>GADATSCH Andreas: Geschäftsprozesse analysieren und optimieren [Analyse and Optimise Business Processes], Springer-Verlag, Heidelberg 2015</p> <p>HANSEN Robert, MENDLING Jan: Wirtschaftsinformatik [Economic Informatics], Walter de Gruyter GmbH, Göttingen 2015</p> <p>HEINRICH Lutz J., STELZER Dirk: Informationsmanagement [Information management] Grundlagen, Aufgaben, Methoden [Information Management: Basics, Tasks, Methods], München 2011<sup>8</sup></p> <p>HILBER Marc, BIERESBORN Dirk: Handbuch Cloud-Computing [Cloud Computing Handbook], Verlag Otto Schmidt, Köln 2014</p> <p>HOEREN Thomas: Internet- und Kommunikationsrecht [Internet and Communication Law], Verlag Otto Schmidt, Köln 2012<sup>1</sup></p> <p>HOEREN Thomas: Lehrunterlagen [Teaching Documents], <a href="http://www.uni-muenster.de/Jura.itm/hoeren/lehre">www.uni-muenster.de/Jura.itm/hoeren/lehre</a> (last updated 07/2015)</p> <p>IABG: Das V-Modell XT [The V-Model XT], Ottobrunn 2006<sup>1</sup>, <a href="http://www.v-modell.iabg.de">www.v-modell.iabg.de</a> (Stand 07/2015)</p> <p>KELLERWESSEL Harald: Programmierrichtlinien in der Praxis [Programming Guidelines in Practice], Bonn 2002<sup>1</sup></p> <p>KRCMAR Helmut: Informationsmanagement [Information Management], Berlin 2015<sup>4</sup></p> <p>KÜTZ Martin: IT Controlling für die Praxis: Konzeption und Methoden [IT Controlling in Practice: Conception and Methods], dpunkt-Verlag, Heidelberg 2013<sup>2</sup></p> <p>MARTINY Lutz, PIETSCH Thomas: Strategisches Informationsmanagement: Bedeutung, Konzeption und Umsetzung [Strategic Information Management: Significance, Conception and Implementation], Berlin 2004<sup>4</sup></p> <p>OLFERT Klaus: Organisation, Ludwigshafen 2012<sup>14</sup></p> <p>PROJECT MANAGEMENT INSTITUTE (Ed.): A Guide to Project Management Body of Knowledge (PMBOK Guide) 2014</p>						

	<p>RUGOR Regina, STUZZINSKI Gundula von: Qualitätsmanagement nach der ISO-Norm [Quality Management According to ISO Norm], Weinheim 2012<sup>1</sup></p> <p>SCHMIDT Dr. Götz: Organisation und Business Analysis [Organisation and Business Analysis], Gießen 2014<sup>1</sup></p> <p>SÖBBING, Thomas et al: Handbuch IT-Outsourcing: Recht, Strategien, Prozesse, IT, Steuern und Cloud Computing [Handbook of IT Outsourcing: Law, Strategies, Processes, IT Management and Cloud Computing], Müller-Verlag, Heidelberg 2015</p> <p>VIGENSCHOW Uwe et al: APM - Agiles Projektmanagement: anspruchsvolle Projekte erfolgreich steuern [Agile Project Management: Successfully Manage Demanding Projects], Heidelberg 2008<sup>1</sup></p> <p>WALLMÜLLER Ernest: Software Quality Engineering: Ein Leitfaden für bessere Softwarequalität [Guidelines for Better Software Quality], München (u.a.) 2011<sup>2</sup></p> <p>WISCHKI, Christian: ITIL®V2, ITIL®V3 und ISO/IEC 20000: Gegenüberstellung und Praxisleitfaden für die Einführung oder den Umstieg [ITIL®V2, ITIL®V3 and ISO/IEC 20000: Comparison and Practical Guidelines for Introduction or Entry], Hanser-Verlag, München 2009</p> <p>Magazines:</p> <p>Bise – Business Information Systems and Engineering, <a href="http://www.springer.com">www.springer.com</a> (last updated 07/2015)</p> <p>Wirtschaftsinformatik [Economic Informatics], <a href="http://www.springer.com">www.springer.com</a> (last updated 07/2015)</p> <p>Praxis der Wirtschaftsinformatik [Practical Economic Informatics], <a href="http://www.springer.com">www.springer.com</a> (last updated 07/2015)</p> <p>IT-Governance, dpunkt-Verlag, <a href="http://www.wiso-net.de">www.wiso-net.de</a> (last updated 07/2015)</p> <p>projektMANAGEMENT aktuell [projectMANAGEMENT latest], TUEV Media, <a href="http://www.wiso-net.de">www.wiso-net.de</a> (last updated 07/2015)</p> <p>ITSMF: IT Service Management Forum, <a href="http://www.itsmf.de">www.itsmf.de</a> (last updated 07/2015)</p>
<p>Weitere Verwendung / Further application</p>	<p>Industrial Management, Informatics Specialisation</p>

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.																									
Modulname / Module Name	Innovation Management	Unterrichtssprache/ Language	English																									
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester																									
Modulnummer / Module ID	0852																											
Pflicht / Obligatory	Compulsory	ECTC Credits	5																									
Ausbildungsziele / Objectives	Participants should be able to use management know how and economic skills to understand, to develop and to support the full innovation process in enterprises. They can adopt management instruments and tools in research and development, the generation and protection of IP and the realization of products. They should be able to plan, to carry out and to control the management and financing of innovation processes.																											
Lehrinhalte / Content	Students learn: 1. Understanding of the innovation process as one key for the success of companies. 2. Technological and scientific skills to create and manage an invention 3. Generation and protection of IP (patent recherche and writing) 4. Launching of new products / pilot production for market entrance 5. Implementation of industrial production and sales structures, ramp-up processes, cost-of-ownership calculations 6. R&D controlling, quality management and risk analysis during product development cycles																											
Lernmethoden / Teaching Methods	Lectures, case studies, (team) presentations																											
Dozententeam / Lectures	Prof. Dr. rer. nat. Thoralf Gebel (course director) Prof. Dr. rer. oec. Volker Tolkmitt																											
Teilnahme- voraussetzungen / Admission	Students should have a good command of the English language, basic knowledge from a relevant Bachelor's program or studies at university or university of applied sciences.																											
Arbeitslast / Workload	150 hours: 60 hours in-class teaching 90 hours for self-study, assessment preparation and assessment																											
Lehrinheitsformen/ Mode of Teaching	<table border="1"> <thead> <tr> <th rowspan="2">Lerneinheiten -units</th> <th colspan="5">SWS / Teaching hours per week</th> <th rowspan="2">Prüfungen / Assessment</th> <th rowspan="2">Gewicht / Weighting</th> </tr> <tr> <th>Lect.</th> <th>Sem</th> <th>Lab</th> <th>Tut</th> <th>Pre- requ</th> </tr> </thead> <tbody> <tr> <td></td> <td>2</td> <td>2</td> <td></td> <td></td> <td></td> <td>Ms/90</td> <td>1</td> </tr> </tbody> </table>							Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting	Lect.	Sem	Lab	Tut	Pre- requ		2	2				Ms/90	1
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	Lect.	Sem	Lab	Tut	Pre- requ																							
	2	2				Ms/90	1																					

Empfohlene Literatur / Literature	GAUBINGER Kurt et al.: Innovation and Product Management: A Holistic and Practical Approach to Uncertainty Reduction, Springer 2014 TIDD Joseph et al.: Managing Innovation: Integrating Technological, Market and Organizational Change, John Wiley & Sons 2013 DRUCKER Peter F.: Innovation and Entrepreneurship, Routledge 2011 FRASER John, SIMKINS Betty: Implementing Enterprise Risk Management: Case Studies and Best Practices, Wiley 2014 HOPKIN Paul: Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management, Cogan Page 2014 STIRZEL Martin: Controlling von Entwicklungsprojekten, Gabler Verlag, Wiesbaden 2010 LANGMANN Christian: F&E Projektcontrolling, Gabler Verlag, Wiesbaden 2009



Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Business Expansion	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0853		
Pflicht / Obligatory	Compulsory	ECTC Credits	5
Ausbildungsziele / Objectives	<p>This course offers an advanced applied examination of the techniques and tools of the strategic management process of business expansion. Students acquire comprehensive knowledge of modern methods, measures and tools and apply these instruments for an advanced external and internal company analysis and its environment. On the external analysis level students learn to analyze industry trends, to recognize types of industries, to develop strategic maps of industry competitors, and to utilize business information systems. Students are required to conduct an in-depth analysis of certain industries. Applying Internal capability analysis students will develop a profound understanding of techniques for analyzing a company's value chain, or business processes, and resources, among others. In a second step, students learn how this information is to be used in the strategic management process to generate strategic options and for further steps in strategic decision making. The seminar type course will be supported by case study series that provide the students application-oriented content on a highly specialized level. Special focus is given to the critical awareness of how to select relevant data from non-relevant data in the interplay between data analysis and the strategic outline of a company or an industry.</p> <p>After completion the course participants are able to critically review or develop strategy of business expansion and translate it into actions use management know how and economic skills.</p>		
Lehrinhalte / Content	<p>Students learn:</p> <ol style="list-style-type: none"> <li>1. Conducting the environment analysis using established and modern tools (e.g. Five Forces, Industry lifecycle, Key external success factor assessment)</li> <li>2. Analyzing the company (e.g. stages theory, 3C's model of Ohmae, value chain analysis, benchmarking, core competence assessment, business model, key internal success factor assessment)</li> <li>3. Strategic options for business expansion (e.g. Ansoff growth matrix, SWOT)</li> <li>4. Planning strategies and implementation (e.g. organizational structure, KPIs, management reviews, stakeholder matrix)</li> </ol>		

Lernmethoden / Teaching Methods	Lectures incl. practitioners' best practices Interactive case studies Seminars Results-oriented presentations in oral and written form Group projects																					
Dozententeam / Lectures	Prof. Dr. rer. oec. Serge Velesco (course director)																					
Teilnahme- voraussetzungen / Admission	Students should have a good command of the English language, basic knowledge from a relevant Bachelor's program or studies at university or university of applied sciences.																					
Arbeitslast / Workload	150 hours: 60 hours in-class teaching 90 hours for self-study, assessment preparation and assessment																					
Lehrinheitsformen/ Mode of Teaching	<table border="1"> <thead> <tr> <th rowspan="2">Lerneinheiten -units</th> <th colspan="5">SWS / Teaching hours per week</th> <th rowspan="2">Prüfungen / Assessment</th> <th rowspan="2">Gewicht / Weighting</th> </tr> <tr> <th>Lect</th> <th>Sem</th> <th>Lab</th> <th>Tut</th> <th>Pre- requ</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>3</td> <td></td> <td></td> <td></td> <td>Msn/B</td> <td>1</td> </tr> </tbody> </table>	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting	Lect	Sem	Lab	Tut	Pre- requ		1	3				Msn/B	1
Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting															
	Lect	Sem	Lab	Tut	Pre- requ																	
	1	3				Msn/B	1															
Empfohlene Literatur / Literature	<p>RUGMANN Alan M., COLLINSON Simon: International Business. - Trans-Atlantic Publications, 2014, 765 p.</p> <p>GRANT Robert M.: Contemporary Strategy Analysis: Text and Cases, Wiley 2013, 842 p.</p> <p>ABELE Eberhard, MEYER Tobias, NÄHER Ulrich, STRUBE Gernot, SYKES Richard: Global Production: A Handbook for Strategy and Implementation, Springer 2008, 401 S.</p> <p>SEGAL-HORN Susan: The Strategy reader, Blackwell Publishing 2007, 523 p.</p> <p>HOFSTEDE Geert, HOFSTEDE Gert Jan, MINKOV Michael: Cultures and Organizations: Software of the Mind, McGraw-Hill Education 2010, 576 S.</p> <p>MORSCHETT Dirk, SCHRAMM-KLEIN Hanna, ZENTES Joachim: Strategic International Management: Text and CaseS; Springer-Gabler 2010, 470 S.</p> <p>Harvard Business Review: The Magazine, Harvard Business Publishing (HBP), Harvard</p>																					

Studiengang / Course	Industrial Management			Abschluss / Degree		M.Sc.	
Modulname / Module Name	Risk Management and Venture Capital Enterprise			Unterrichtssprache/ Language		English	
Empfohlenes Semester / Semester	2			Dauer und Frequenz / Duration and frequency		1 semester, every semester	
Modulnummer / Module ID	0854						
Pflicht / Obligatory	Compulsory			ECTC Credits		5	
Ausbildungsziele / Objectives	Participants should be able to apply management know how and economic skills for financial risk analysis and risk evaluation. Students acquire comprehensive knowledge about the risk management process. They develop the ability to apply management instruments and tools in risk management. Finally, graduates should be able to use methods and instruments of financial risk identification, -measurement and evaluation. They should be able to manage financial risks as well as risk capital in enterprises.						
Lehrinhalte / Content	Students learn: 1. importance of risk management as management process. 2. phases, methods and instruments of risk management-processes in general and in venture capital enterprises. 3. identification of financial risks and application of venture capital instruments. 4. Managing risk capital and financial risks in venture capital enterprises.						
Lernmethoden / Teaching Methods	Lectures, case studies & presentations						
Dozententeam / Lectures	Prof. Dr. rer. oec. Volker Tolkmitt (course director), Prof. Dr. rer. nat. Thoralf Gebel						
Teilnahme- voraussetzungen / Admission	Students should have a good command of the English language, basic knowledge from a relevant Bachelor's program or studies at university or university of applied sciences.						
Arbeitslast / Workload	150 hours: 60 hours in-class teaching 90 hours for self-study, assessment preparation and assessment						
Lehrinhaltsformen/ Mode of Teaching	Lerneinheiten -units		SWS / Teaching hours per week			Prüfungen / Assessment	Gewicht / Weighting
			Lect	Sem	Lab		
		2	1	1			Msn/PA

Empfohlene Literatur / Literature	CROUHY Michel, GALAI Dan, MARK Robert: The Essentials of Risk Management, McGraw-Hill 2014 DICKSON G. C.: Risk Analysis, Witherby, London 2003 <sup>3</sup> DIEDERICHS Marc: Risikomanagement und Risikocontrolling, Verlag Vahlen, 2012 <sup>3</sup> FRASER John R.S., SIMKINS Betty J.: Implementing Enterprise Risk Management: Case Studies and Best Practices, Wiley 2014 HOPKIN Paul: Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management, Cogan Page 2014 GLEIßNER Werner: Grundlagen des Risikomanagements im Unternehmen, Vahlen 2011

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	International Management	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0855		
Pflicht / Obligatory	Compulsory	ECTC Credits	5
Ausbildungsziele / Objectives	<p>After completion of all courses of this module, students should be able to understand, evaluate and develop strategies and tactics of MNEs/SMEs in international markets. The module will enable students to understand socio-economic conditions of a rapidly changing global business environment. Students will be able to analyze, differentiate and prioritize international markets (countries, regions) according to their market potential, political situation, risks and other relevant factors. Based on analysis they should be able to draw conclusions on how these markets can be developed using appropriate strategies and entry forms. Students raise their awareness of foreign cultures and their practices (customs, values, in particular in the business of life) what helps them to enter into successful international cooperation and global relations. Students also create ability (get competence) to consult SME in international business activities: develop strategies, build-up global organization, conduct people management across countries, and adopt marketing and operation for foreign regions and countries. As case studies are integrative part of this module negotiating skills and teamwork are also trained.</p>		
Lehrinhalte / Content	<p>Students learn:</p> <ol style="list-style-type: none"> <li>1. Evaluate regions and countries</li> <li>2. Develop global enterprise strategy</li> <li>3. Understand specialty about international management for organizational structures, people management, marketing, operations</li> </ol>		
Lernmethoden / Teaching Methods	<p>Lectures incl. practitioners' best practices                      Interactive case studies                      Seminars                      Results-oriented presentations in oral and written form                      Group projects</p>		
Dozententeam / Lectures	Prof. Dr. rer. oec. Serge Velesco (course director)		
Teilnahme- voraussetzungen / Admission	Students should have a good command of the English language, basic knowledge from a relevant Bachelor's program or studies at university or university of applied sciences.		
Arbeitslast / Workload	<p>150 hours:                      60 hours in-class teaching                      90 hours for self-study, assessment preparation and assessment</p>		

Lehreinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
		3			1		Ms/90
Empfohlene Literatur / Literature	<p>RUGMANN Alan M., COLLINSON Simon: International Business. - Trans-Atlantic Publications, 2014, 765 p.</p> <p>GRANT Robert M.: Contemporary Strategy Analysis: Text and Cases, Wiley 2013, 842 p.</p> <p>ABELE Eberhard, MEYER Tobias, NÄHER Ulrich, STRUBE Gernot, SYKES Richard: Global Production: A Handbook for Strategy and Implementation, Springer 2008, 401 S.</p> <p>SEGAL-HORN Susan: The Strategy reader, Blackwell Publishing 2007, 523 p.</p> <p>HOFSTEDE Geert, HOFSTEDE Gert Jan, MINKOV Michael: Cultures and Organizations: Software of the Mind, McGraw-Hill Education 2010, 576 S.</p> <p>MORSCHETT Dirk, SCHRAMM-KLEIN Hanna, ZENTES Joachim: Strategic International Management: Text and CaseS, Springer-Gabler 2010, 470 S.</p> <p>MACHARZINA Klaus: Unternehmensführung: das international Managementwissen. Konzepte – Methoden – Praxis, Gabler 2010, 1181 S.</p> <p>KUTSCHKER Michael: Internationales Management, Oldenbourg Verlag, München 2011, 1459 S.</p> <p>HOLTBRÜGGE Dirk: Internationales Management. Theorien, Funktionen, Fallstudien, Schäffer-Poeschel 2010, 587 S.</p> <p>Harvard Business Review: The Magazine, Harvard Business Publishing (HBP), Harvard</p>						

