



Module catalogue
for the continuing education
master's part-time
combined study programme
"General Management (MBA)"
at Bielefeld University of
Applied Sciences



FH Bielefeld
University of
Applied Sciences

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Please note: The German version of this document is the legally binding version. The English translation provided here is for information purposes only.

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International Human Resource Management								5-GMM-1.1
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
1.1	150 h	6	1st sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements		Planned group size	Language	
	Self-study & classroom exercises			No formal requirements		25	German	
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Guided knowledge transfer, approx. 75 hours							
	a. Knowledge transfer and practice through assignments (lecture and exercise)							
	b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)							
	(2) Independent knowledge consolidation, approx. 45 hours							
	a. Reading of literature listed in assignments							
	b. Case studies and discussion in study groups							
	c. Application and consolidation in professional life							
	<u>Contact time: (30 h)</u>							
	(1) Classroom exercise, 16 hours							
	a. Exercises and case studies							
	b. Clarification of students' questions arising from the self-study phase							
	(2) Other, approx. 14 hours							
	a. Personal questions to teaching staff and/or assistants by phone or e-mail							
	b. Additional courses in small groups, examination							
	c. Online consulting hours							
3	Learning outcomes/competences							
	Students are able to analyse challenges in international corporate HR work against the background of the conceptual knowledge they have acquired, and independently evaluate possible solutions.							
	Students are able to:							
	– analyse the special environmental conditions of international human resource management in the context of specific operational case constellations.							
	– assess the suitability of different internationalisation strategies for human resource management against the background of specific operational case constellations.							
	– transfer the special features of international business activity to the design of selected human resource processes in the employee life cycle.							
	– independently process selected issues of posting management.							
	– deal independently with the ethical and moral issues of international leadership.							
	– assess the possibilities of the organisation, governance and control of international HR work with a view to the strategic necessities.							
	Students are also able to also work on questions (case studies) in a team and present them to the seminar attendees, as well as face a critical discussion.							

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4	Contents
	<p>During the module, students become acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Internationalisation as a challenge for corporate human resource management <ul style="list-style-type: none"> o International markets, doing business and human resource management o Intercultural challenges - International strategic human resource management <ul style="list-style-type: none"> o Workforces in international companies o From global to local: internationalisation strategies for human resource management o International corporate culture - Internationalisation of selected HR processes in the employee life cycle <ul style="list-style-type: none"> o International employer branding and recruitment in international job markets o Special features and procedures of international human resource selection o International working time models and remuneration systems o International personnel and managerial development - International assignments <ul style="list-style-type: none"> o Impact and expat management o Re-entry as a problem area - Leadership in international companies <ul style="list-style-type: none"> o Special features of international leadership o Management systems in international companies o Compliance as a management task o Intercultural leadership skills o Ethics in international leadership - Management of international HR work <ul style="list-style-type: none"> o Organisational models and governance structures o Key performance indicators and international HR controlling
5	Form of assessment
	Project paper and oral presentation
6	Condition for the award of credits
	Module examination pass
7	Weight of grade in the final grade
	6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)
8	Application of the module (in the following study programmes):
	Master General Management (MBA), part-time combined studies
9	Module coordinator
	Prof. Dr. Armutat
10	Other information
	<p>(1) Classroom lecturers (see current list of lecturers at the relevant location)</p> <p>(2) Teaching materials (reader, literature recommendations, assignments, see the current list of authors on the relevant assignment)</p>

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Annual Financial Statements and Corporate Taxes								5-GMM-1.2
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
1.2	150 h	6	1st sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			no formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Guided knowledge transfer, approx. 75 hours							
	<ul style="list-style-type: none"> a. Knowledge transfer and practice through assignments (lecture and exercise) b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses) 							
	(2) Independent knowledge consolidation, approx. 45 hours							
	<ul style="list-style-type: none"> a. Reading of literature listed in assignments b. Case studies and discussion in study groups c. Application and consolidation in professional life 							
	<u>Contact time: (30 h)</u>							
	(1) Classroom exercise, 16 hours							
	<ul style="list-style-type: none"> a. Exercises and case studies b. Clarification of students' questions arising from the self-study phase 							
	(2) Other, approx. 14 hours							
	<ul style="list-style-type: none"> a. Personal questions to teaching staff and/or assistants by phone or e-mail b. Additional courses in small groups, examination c. Online consulting hours 							
3	Learning outcomes/competences							
	On successful completion of the module, students have the following knowledge and skills:							
	Students are able to:							
	<ul style="list-style-type: none"> - summarise commercial and tax relationships and compare determination options concerning tax profits. - apply and compare material commercial, tax and international (International Financial Reporting Standards (IFRS)) accounting and bookkeeping regulations. - assess options within the relevant accounting regulation prior to the aim of the specific financial statements. - evaluate annual financial statements to receive information. - assess the informative value of annual financial statements and question them critically. 							
	Furthermore, students are able to:							
	<ul style="list-style-type: none"> - derive tax effects of annual financial statements. - compare the main steps of tax determination (income tax, corporation income tax, trade income tax). 							