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	National & International Accounting	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	3	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	0858		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>External company accounting traditionally belongs to the area of business economic theory so as to be able to manage company processes through obtaining and processing information and placing accountability for the past on the addressees.</p> <p>In the unit, the drawing up of the annual financial statement will be presented as a central accountability instrument and business economy model which will be interpreted as a product of the respective norms with regards to its meaningfulness. Since accounting is based on national (HGB = German Commercial Code) and international (IFRS) standards, knowledge of the systematics and theoretical foundations of these is part of the basic requirements for successful completion of a business management study programme.</p> <p>The unit will teach this knowledge in a systematic manner by presenting and practising the basics of accounting and drawing up of the annual financial statement according to national and international standards.</p>		
Lehrinhalte / Content	<ol style="list-style-type: none"> <li>1 Basics of (international) accounting;</li> <li>2 Basics of (international) accounting policy,                         <ol style="list-style-type: none"> <li>2.1 Objectives,</li> <li>2.2 Means,</li> <li>2.3 Addressees,</li> <li>2.4 between the trade balance sheet and the tax balance sheet;</li> </ol> </li> <li>3 International accounting,                         <ol style="list-style-type: none"> <li>3.1 The assets side of the accounts according to HGB and IAS: Approach of assets according to HGB and IAS/IFRS,</li> <li>3.2 The evaluation of assets according to HGB and IAS/IFRS,</li> <li>3.3 The liabilities side of the accounts according to HGB and IAS/IFRS: Preparation and evaluation;</li> </ol> </li> <li>4 Case examples on selected account items on assets and liabilities side</li> </ol>		
Lernmethoden / Teaching Methods	<p>Since the acquirement of national and international accounting norms is first and foremost a question of learning and subsequently practising norms, teaching will focus on just on seminar-style presentations using multimedia learning resources but also countless tasks which expand on this theoretical knowledge.</p>		

Dozententeam / Lectures	Prof. Dr. rer. pol. Andreas Hollidt (course director), Prof. Dr. rer. oec. Johannes Stelling							
Teilnahmevoraussetzungen / Admission	Basic knowledge from first degree (Bachelor, technical college or university diploma).							
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre-requ		
			4				Ms/90	1
Empfohlene Literatur / Literature	<p>AMMANN Helmut, MÜLLER Stefan: IFRS - International Financial Reporting Standards, Herne/Berlin 2006<sup>2</sup></p> <p>BIEG Hartmut: Externes Rechnungswesen [External Accounting], München/Wien 2012<sup>6</sup></p> <p>COENENBERG Adolf: Jahresabschluss und Jahresabschlussanalyse: Betriebswirtschaftliche, handelsrechtliche, steuerrechtliche und internationale Grundlagen - HGB, IAS/IFRS, US-GAAP, DRS [Annual Financial Statement and Analysis: Business-Management, Commercial Law, Tax Law, and International Basics - HGB, IAS/IFRS, US-GAAP, DRS], Stuttgart 2014<sup>23</sup></p> <p>FEDERMANN Rudolf (Ed.): IAS/IFRS- stud. International Accounting Standards, Berlin, latest ed.</p> <p>HENNO Rudolf: Jahresabschluss nach Handelsrecht, Steuerrecht und internationalen Standards (IAS/IFRS) [Annual Financial Statement according to Commercial Law, Tax Law and International Standards], Heidelberg 2009<sup>6</sup></p> <p>KPMG (Ed.): International Financial Reporting Standards, Stuttgart 2004<sup>3</sup></p> <p>PELLENS Bernhard et al.: Internationale Rechnungslegung [International Accounting], Stuttgart 2011<sup>8</sup></p>							



Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Marketing Research	Unterrichtssprache/ Language	English
Semester / Semester	3	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W20		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>In this course students develop an understanding of marketing research and its relevance to management decision-making. They acquire comprehensive knowledge about the marketing research process including problem definition, research design and methodology, sampling procedure, data collection, data analysis, and reporting the findings. They develop the ability to apply key research techniques. Students are required to design and implement a marketing research plan, develop a research instrument, collect and analyse data, prepare an oral presentation and write a marketing research report.</p> <p>After completing the course participants are able to systematically appraise the different stages of a marketing research project. They should have the ability to critically assess marketing research in the context of understanding and evaluating the market.</p>		
Lehrinhalte / Content	<p>Students learn:</p> <ol style="list-style-type: none"> <li>1. Introduction to Marketing Research: The Marketing Research Process and problem definition</li> <li>2. Key research techniques</li> <li>3. Secondary research and conducting a literature review</li> <li>4. Qualitative research and Quantitative research methods</li> <li>5. Measurement and scaling</li> <li>6. Questionnaire design</li> <li>7. Sampling</li> <li>8. Data Collection</li> <li>9. Qualitative Data Analysis and quantitative data analysis</li> <li>10. Producing marketing research reports</li> <li>11. Ethical issues in marketing research</li> </ol> <p>Students will apply the key concepts and principles of marketing research to a real world project</p>		
Lernmethoden / Teaching Methods	<p>Lectures                      Research project                      Results-oriented presentations in oral and written form</p>		
Dozententeam / Lectures	<p>Dr. Julia Köhler (course director),                      Prof. André Schneider</p>		
Teilnahme- voraussetzungen / Admission	<p>Students should have a good command of the English language, basic knowledge from a relevant Bachelor's program or studies at university or university of applied sciences.</p>		

Arbeitslast / Workload	150 hours: 60 hours in-class teaching 90 hours for self-study, assessment preparation and assessment							
Lehreinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre- requ		
		2		2			Msn/PA	1
Empfohlene Literatur / Literature	AAKER Danid A., KUMAR V., DAY George S., LEONE Robert D.: Marketing research, 10th Edition, John Wiley & Sons 2010 GERBER Susan B., VOELKL Finn K.: Using SPSS for Windows: Data analysis and graphics. Springer 2013 HAIR Joseph, WOLFINBARGER Mary, ORTINAU David, BUSH Robert: Essentials of Marketing Research, 4th Edition, McGraw- Hill/Higher Education 2008 HUNT Shelby D., VITELL Scott: A General Theory of Marketing Ethics, Journal of Macromarketing, V. 6, Spring 1986, pp. 5-16 MALHOTRA Naresh K.: Basic Marketing Research, 4th revised Edition, Edinburgh: Pearson Education Limited 2013 MALHOTRA Naresh K.: Marketing Research: An Applied Orienta- tion, 5th edition, Upper Saddle River 2006 STEVENS James P.: Applied multivariate statistics for the social sciences, Routledge 2012 ZIKMUND William G., BABIN Barry: Essentials of marketing re- search. Cengage Learning 2012							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Economic and Social History	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W23		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	The module should be understood as a competence module for increasing social competence. It promotes interdisciplinary study and the desire to promote not just specialist methods, but also key qualifications such as the ability to communicate, social competence, creativity and rhetoric. Students shall be taught how to apply their knowledge in various areas of life.		
Lehrinhalte / Content	<p>In this seminar, economic and social history will be taught in a clear, understandable manner from the ground up. Since the Middle Ages, Germany, or Central Europe, has been the centre of focus - though without ignoring the global dimension here. The focus is on recent and modern history. The economic and social system has grown over time; it is based on experiences from crises and catastrophes - and is the result of countless struggles and compromises. This module should help students from various subject areas and walks of life to better understand the how economy and society came to be. The course promotes interdisciplinary thinking. This includes, in detail:</p> <ul style="list-style-type: none"> <li>• Periods of economic and social history</li> <li>• From the Reformation to the political/industrial double revolution</li> <li>• Founding year of Germany: boom, imperialism, worker movement and social state</li> <li>• Theories and theoreticians - the development from mercantilism to modern economic and social sciences, e.g. Smith, Marx, Weber, Kondratieff, Keynes, Mannheim etc.</li> <li>• Wars, inflation and crises: the trauma of the 20th century</li> <li>• A double economic wonder: East Germany and West Germany - answers and unanswered questions</li> </ul>		
Lernmethoden / Teaching Methods	Seminar-style lectures to teach systematic foundations, methodological knowledge and for discussion of selected problem areas. Excursion where applicable to demonstrate economic and social history facts and methodology of evaluating these.		
Dozententeam / Lectures	Prof. Dr. phil. Christoph Meyer (course director), Dipl.-Ing., Dipl. SA/ SP Kornelia Beer		
Teilnahme- voraussetzungen / Admission	The students will have a good knowledge of history. □ They should be able to conduct a reflective and intellectual analysis of complex historical relationships as a result of a high level of general education and the ability to think across disciplines.		

Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lect	Sem	Lab	Tut	Pre- requ			
	3			1		Ms/90	1	
Empfohlene Literatur / Literature	<p>ABELSHAUSER Werner: Deutsche Wirtschaftsgeschichte. Von 1945 bis zur Gegenwart [German Economic History. From 1945 to the Present], bpb-Schriftenreihe 1204, Bonn 2011</p> <p>ACEMOGLU Daron, ROBINSON James A.: Warum Nationen scheitern. Die Ursprünge von Macht, Wohlstand und Armut [Why Nations Fail. The Origins of Power, Wealth and Poverty], S. Fischer, Frankfurt am Main 2013</p> <p>HERRMANN Ulrike: Der Sieg des Kapitals. Wie der Reichtum in die Welt kam: Die Geschichte von Wachstum, Geld und Krisen [The Victory of Capital. How the Rich Came to Be: The History of Growth, Money and Crises], bpb-Schriftenreihe 1412, Bonn 2013</p> <p>KOCKA Jürgen: Geschichte des Kapitalismus [History of Capitalism], bpb-Schriftenreihe 141, Bonn 2013</p> <p>KURZ Heinz D.: Geschichte des ökonomischen Denkens [History of Economic Thought], C.H. Beck, München 2013</p> <p>MÜLLER Tim B.: Nach dem Ersten Weltkrieg. Lebensversuche moderner Demokratien [After the First World War. Real-Life Experiments of Modern Democrats], bpb-Schriftenreihe 1471, Bonn 2014</p> <p>NIEMANN, Hans-Werner: Europäische Wirtschaftsgeschichte. Vom Mittelalter bis heute [European Economic History. From the Middle Ages to Today], Wissenschaftliche Buchgesellschaft, Darmstadt 2009</p> <p>PIPER Nikolaus: Geschichte der Wirtschaft [History of the Economy], Beltz &amp; Gelberg, Weinheim 2007</p> <p>PRESSLER Florian: Der lange Schatten der Großen Depression. Geschichte der Weltwirtschaftskrise in den 1930er-Jahren [The Long Shadow of the Great Depression. History of the Global Economic Crisis in the 1930s], bpb-Schriftenreihe 1350, Bonn 2013</p> <p>WALTER Rolf: Wirtschaftsgeschichte. Vom Merkantilismus bis zur Gegenwart [Economic History. From Mercantilism to the Present], Böhlau/UTB, Köln/Weimar/Wien 2011<sup>5</sup></p> <p>WEHLER Hans-Ulrich: Deutsche Gesellschaftsgeschichte [German Social History], 5 Vols., C.H. Beck, München 1987-2008</p>							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Communication Training	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W26		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>Teaching of skills in managing self-awareness, self-certainty when working freely, power of persuasion and methods for persuading people. As well as the teaching of rhetoric skills, focus will be in particular on sensitisation for group-dynamic processes in business practice.</p> <p>The module is aimed at real-life application.</p>		
Lehrinhalte / Content	<p>The levels of our consciousness; principles of developing one's life; the philosophy of success; the art of persuasion; issues of self-analysis; self-observation and observation by another; steps to a successful live; the body speaks the language of the soul; breathing and voice training; the art of self-persuasion; rules for the successful speaker.</p>		
Lernmethoden / Teaching Methods	<p>Technical expertise:</p> <ul style="list-style-type: none"> <li>Ability to successfully tackle a management task in economics. The knowledge taught in communication science is understood as the basis for solving company conflicts.</li> </ul> <p>Social competence:</p> <ul style="list-style-type: none"> <li>Ability to work in a team/conflict skills/moderation skills</li> </ul> <p>Language skills:</p> <ul style="list-style-type: none"> <li>Training of mind and body, ability to advise on task.</li> </ul> <p>Emotional competence:</p> <ul style="list-style-type: none"> <li>Recognising one's own strengths and weaknesses, willingness to get involved in group context.</li> </ul>		
Dozententeam / Lectures	Prof. Dr. N.N. (course director)		
Teilnahme- voraussetzungen / Admission	Basic knowledge from first degree (Bachelor, technical college or university diploma).		
Arbeitslast / Workload	<p>150 hours, of which:</p> <p>60 hours teaching (corresponds to 4 contact hours per week)</p> <p>90 hours preparation and follow-up work for lectures, examination preparation and assessment</p>		

Lehrinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
			4				Msn/PA
Empfohlene Literatur / Literature	<p>ARGYLE Michael: Körpersprache und Kommunikation [Body Language and Communication], Paderborn 2013<sup>10</sup></p> <p>BORN Jens: Reden und Ansprachen von A - Z [Speeches and Addresses from A-Z], Planegg/ München 1992<sup>1</sup></p> <p>ENKELMANN Nikolaus: Mit Freude erfolgreich sein [Being Successful with Happiness], Landsberg am Lech 2000<sup>10</sup></p> <p>GOLEMAN Daniel: Emotionale Intelligenz [Emotional Intelligence], München 2007<sup>19</sup></p> <p>REUSCH Fritz, HEY Julius: Der kleine Hey - Die Kunst des Sprechens [The Little Hey - The Art of Speaking], Mainz 2003</p> <p>KURTZ Ron, PRESTERA Hector: Botschaften des Körpers [Messages of the Body], München 2014<sup>13</sup></p> <p>LEMMERMANN Heinz: Lehrbuch der Rhetorik [Handbook of Rhetoric], München 2000</p> <p>LYLE Jane: Körpersprache [Body Language], Bindlach 1999</p> <p>MACIOSZEK Heinz-Georg: Chruschtschows dritter Schuh, Anregungen für geschäftliche Verhandlungen [Khrushchevs Third Shoe: Motivation for Social Action], Hamburg 1995<sup>1</sup></p> <p>MOLCHO Samy: Körpersprache [Body Language], München 2013<sup>26</sup></p> <p>WEINGARDT Beate: Faszination Körpersprache: Was wir ohne Worte alles sagen [A Fascination with Body Language: What We Can Say Without Words], Brockhaus 2011<sup>1</sup></p> <p>RÜCKLE Horst: Körpersprache für Manager [Body Language for Managers], Landsberg 2000<sup>3</sup></p> <p>RUHLER Rolf: Rhetorik - Redegewandtheit und Körpersprache [Rhetoric - Eloquence and Body Language], Bonn 2005<sup>2</sup></p> <p>SCHULZ VON THUN Friedmann: Miteinander reden: Störungen und Klärungen, Psychologie der zwischenmenschlichen Kommunikation [Speaking with One Another: Interruptions and Clarifications, Psychology of Inter-Personal Communication], Reinbeck/ Hamburg 2010<sup>48</sup></p> <p>FRANCK Norbert: Gekonnt referieren. Überzeugend präsentieren [Lecture with Confidence. Present with Persuasion], Springer, Wiesbaden 2012</p> <p>PÖHM Matthias: Vergessen Sie alles über Rhetorik [Forget Everything You Know About Rhetoric], Goldman, München 2009</p>						

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Business English	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W27		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>Students will expand their foreign-language skills to level B1/B2 of the Common European Framework with an economic aspect.</p> <p>The aim of the module is to further develop the four linguistic skill areas of speaking, listening, reading and writing, and for students to acquire a differentiated, economic vocabulary. Students will be taught how to communicate academic and professional information in English in a clear, effective and stylistically appropriate manner. They will be made aware of the various types of international communication in English and will develop intercultural skills so as to be able to act effectively in international contexts. The focus here will be on the ability to communicate orally in a business environment and in those professional areas typical for graduates of the study programme.</p>		
Lehrinhalte / Content	<p>Content areas relevant to the professional world: e.g. business environment/organisation, managing people, managing operations, managing cultures, finance &amp; accounting, customer service</p> <p>Specific professional skills: presentations and business correspondence</p>		
Lernmethoden / Teaching Methods	<p>Communicative and task-based teaching aimed at practical implementation: partner work and small group work, roleplays, simulations, discussions, case studies, presentations, language games, project work.</p> <p>Use of authentic material and digital teaching/learning technologies (e.g. podcasts, Wiki, online tests).</p>		
Dozententeam / Lectures	Susanne Nickel M.A. (course director)		
Teilnahme- voraussetzungen / Admission	Business English in previous studies (or sufficient alternative knowledge).		
Arbeitslast / Workload	<p>150 hours, of which:</p> <p>60 hours teaching (corresponds to 4 contact hours per week)</p> <p>90 hours preparation and follow-up work for lectures, examination preparation and assessment</p>		

Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre- requ		
			4				Msn/PA	1
Empfohlene Literatur / Literature	HANDFORD Michael et al.: Business Advantage Upper- intermediate – Student’s Book with DVD, Cambridge 2011, ISBN 9780521132176 Magazine Business Spotlight – Englisch für den Beruf [English for Work], www.business-spotlight.de (last updated 07/2015)							



Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Business-focused financial law	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W29		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	Acquirement of knowledge in company-focused economic law. As well as the teaching of specialist knowledge, further focus will be placed in particular on familiarisation with the application of economic law as a basis for solving company conflicts. The module is aimed at real-life application.		
Lehrinhalte / Content	Contractual relationships with foreign contact; "just in time" - delivery relationships; the law of public procurement; building planning and public building law; data protection law; insolvency law; transport law; travel law; competition law (in more detailed sense); the basic structures of German and EU anti-trust law; internet law; protection of intellectual property; commerce terms in national and international goods trade; UN CISG; international plant delivery contract; economic criminal law.		
Lernmethoden / Teaching Methods	Technical expertise: <ul style="list-style-type: none"> <li>• Ability to successfully tackle a management task in economics. The knowledge taught in company law is understood as the basis for solving company conflicts.</li> </ul> Methodological skills: <ul style="list-style-type: none"> <li>• Planning and methodological skills when conducting tasks. Ability to advise on task.</li> </ul> Social competence: <ul style="list-style-type: none"> <li>• Ability to work in a team/conflict skills/moderation skills</li> </ul> Self-awareness: <ul style="list-style-type: none"> <li>• Ability to perform in group context; technical flexibility regarding the task.</li> </ul>		
Dozententeam / Lectures	Prof. Dr. Axel Kassegger (course director), Lecturer team		
Teilnahme- voraussetzungen / Admission	Basic knowledge of private economic law from first degree (Bachelor, technical college or university diploma).		
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment		

Lehrinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
			4				Msn/PA
Empfohlene Literatur / Literature	<p>BAUMBACH Adolf, HEFERMEHL Wolfgang: Wettbewerbsrecht [Competition Law], München 2008<sup>18</sup></p> <p>LIEBSCHER Christoph et. al.: Handbuch der EU-Gruppenfreistellungsverordnungen [Handbook of EU Group Exemption Regulations], München 2012<sup>2</sup></p> <p>FISCHER Hans Georg: Europarecht: Grundkurs [European Law: An Introductory Course], München/ Köln 2008<sup>2</sup></p> <p>WÖHE Günther, DÖRING Ulrich: Einführung in die allgemeine Betriebswirtschaftslehre [Introduction to General Business Management Theory], München 2013<sup>25</sup></p> <p>BROX Hans: Handels- und Wertpapierrecht [Commercial and Securities Law], München 2005<sup>18</sup></p> <p>BATTIS Ulrich: Öffentliches Baurecht und Raumordnungsrecht [Public Building Law and Planning Law], Stuttgart 2014<sup>6</sup></p> <p>BATTIS Ulrich, KRAUTZBERGER Michael et. al.: Baugesetzbuch: BauGB [Town and Country Planning Code], München 2013<sup>12</sup></p> <p>BERNSTORFF Christoph von: Vertragsgestaltung im Auslandsgeschäft [Drawing up Contracts in International Business], Frankfurt am Main 2012<sup>7</sup></p> <p>DAHLKE-PIEHL Susanne, DÜRR Hansjochen: Baurecht in Sachsen [Building Law in Saxony], Baden-Baden 2005<sup>3</sup></p> <p>HAARMAYER Hans, WUTZKE Wolfgang: Handbuch zur Insolvenzordnung: InsO/EGInsO [Handbook on the German Insolvency Code/EC Insolvency Code], München 2013<sup>4</sup></p> <p>HABERSACK Mathias: Europäisches Gesellschaftsrecht [European Company Law], München 2011<sup>4</sup></p> <p>HESS Harald, KRANEMANN Robert: Insolvenzrecht [Insolvency Law], Köln 2003<sup>5</sup></p> <p>HÜFFER Uwe: Aktiengesetz [Stocks Law], München 2012<sup>10</sup></p> <p>KOCH Hans-Joachim, HENDLER Reinhard: Baurecht, Raumordnungs- und Landesplanungsrecht [Building Law, Planning Law and Regional Policy Law], Stuttgart (u. a.) 2009<sup>5</sup></p> <p>MELULLIS Klaus-Jürgen: Handbuch des Wettbewerbsprozesses: unter besonderer Berücksichtigung der Rechtsprechung [Handbook of Competition Process: Under Particular Consideration for Jurisprudence], Köln 2000<sup>3</sup></p> <p>PEINE Franz-Joseph: Öffentliches Baurecht: Grundzüge des Bauplanungs- und Bauordnungsrechts unter Berücksichtigung des Raumordnungs- und Fachplanungsrechts [Public Building Law: Basics of Building Planning and Regulations Law under Consideration for Planning and Technical Planning Law], Tübingen 2003<sup>4</sup></p>						

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Advanced Business English	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W30		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>This module aims to facilitate both oral and written communication in English within a business context. Upon completion of the module, students' language competences should equal level B2 of the Common European Framework of References for Languages (CEFR).</p> <p>Students are provided with ample opportunities to practice all four language skills – speaking, listening, reading and writing. They expand their knowledge of specialized items of vocabulary relating to various fields of business as well as idioms used in business situations; they consolidate their grammatical accuracy and range. The module provides students with sufficient target language competence to communicate effectively and clearly in a business context using appropriate register and style. Students also gain an awareness of the various forms of global English used in international business situations, thus developing intercultural sensitivity and competence, which enables them to cope effectively in culturally diverse business situations. Special attention is given to the students' oral skills to articulate business content convincingly and to perform management tasks in internationally operating organizations.</p>		
Lehrinhalte / Content	<p>Topics dealt with may include, but are not limited to business environment/organizations, managing people, managing operations, managing cultures, finance &amp; accounting, customer service, and current affairs.</p> <p>Skills practice includes performing in various types of negotiations and meetings, and email writing.</p>		
Lernmethoden / Teaching Methods	<p>This module is run as a seminar using a communicative task-based approach. Peer learning is encouraged through dialogues and role plays, simulations, group discussions, case studies, and presentations.</p> <p>The module draws on authentic sources for course materials and makes use of digital learning technologies.</p>		
Dozententeam / Lectures	Susanne Nickel M.A. (course director)		
Teilnahme- voraussetzungen / Admission	Students should have a good command of the English language (previous Business English course or at least level B1 of the CEFR)		

Arbeitslast / Workload	150 hours: 60 hours in-class teaching 90 hours for self-study, assessment preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre- requ		
			4				Msn/PA	1
Empfohlene Literatur / Literature	HANDFORD Michael et al.: Business Advantage Upper- intermediate – Student’s Book with DVD, Cambridge 2011, ISBN 9780521132176 Selected articles from journals and magazines, e.g. The Economist, The Guardian, Business Spotlight							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Business Planning	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W31		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>Business plans for pursuing concrete company concepts are today part of the "standard tool-kit" for successful idea management. Each student should be taught how to structure and pursue a project or business idea systematically and comprehensively from the definition of the objective to its implementation. This requires both technical and economic knowledge and approaches. The final result of the business plan is a written company concept, from which one can on the one hand estimate the marketability (USPs, customer uses and sales changes) of a service or product which can be specified quantitatively and qualitatively. On the other hand, the business idea should also be hedged in terms of organisation and finances and realised on the market/in the company. Ultimately, the finished business plan should also be approved in terms of its implementability and its potential for risks and development so as to be able to verify its suitability for real-life implementation.</p>		
Lehrinhalte / Content	<p>Each completed business plan, as well as the content, shall in principle be organised and defined as follows:</p> <ol style="list-style-type: none"> <li>1. Presentation of project or business idea</li> <li>2. Market estimation</li> <li>3. Service offer/portfolio</li> <li>4. Organisation and management</li> <li>5. Financial and success planning</li> <li>6. Schedule and success controlling</li> <li>7. Chance and risk assessment</li> <li>8. Executive summary</li> </ol>		
Lernmethoden / Teaching Methods	<p>Normally conducted as project work in teams which frequently possess varying academic skills such that the necessary technical and business-management know-how can be integrated in a targeted and success-oriented manner as much as possible. All team members will therefore participate in shared technical and cross-subject competences. Moreover, active teamwork also promotes the social competence of the group members. Targeted, academically founded market and product research (e.g. for patents and industrial property rights) as well as working with economic planning and decision-making techniques will also improve the necessary methodological skills.</p>		