	<ul style="list-style-type: none"> - Students can work on questions (case studies) in a team and present these in front of the seminar attendees and face a critical discussion.
4	<p>Contents</p> <p>During the module students are acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Legal obligations to prepare commercial, tax and IFRS accounting and the objectives of annual financial statements - Key accounting issues (recognition, valuation, disclosure) with reference to the assets/liabilities of the balance sheet: such as e.g. fixed assets, current assets, equity, provisions and liabilities from a commercial, tax and international perspective - Relationship between the commercial and tax balance sheets: authoritative principle, including internal and off-balance sheet adjustments - Main steps to determine the tax burden (income tax, corporate income tax, trade income tax) - Legal form-specific features in commercial/tax law (commercial partnerships and corporations) - Preparation of annual financial statements for the purposes of balance sheet analysis, analysis and appreciation of key figures
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Stute</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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International Economics								5-GMM-1.3
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
1.3	150 h	6	1st sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	English
2	Teaching and learning methods (self-study/contact hours)							
Self-study: (120 h)								
(1) Guided knowledge transfer, approx. 75 hours								
a. Knowledge transfer and practice through assignments (lecture and exercise)								
b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)								
(2) Independent knowledge consolidation, approx. 45 hours								
a. Reading of literature listed in assignments								
b. Case studies and discussion in study groups								
c. Application and consolidation in professional life								
Contact time: (30 h)								
(1) Classroom exercise, 16 hours								
a. Exercises and case studies								
b. Clarification of students' questions arising from the self-study phase								
(2) Other, approx. 14 hours								
a. Personal questions to teaching staff and/or assistants by phone or e-mail								
b. Additional courses in small groups, examination								
c. Online consulting hours								
3	Learning outcomes/competences							
On successful completion of the module, students have the following knowledge and skills:								
<ul style="list-style-type: none"> - They are able to present international economic relationships holistically - They are able to classify specific issues in the field of international economics thematically, analyse them with the help of suitable instruments, and derive specific influences or recommendations for a company from them - They are able to analyse different models of international trade relations, critically interpret the differences between them, and assess different impacts - They are able to apply these models to current issues of international trade worldwide, as well as in the context of individual globalised countries - They are able to analyse and interpret various instruments in international economics and critically evaluate their results on both a national and an entrepreneurial economic level - They are able to calculate trade influences in the context of globalisation and explain the driving forces behind and socio-economic effects of trade 								

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	<ul style="list-style-type: none"> - They are able to conduct political analysis through an in-depth examination in order to assess complex developments that influence international trade and international relations and their impact on various socio-economic factors - They are able to develop independent ideas and concepts to explain issues in international economics, evaluate impacts, and draw conclusions from them - Students are able to work on questions (case studies) in a team and present them to the seminar attendees, as well as face a critical discussion.
4	<p>Contents</p> <p>During the module students are acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - An overview of world trade - The concept of comparative advantage and labour productivity - International trade models and consequences for growth and income distribution - Trade profits and income distribution - External economies of scale and the choice of production locations - Resources and foreign trade - Companies in the global economy - Foreign trade policy instruments - The political economy of trade policy - Current debates in international economics
5	<p>Form of assessment</p> <p>Written examination OR oral examination OR portfolio review</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Teodorescu</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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International Economics								5-GMM-1.3
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
1.3	150 h	6	1st sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	English
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Knowledge transfer, approx. 75 hours							
	<ul style="list-style-type: none"> a. Single/team work, active learning with Teaching materials b. International economics skills training with supplementary learning materials and media 							
	(2) Knowledge consolidation, approx. 45 hours							
	<ul style="list-style-type: none"> a. Reading list b. Case studies 							
	<u>Contact time: (30 h)</u>							
	(1) In-class training, 16 hours							
	<ul style="list-style-type: none"> a. Lecture, single/team work b. Case studies c. Presentations 							
	(2) Other, approx. 14 hours							
	<ul style="list-style-type: none"> a. Consultation hour b. Questions and answers (phone calls or conferences, online conferences, e-mails) c. Online consultation hours 							
3	Learning outcomes/competences							
	After successfully completing the module, students are able to:							
	<ul style="list-style-type: none"> – Understand key concepts relevant to the study of international economics – Demonstrate how to apply economic principles to a wide range of issues in international economics – Identify different theoretical models of international economics in light of "real world" situations – Critically analyse differences between models and assess the impacts on various factors – Assess the impact of regional integration and multilateral arrangements on the economies – Critically evaluate the character and effect of globalisation, including the relationship between globalisation and income inequality – Reflect critically on current issues related to the drivers, barriers and impacts of international trade – Analyse how political/economic factors affect trade dynamics and reflect on current controversies around international trade – Demonstrate knowledge of the current issues in international economics and understand how economists address international economic issues 							

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	<p>This module has a global perspective and addresses some of the major issues affecting the world economy. Its overall aim is to develop students' analytical skills in discussing theoretical and policy issues and addressing current developments in international economics. On successful completion of the module students will be able to deliver coherent arguments for assessing complex issues in the global economy, demonstrate analytical and critical thinking and develop presentation skills in addressing theoretical and policy issues in international economics.</p>
4	<p>Contents</p> <p>The contents that will be covered are:</p> <ul style="list-style-type: none"> - An overview of world trade and its changing pattern - The concept of comparative advantage - Income distribution and the gains from trade - The political economy of international trade - International trade models and the effects of international trade on growth and income distribution - External economies of scale and the international location of production - Firms in the global economy - The instruments of international trade policy - International negotiations and international trade policy - Controversies in international trade policy
5	<p>Form of assessment</p> <p>Written examination OR Oral examination OR Portfolio examination</p>
6	<p>Condition for the award of credits</p> <p>Examination grade: at least "sufficient"</p>
7	<p>Weight of grade in the final grade</p> <p>6/120</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Teodorescu</p>
10	<p>Other information</p> <p>(1) Lecturers (see lecturer list) (2) Teaching materials (Basic reading: Krugman, P.R. & Obstfeld, M., International Economics: Theory and Policy, 10th ed., Pearson 2014)</p>

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Business Game: Going Global								5-GMM-1.4
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
1.4	150 h	6	1st sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (112 h)</u>							
	(1) Guided knowledge transfer, approx. 67 hours							
	a. Knowledge transfer and practice through assignments (lecture and exercise)							
	b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)							
	(2) Independent knowledge consolidation, approx. 45 hours							
	a. Reading of literature listed in assignments							
	b. Case studies and discussion in study groups							
	c. Application and consolidation in professional life							
	<u>Contact time: (38 h)</u>							
	(1) Classroom exercise, 24 hours							
	a. Exercises and case studies							
	b. Clarification of students' questions arising from the self-study phase							
	(2) Other, approx. 14 hours							
	a. Personal questions to teaching staff and/or assistants by phone or e-mail							
	b. Additional courses in small groups, examination							
	c. Online consulting hours							
3	Learning outcomes/competences							
	On successful completion of the module, students are able to:							
	<ul style="list-style-type: none"> - independently develop and reflect on a corporate mission statement with the elements of vision, mission and goal-setting for a company expanding internationally. - plan and implement expansion decisions in an international context with regard to market barriers, market entry forms and market developments. - make strategic marketing decisions for international expansion and evaluate the success of those measures. - assess international procurement management (including make-or-buy decisions, global sourcing, delivery priorities), and initiate appropriate measures. - apply business planning with regard to human resources, utilisation, investments and finances in an international context, and evaluate them with a view to success. - work together in a team and work on and evaluate common problems and questions in the context of the global expansion of a company. 							