Dozententeam / Lectures	Prof. Dr. rer. oec. Johannes Stelling (course director), Prof. Dr. rer. pol. Andreas Hollidt, Prof. Dr. rer. oec. Volker Tolkmitt							
Teilnahme- voraussetzungen / Admission	Successful completion of the basic modules.							
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre- requ		
			2	2			Ms/90	1
Empfohlene Literatur / Literature	BUSINESSPLAN-WETTBEWERB SACHSEN (Ed.): Handbuch zur Businessplanerstellung [Handbook on Compiling a Business Plan], Dresden 2006 <sup>1</sup>							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Information Management	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W33		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	Based on the practical objectives of information management, knowledge of implementing business methods will be taught (analysis and conception competence). Students should be taught how to recognise and think through the relationships of informatics strategy, the organisation of information management, and IT project management in a company with the design of infrastructures and processes (understand/evaluate/apply; reflection skills). The training of methodological skills in tasks of information management, above all in selecting and introducing standard software systems (SSW), incl. the targeted use of IT controlling, forms the focus of the unit. Skills in solving practical problems, with a focus on the IT project, are targeted.		
Lehrinhalte / Content	<p>The module gives students a comprehensive insight into the potentials and problem areas of business information management. These include, in particular:</p> <ul style="list-style-type: none"> <li>• Information concept (as opposed to data, knowledge)</li> <li>• Models and tasks of information management (IM)</li> <li>• Significance of uniform planning in strategic IM</li> <li>• IT project management for introduction of SSW (application-based for ERP, PLM, BI systems)</li> </ul> <p>The selected key areas will be focused on above all:</p> <ul style="list-style-type: none"> <li>• IV controlling</li> <li>• Promotion of agility</li> <li>• SSW selection and introduction (incl. business process management)</li> <li>• Methods and tools of IT project management</li> <li>• Supporting the decision-making process in IM through BI</li> </ul>		
Lernmethoden / Teaching Methods	<p>Lectures will teach the theoretical foundations, enriched by case examples and the presentation of current trends and developments (big data, IT governance, compliance management, in memory etc.).</p> <p>In practical work, students will experience the complexity of integrated business-management application systems based on the current ERP solution of SAP AG using a case study. The focus here is on meta-competences which are acquired through actively dealing with and working in the system. Skills in application of methods to IT project management (MS project amongst others) should then be developed: Planning introduction of an SSW.</p>		

Dozententeam / Lectures	Prof. Dr. rer. pol. Silke Meyer (course director)							
Teilnahmevoraussetzungen / Admission	Bachelor, technical college or university diploma in a technical or business-management subject, and successful participation in basic economic sciences courses.							
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre-requ		
	Information management	2					Ms/90	1
Exercises			2					
Empfohlene Literatur / Literature	<p>Monographs:</p> <p>HANSEN Hans Robert, NEUMANN Gustaf: Wirtschaftsinformatik 1 – Grundlagen und Anwendungen [Economics Informatics 1 - Basics and Applications], UTB 2009<sup>10</sup></p> <p>STAHLKNECHT Peter, HASENKAMP Ulrich: Einführung in die Wirtschaftsinformatik [Introduction to Economic Informatics], Springer 2014<sup>12</sup></p> <p>ALPAR Paul et.al.: Anwendungsorientierte Wirtschaftsinformatik [Application-Based Economic Informatics], Vieweg 2014</p> <p>SCHWARZER Bettina, KRCCMAR Helmut: Wirtschaftsinformatik [Economics Informatics], Schäffer-Poeschel 2010<sup>4</sup></p> <p>KRCCMAR Helmut: Einführung in das Informationsmanagement [Introduction to Information Management], Springer 2015</p> <p>KEMPER Hans-Georg, MEHANNA Walid, UNGER Carsten: Business Intelligence, Vieweg 2010<sup>3</sup></p> <p>EIGNER Martin, STELZER Ralph: Produktdatenmanagement-Systeme [Product Data Management Systems], Springer 2009<sup>2</sup></p> <p>Online documentation: SAP-Bibliothek® (German/English)</p> <p>Magazines: IM, Controlling &amp; Management, BI-Spektrum, Wisu</p>							



Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Organisational Psychology	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W36		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>The aim of this module is to teach students the basics of organisational psychology. Here, students should gain an insight into various areas and central questions of organisational psychology. They should be familiar with research methods in this field, and should understand organisational psychology as applied psychology, with all its opportunities for intervention but also its limits.</p> <p>As well as teaching specific technical knowledge, this module will serve in particular to establish and expand methodological and social competences. Roleplays and other interactive forms of teaching offer the opportunity for students to test themselves out in different roles in team and group exercises (see Seminar).</p>		
Lehrinhalte / Content	<p>The organisational psychology lecture (2 contact hours) offers an overview of the basic elements of organisational psychology. Here, organisational structures and the types of people found in these will be explained. Moreover, focus topics such as changes in organisations, and psychological aspects of the group and the individual in selection and development of personnel will also be looked at. Concepts on typical methods of personnel development in organisations and methods of employee surveying will also be described and explained. In addition, students will learn the forms of group work and the areas of applications of these in practice.</p> <p>The Teams and Groups in Organisations seminar (2 contact hours) should illustrate to students the processes taking place in teams and groups, and the effect of such on organisations. The topics of processes of social influence, social identity in groups, conflicts in and between groups, and communication and decision-making in groups will play a key role here. Students should be confronted with approaches to team development and should be taught how to assess the climate within a team.</p>		
Lernmethoden / Teaching Methods	<p>The module will be primarily held as lectures and a seminar. The lectures will discuss the respective topics in a structure manner and make reference to neighbouring academic disciplines and their results.</p> <p>The Teams and Groups in the Organisations seminar will allow for detailed analyses and discussions in group and/or individual work and presentations on relevant topic areas. It will also allow real-to-life, interactive stimulation in groups, for example.</p>		

Dozententeam / Lectures	Prof. André Schneider (course director), Dipl.-Psych. Frank Schumann																												
Teilnahmevoraussetzungen / Admission	Bachelor, technical college or university diploma in a technical or business-management subject.																												
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment																												
Lehrinheitsformen/ Mode of Teaching	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="background-color: #e0e0e0;">Lerneinheiten -units</th> <th colspan="5" style="background-color: #e0e0e0;">SWS / Teaching hours per week</th> <th rowspan="2" style="background-color: #e0e0e0;">Prüfungen / Assessment</th> <th rowspan="2" style="background-color: #e0e0e0;">Gewicht / Weighting</th> </tr> <tr> <th style="background-color: #e0e0e0;">Lect</th> <th style="background-color: #e0e0e0;">Sem</th> <th style="background-color: #e0e0e0;">Lab</th> <th style="background-color: #e0e0e0;">Tut</th> <th style="background-color: #e0e0e0;">Pre-requ</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e0e0e0;"></td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> <td></td> <td></td> <td></td> <td style="text-align: center;">Ms/90</td> <td style="text-align: center;">1</td> </tr> </tbody> </table>							Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting	Lect	Sem	Lab	Tut	Pre-requ		2	2				Ms/90	1	
Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting																						
	Lect	Sem	Lab	Tut	Pre-requ																								
	2	2				Ms/90	1																						
Empfohlene Literatur / Literature	<p>SCHULER Heinz ((Ed.): Lehrbuch der Organisationspsychologie [Textbook of Organisational Psychology], Bern 2013<sup>4</sup></p> <p>DILTS Robert B.: Kommunikation in Gruppen und Teams [Communication in Groups and Teams], Paderborn 2000<sup>1</sup></p> <p>KANNING Uwe P., STAUFENBIEL Thomas: Organisationspsychologie [Organisational Psychology], Göttingen 2011<sup>1</sup></p> <p>VAN DICK Rolf, WEST Michael A.: Teamwork, Teamdiagnose, Teamentwicklung [Teamwork, Team Diagnosis, Team Development], Göttingen 2013<sup>2</sup></p> <p>MALEH Carole, RATH Ulrike: Open Space: Effektiv arbeiten mit großen Gruppen [Working Effectively with Large Groups], Weinheim 2001<sup>2</sup></p> <p>SEIFERT Josef W.: Moderation und Kommunikation. Gruppendynamik und Konfliktmanagement in moderierten Gruppen [Moderation and Communication. Group Dynamics and Conflict Management in Moderated Groups], Offenbach 1999<sup>1</sup></p> <p>STAHL Eberhardt: Dynamik in Gruppen. Handbuch der Gruppenleitung [Dynamics in Groups. Handbook of Group Management], Weinheim 2002<sup>1</sup></p> <p>ROSENSTIEL L. v.: Grundlagen der Organisationspsychologie. Basiswissen und Anwendungshinweise [Basics of Organisational Psychology. Basic Knowledge and Application Notes], Stuttgart 2007<sup>2</sup></p> <p>WAHREN Heinz-Kurt: Gruppen- und Teamarbeit in Unternehmen [Group and Team Work in Companies], Berlin 1994<sup>1</sup></p>																												