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4	<p>Contents</p> <p>During the module, students become acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - The Topsim – Going Global management simulation is used. - The simulation depicts six economic areas (continents) with different framework conditions. - Students, in the role of company management, are given the task of developing and implementing, over nine planning periods, an internationalisation strategy for a washing machine manufacturer that has so far been operating on a regional basis. - In addition to exploring the opportunities and risks of internationalisation, the location-specific strengths and weaknesses of your own company must be aligned with the expansion process. - The market entry decisions made jointly in the team are then implemented using appropriate market cultivation strategies and, if necessary, revised and adjusted appropriately on the basis of the expansion strategies of competing teams.
5	<p>Form of assessment</p> <p>Combination examination (project work AND written examination) OR Written examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Schneider</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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International Project Management								5-GMM-2.1
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
2.1	150 h	6	2nd sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Guided knowledge transfer, approx. 75 hours							
	a. Knowledge transfer and practice through assignments (lecture and exercise)							
	b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)							
	(2) Independent knowledge consolidation, approx. 45 hours							
	a. Reading of literature listed in assignments							
	b. Case studies and discussion in study groups							
	c. Application and consolidation in professional life							
	<u>Contact time: (30 h)</u>							
	(1) Classroom exercise, 16 hours							
	a. Exercises and case studies							
	b. Clarification of students' questions arising from the self-study phase							
	(2) Other, approx. 14 hours							
	a. Personal questions to teaching staff and/or assistants by phone or e-mail							
	b. Additional courses in small groups, examination							
	c. Online consulting hours							
3	Learning outcomes/competences							
	On successful completion of the module, students have the following knowledge and skills:							
	<ul style="list-style-type: none"> - Students are able to show in-depth knowledge in the management of projects that are characterised by spatial, temporal and cultural distance. - Students are able to reflect on the differences between "standard projects" and international projects and identify implications for project management. - Students are able to analyse and evaluate international project management solutions. - Students are able to develop project management solutions and propose and apply adaptations of standard methods for an international field of activity. - Students are able to lead an international project team and (further) develop (potential) project managers in their management skills for the successful completion of international projects. 							

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	<ul style="list-style-type: none"> - Students are able to work on questions (case studies) in a team and present these in front of the seminar attendees and face a critical discussion.
4	<p>Contents</p> <p>During the module, students become acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Introduction to international project management: definition and characteristics of international projects, new development trends, and implications for project management - Intercultural competence and diversity as success factors for international project management: importance, acquisition and perpetuation - Planning international projects: resources and tools - Management and organisation of international projects: challenges and forms of organisation for international project team work - Project controlling in the international field of action: solution approaches in the area of tension between global standardisation and local differentiation - International project manager: target competence profile and competence development - Management aids for international projects: tools and templates - Practical examples and case studies on international project management
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Bartholomäus</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Controlling and Managerial Accounting								5-GMM-2.2
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
2.2	150 h	6	2nd sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	English
2	Teaching and learning methods (self-study/contact hours)							
	Self-study: (120 h)							
	(1) Guided knowledge transfer, approx. 75 hours							
	a. Knowledge transfer and practice through assignments (lecture and exercise)							
	b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)							
	(2) Independent knowledge consolidation, approx. 45 hours							
	a. Reading of literature listed in assignments							
	b. Case studies and discussion in study groups							
	c. Application and consolidation in professional life							
	Contact time: (30 h)							
	(1) Classroom exercise, 16 hours							
	a. Exercises and case studies							
	b. Clarification of students' questions arising from the self-study phase							
	(2) Other, approx. 14 hours							
	a. Personal questions to teaching staff and/or assistants by phone or e-mail							
	b. Additional courses in small groups, examination							
	c. Online consulting hours							
3	Learning outcomes/competences							
	On successful completion of the module, students have the following knowledge and skills:							
	<ul style="list-style-type: none"> - Students are able to classify the core functions of management accounting (planning, monitoring, coordination and information supply) in large companies and are able to explain and evaluate the requirements of management accounting. - Students understand the interface function of management accounting and the cooperation between management accounting and other divisions (especially internal and external accounting and the finance department). - Students understand management accounting as a service function for the decision-making process. - Students are able to use different qualitative and quantitative instruments of management accounting in the context of national and international business transactions for solving economic problems. - Students are able to edit and present information in the appropriate format for various clients in the corporate context. - They are able to carry out analysis of key performance indicators and assess the results. - They are able to independently carry out planning, including the associated control. - They are able to obtain, analyse and critically interpret materials and information from current specialist literature. 							