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Annual financial statement and key data analysis	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W38		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	The students should use business-management theoretical knowledge in an application-oriented manner and identify relationships between different business function areas. Above all, the methodology of analysis and the instrument of risk management should be taught, and the application of risk indices in internal and external rating processes presented. Cross-sector thinking and action should be promoted, and an improvement should be reached in the ability to structure and solve problems.		
Lehrinhalte / Content	<ol style="list-style-type: none"> <li>1. Methods, instruments and techniques for analysing annual financial statements</li> <li>2. Traditional key data analyses                         <ol style="list-style-type: none"> <li>a. Analysing annual financial statements in terms of profit</li> <li>b. Analysing annual financial statements in terms of finances</li> </ol> </li> <li>3. Key data and key data systems</li> <li>4. External and internal ratings</li> <li>5. Relevance of key data analyses in rating processes</li> <li>6. Significance of key data-based controlling</li> </ol>		
Lernmethoden / Teaching Methods	Seminar-style lecture is to offer an overview of investment-economic and finance-economic risks and the management of such. Above all, the methodology of analysis and the instrument of risk management should be taught, and the application of risk indices in internal and external rating processes presented.		
Dozententeam / Lectures	Prof. Dr. rer. pol. Andreas Hollidt (course director), Prof. Dr. rer. oec. Volker Tolkmitt, Prof. Dr. rer. oec. Johannes Stelling		
Teilnahmevoraussetzungen / Admission	Bachelor, technical college or university diploma in a technical or business-management subject. The students should have basic knowledge of economic relationships and the ability to think across disciplines.		
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment		

Lehrinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
			4				Msn/PA
Empfohlene Literatur / Literature	<p>PAUL Stephan, STEIN Stefan: Rating, Basel II und die Unternehmensfinanzierung [Rating, Basel II and Company Financing], Köln 2002<sup>1</sup></p> <p>BAETGE Jörg, KIRSCH Hans-Jürgen, THIELE Stefan: Bilanzanalyse [Balance Sheet Analysis], Düsseldorf 2007<sup>3</sup></p> <p>BRAUN Peter, GSTACH Olivier: Rating kompakt: Basel II und die neue Kreditwürdigkeitsprüfung [Rating Compact: Basel II and the New Credit Check], Augsburg 2002<sup>1</sup></p> <p>BROCKHAUS Miriam: Basel II: Was das neue Credit Rating für mittelständische Unternehmen bedeutet [Basel II: What the New Credit Rating for mean for Medium-Sized Businesses], Düsseldorf 2002<sup>1</sup></p> <p>COENENBERG Adolf G., HALLER Axel, SCHULTZE Wolfgang: Jahresabschluss und Jahresabschlussanalyse [Annual Financial Statements and Analysis Thereof], Stuttgart 2014<sup>23</sup></p> <p>GRÄFER Horst: Bilanzanalyse [Balance Sheet Analysis], Berlin 2008<sup>10</sup></p> <p>GROLL Karl-Heinz: Das Kennzahlensystem zur Bilanzanalyse [The Key Data System for Balance Sheet Analysis], München 2004<sup>2</sup></p> <p>HÜCKMANN Carolin: Kreditrating der Klein- und Mittelbetriebe: Eine Orientierungs- und Entscheidungshilfe zu den Verfahren der Kreditinstitute und Agenturen [Credit Rating of SMEs: Orientation and Decision-Making Tools for Processes of Credit Institutes and Agencies], Berlin 2003 latest ed.</p> <p>KÜTING Karlheinz, WEBER Claus-Peter: Die Bilanzanalyse [Balance Sheet Analysis], Stuttgart 2006<sup>8</sup></p> <p>LACHNIT Laurenz: Bilanzanalyse [Balance Sheet Analysis], Wiesbaden 2012 latest ed.</p> <p>SCHMITZ Thorsten, WEHRHEIM Michael: Jahresabschlussanalyse: Instrumente, Bilanzpolitik, Kennzahlen [Annual Financial Statements: Instruments, Balance Sheet Policy, Key Data], Stuttgart 2009 latest ed.</p>						

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Process Cost Calculation and Target Costing	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	1	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W39		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	In this module, classic and newer approaches to process and project controlling will be discussed, and applications of controlling in terms of special issues of strengthening methodological competence will be illustrated. Furthermore, social skills should be developed through a main seminar with presentations, exercises and cases studies in order to promote teamwork and also strengthen the willingness or interest in taking on leadership responsibility. Moreover, the case studies also guarantee that technical skills regarding classic and modern controlling instruments, such as process costing and target costing, are ensured.		
Lehrinhalte / Content	<ol style="list-style-type: none"> <li>1. Calculating process costs: Activity-based costing</li> <li>2. Process cost management</li> <li>3. Process cost controlling</li> <li>4. Calculating target costs: Target costing</li> <li>5. Project controlling</li> <li>5. Quality cost controlling</li> <li>6. Profit centre controlling</li> <li>7. Benchmarking</li> <li>8. Foresight controlling</li> <li>9. Risk and restructuring controlling</li> </ol>		
Lernmethoden / Teaching Methods	Teaching of theoretical knowledge in seminar-style lectures, demonstrations using example cases, handling of case studies.		
Dozententeam / Lectures	Prof. Dr. rer. oec. Johannes Stelling (course director), Prof. Dr. rer. pol. Andreas Hollidt		
Teilnahme- voraussetzungen / Admission	Bachelor, technical college or university diploma in a technical or business-management subject.		
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment		

Lehrinheitsformen/ Mode of Teaching	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lerneinheiten -units	Lect	Sem	Lab	Tut		
	4					Ms/90	1
Empfohlene Literatur / Literature	<p>BAUER Jürgen: Produktionscontrolling und -management mit SAP® ERP: Effizientes Controlling, Logistik- und Kostenmanagement moderner Produktionssysteme (IT-Professional) [Production Controlling and Management with SAP® ERP: Efficient Controlling, Logistics and Cost Management of Modern Production Systems (IT Professional)], Wiesbaden 2013<sup>4</sup></p> <p>COENENBERG Adolf G., FISCHER Thomas M.: Kostenrechnung und Kostenanalyse [Cost Calculation and Analysis], Stuttgart 2012<sup>8</sup></p> <p>FIEDLER Rudolf: Controlling von Projekten [Project Controlling], Wiesbaden 2013<sup>6</sup></p> <p>HABERSTOCK Lothar, BREITHECKER Volker: Kostenrechnung II. (Grenz-) Plankostenrechnung [Cost Calculation II. Calculation of (Maximum) Planned Costs], Wiesbaden 2008<sup>10</sup></p> <p>HAHN Dietger, HUNGENBERG Harald: PuK Controllingkonzepte. Planung und Kontrolle, Planungs- und Kontrollsysteme, Planungs- und Kontrollrechnung [Planning and Controlling Concepts. Planning and Controlling, Planning and Controlling systems, Planning and Control Calculation], Wiesbaden 2014<sup>5</sup></p> <p>HORVATH Péter, GLEICH Ronald, SEITER Mischa: Controlling, München 2015<sup>13</sup></p> <p>KILGER Wolfgang, PAMPEL Jochen R.: Flexible Plankostenrechnung und Deckungsbeitragsrechnung [Flexible Calculation of Planned Costs and Calculating Profit Margin], Wiesbaden 2012<sup>13</sup></p> <p>KÜPPER Hans-Ulrich, FRIEDL Gunther: Controlling, Stuttgart 2013<sup>6</sup></p> <p>STELLING Johannes N.: Kostenmanagement und Controlling [Cost Management and Controlling], München/Wien 2009<sup>3</sup></p> <p>WANNER Roland: Earned Value Management, Leipzig 2013<sup>3</sup></p> <p>WANNER Roland: Projektcontrolling [Project Controlling], Leipzig 2013<sup>1</sup></p>						

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Logistics	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W40		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>The module aims at understanding the systematic description of the behavior of Manufacturing Systems and further Supply Chains. It enables students to analyze existing systems, understand their natural tendencies, identify opportunities for improving such systems and design new systems. Manufacturing is the production of physical goods (and related services) and includes, for example, process development, plant design, capacity management, workforce organization and supply chain management. Students will be able to manage the flow of material through a plant which refers to the application of resources (materials, workstations, staff, technology, capital). This module also provides an introduction to the use of computer simulation in studying Manufacturing Systems. Students will learn the principles of Manufacturing Systems in a playful manner. Case studies and independent projects are integrative part of this module.</p>		
Lehrinhalte / Content	<p>Students learn:</p> <ol style="list-style-type: none"> <li>1. Analyze and design Manufacturing Systems</li> <li>2. Understand modern manufacturing processes</li> <li>3. Gain the knowledge on how to evaluate and manage supply chains to achieve overall efficiency and effectiveness</li> <li>4. Use of computer simulation in manufacturing and logistics systems</li> </ol>		
Lernmethoden / Teaching Methods	Lectures, computer simulations, case studies & presentations, independent projects		
Dozententeam / Lectures	Prof. Dr. rer. pol. Gunnar Köbernik (course director)		
Teilnahme- voraussetzungen / Admission	Students should have a good command of the English language, basic knowledge from a relevant Bachelor's program or studies at university or university of applied sciences.		
Arbeitslast / Workload	<p>150 hours:</p> <p>60 hours in-class teaching</p> <p>90 hours for self-study, assessment preparation and assessment</p>		

Lehreinheitsformen/ Mode of Teaching	Lerneinheiten -units		SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lect	Sem	Lab	Tut	Pre- requ				
		2		2		Te	Ms/90	1	
Empfohlene Literatur / Literature	<p>HOPP Wallace J., SPEARMAN Mark L.: Factory Physics – Foundations of Manufacturing Management, McGraw-Hill 2011</p> <p>MONDEN Yasuniro: Toyota Production System – An Integrated Approach to Just in Time, Taylor &amp; Francis Inc. 2011</p> <p>THONEMANN Ulrich: Operation Management, Pearson Studium – Economic BWL 2010</p> <p>STADTLER Hartmut, KILGER Christoph: Supply Chain Management and Advanced Planning, Springer 2014</p> <p>IVANOV Dmitry, SOKOLOV Boris: Adaptive Supply Chain Management, Springer 2010</p> <p>LAVERY Eamonn, BEAVERSTOCK Malcom: Applied Simulation: Modeling and Analysis Using FlexSim, FlexSim Software Products Inc., 2011</p> <p>FlexSim© 3D Simulation Software: User Manual, Version 7.0, 2013</p>								



Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname/ Module Name	Intercultural Competence	Unterrichtssprache/ Language	English
Empfohlenes Semester / Semester	3	Dauer und Frequenz/ Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W41		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>The overall aim of this module is to develop students' intercultural awareness and sensitivity to cultural diversity at the workplace, helping them build up an advanced level of intercultural competence. The module deepens students' knowledge of key issues relating to communication in increasingly multicultural and multilingual business contexts. These skills give them the ability to maximize business opportunities in a global marketplace.</p> <p>Having successfully completed the module, students will be able to:</p> <ul style="list-style-type: none"> <li>• develop an understanding of the fluid and dynamic nature of the culture concept</li> <li>• explain the influence of culture on international business</li> <li>• understand the theoretical framework underpinning intercultural competence</li> <li>• critically reflect on models of cultural dimensions adopted in intercultural management (e.g. Hofstede, Trompenaars)</li> </ul> <p>Regarding the affective and behavioral domain, they will be able to:</p> <ul style="list-style-type: none"> <li>• develop an appreciation of diversity at the workplace</li> <li>• adapt their behavior and language to communicate effectively in international business contexts</li> <li>• apply an analytic approach to intercultural situations</li> <li>• develop key problem-solving skills for the international workplace</li> </ul>		
Lehrinhalte / Content	<ul style="list-style-type: none"> <li>• Notions of culture, cultural difference and cultural identity</li> <li>• Understanding cultural stereotyping and othering</li> <li>• Key concepts of intercultural competence</li> <li>• Models of intercultural communication and dimensions of culture</li> <li>• Critical incidents and their analysis</li> <li>• Language in international business interaction</li> <li>• Key concepts of intercultural and diversity management</li> <li>• Country-specific information depending on the students' interests</li> </ul>		
Lernmethoden / Teaching Methods	A mixture of trainer input, pair and group work, role plays, simulations and analyses.		
Dozententeam / Lectures	Susanne Nickel M.A. (course director), Lecturer team		

Teilnahmevoraussetzungen / Admission	Students should have a good command of the English language to be able to participate actively in discussions and read the relevant literature (at least level B1 of the CEFR).							
Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
	Lect	Sem	Lab	Tut	Pre-requ			
		2	2			Msn/PA	1	
Empfohlene Literatur / Literature	<p>BENNETT Milton J.: Basic Concepts of Intercultural Communication: Paradigms, Principles &amp; Practices, Boston 2013</p> <p>DUMETZ Jerome: Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, New York 2012</p> <p>ERLL Astrid, GYMNICH Marion: Interkulturelle Kompetenzen: Erfolgreich kommunizieren zwischen den Kulturen, Stuttgart 2013</p> <p>HOFSTEDE Geert, HOFSTEDE Gert J., MINKOV Michael: Cultures and Organizations: Software of the Mind, New York 2010</p> <p>HOLLIDAY Adrian, HYDE Martin, KULLMANN John: Intercultural Communication: An Advanced Resource Book for Students, London 2010</p> <p>HOLLIDAY Adrian: Understanding Intercultural Communication: Negotiating a Grammar of Culture, London 2013</p> <p>LUSTIG Myron W., KOESTER Jolene: Intercultural Competence: Interpersonal Communication across Cultures, New York 2009</p> <p>THOMAS Alexander, KINAST Eva-Ulrike, SCHROLL-MACHL Sylvia: Handbook of Intercultural Communication: Basics and Areas of Application, Göttingen 2010</p> <p>TROMPENAARS Fons, HAMPDEN-TURNER Charles: Riding the Waves of Culture: Understanding Cultural Diversity in Business, Chicago 2012</p>							

Studiengang / Course	Industrial Management	Abschluss / Degree	M.Sc.
Modulname / Module Name	Economic Language in Native Language	Unterrichtssprache/ Language	depends on nationality of student
Empfohlenes Semester / Semester	2	Dauer und Frequenz / Duration and frequency	1 semester, every semester
Modulnummer / Module ID	08W43		
Pflicht / Obligatory	Compulsory elective	ECTC Credits	5
Ausbildungsziele / Objectives	<p>Teaching of linguistic skills in technical economic language in the respective student's native language. The aim of the module is to teach students how to transmit business-management processes and customer correspondences which they have acquired whilst studying in a foreign language in economic language in their native language. In doing so, multilingualism is strengthened in the following skills profiles in particular:</p> <p>Technical expertise:</p> <ul style="list-style-type: none"> <li>• Ability to successfully tackle a management task in a company with economic language.</li> </ul> <p>Social competence:</p> <ul style="list-style-type: none"> <li>• Ability to work in a team/conflict skills/moderation skills</li> </ul> <p>Emotional competence:</p> <ul style="list-style-type: none"> <li>• Recognising one's own strengths and weaknesses, willingness to get involved in group context</li> </ul>		
Lehrinhalte / Content	<p>The students will be taught how to use economic language for the following content areas relevant for professional practice in their native language as well as English:</p> <ul style="list-style-type: none"> <li>• Leading discussions on general economic or business topics</li> <li>• Compiling business correspondence and written presentations on general economic topics</li> <li>• Shaping specific skills relevant for professional practice, such as negotiations/meetings and business correspondence.</li> </ul>		
Lernmethoden / Teaching Methods	<p>Communicative and task-based teaching aimed at practical implementation: partner work and small group work, roleplays/language games, simulations, discussions, case studies, presentations, project work. Use of authentic material.</p>		
Dozententeam / Lectures	<p>Susanne Nickel M.A. (course director), Native speakers for selected languages</p>		
Teilnahme- voraussetzungen / Admission	<p>Basic knowledge of economic language.</p>		

Arbeitslast / Workload	150 hours, of which: 60 hours teaching (corresponds to 4 contact hours per week) 90 hours preparation and follow-up work for lectures, examination preparation and assessment							
Lehrinheitsformen/ Mode of Teaching	Lerneinheiten -units	SWS / Teaching hours per week					Prüfungen / Assessment	Gewicht / Weighting
		Lect	Sem	Lab	Tut	Pre- requ		
			4				Msn/PA	1
Empfohlene Literatur / Literature	Langenscheidt basic textbooks in corresponding economic lan- guage Academic journals in corresponding economic language							