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	<ul style="list-style-type: none"> - Students are able to work on questions (case studies) in a team and present these in front of the seminar attendees and face a critical discussion.
4	<p>Contents</p> <p>During the module students are acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Data acquisition and data preparation - Reporting (information supply) - Planning / budgeting and control - Key figures and key figure analysis - Cost analysis and cost management - Analysis of parameters influencing decision-making in business, such as e.g. time, complexity, economies of scale - Selected aspects of risk analysis - Selected aspects of value-based management - Selected aspects of controlling in various functional areas - Selected aspects of performance measurement
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Brandau</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Controlling and Managerial Accounting								5-GMM-2.2
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
2.2	150 h	6	2nd sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	English
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Knowledge transfer, approx. 75 hours							
	a. <i>Single/team work, active learning with Teaching materials</i>							
	b. <i>International economics skills training with supplementary learning materials and media</i>							
	(2) Knowledge consolidation, approx. 45 hours							
	a. <i>Reading list</i>							
	b. <i>Case studies</i>							
	<u>Contact time: (30 h)</u>							
	(1) In-class training, 16 hours							
	a. <i>Lecture, single/team work</i>							
	b. <i>Case studies</i>							
	c. <i>Presentations</i>							
	(2) Other, approx. 14 hours							
	a. <i>Consultation hour</i>							
	b. <i>Questions and answers (phone calls or conferences, online conferences, e-mails)</i>							
	c. <i>Online consultation hours</i>							
3	Learning outcomes/competences							
	After successfully completing this module students have the following knowledge and skills:							
	– Students are able to classify the core functions of management accounting (planning, monitoring, coordination and information supply) in large and medium-sized companies and are capable to explain and evaluate the requirements of management accounting.							
	– Students understand the interface function of management accounting and the cooperation between management accounting and other divisions (especially internal and external accounting and the finance department).							
	– Students understand management accounting as a service function for the decision-making process.							
	– Students are able to use different qualitative and quantitative instruments of management accounting in the context of national and international business transactions for solving economic problems.							
	– Students are able to edit and present information in the appropriate format for various clients in the corporate context.							
	– Students are able to conduct analyses of ratios and key performance indicators and to evaluate the results.							

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	<p>In addition to professional and methodological competences, this module also addresses students' social competences. This is achieved by exercises and case studies, which provide a basis for the teamwork in the sessions. The students learn to interact and work in teams and present their results in class. In this context, students also learn to critically evaluate and discuss their results with an informed audience.</p>
4	<p>Contents</p> <p>In this module the students become acquainted with the following contents, contexts and themes:</p> <ul style="list-style-type: none"> – Data collection and data processing – Reporting (information supply) – Planning, budgeting and monitoring – Key performance indicators and ratio analysis – Cost analysis and cost management – Analysis of the influence factors of economic decision-making such as time, complexity and economies of scale – Selected aspects of risk analysis – Selected aspects of value-based management – Selected aspects of management accounting in different functions – Selected aspects of performance measurement
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Brandau</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Quantitative (Research) Methods								5-GMM-2.3
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
2.3	150 h	6	2nd sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned Group size	Language
	Self-study & classroom exercises			no formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
<u>Self-study: (120 h)</u>								
(1) Guided knowledge transfer, approx. 75 hours								
a. Knowledge transfer and practice through lectures, exercises and scripts, literature								
b. Supplementary courses, including exercise material, multimedia courses								
(2) Independent knowledge consolidation, approx. 45 hours								
a. Reading of listed literature								
b. Case studies and discussion in study groups								
c. Application and consolidation in professional life								
<u>Contact time: (30 h)</u>								
(1) Classroom exercise, 16 hours								
a. Exercises and case studies								
b. Clarification of students' questions arising from the self-study phase								
(2) Other, approx. 14 hours								
a. Personal questions to teaching staff and/or assistants by phone or e-mail								
b. Additional courses in small groups, examination								
3	Learning outcomes/competences							
On successful completion of the module, students have the following knowledge and skills:								
– Students are able to develop a questionnaire according to a research objective.								
– Students can analyse this using the statistical methods selected for the hypotheses related to the question (see under Contents of learning outcomes), and evaluate and process the results.								
– Students are able to apply the principles of statistical quality control.								
– Students are able to work on questions (case studies) in a team and present them to the seminar attendees, as well as face a critical discussion.								

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4	Contents
	<p>During the module, students become acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - revision of the principles of statistics - introduction to statistics R software - hypothesis-based questionnaire structure - contingency table analysis - correlation hypotheses - comparison of two samples - regressions (- with dummy values, multiple -, logistic -), ANOVA (Analysis of variance) - principles of statistical quality control <p>There are no formal requirements for the module. Nonetheless, the content of the module builds on good to very good knowledge of the principles of statistics (describe statistics and statistical graphics, regression analysis, probability calculation and test theory) and mathematics for economists (especially linear algebra).</p>
5	Form of assessment
	<p>Written examination OR Oral examination</p>
6	Condition for the award of credits
	<p>Module examination pass</p>
7	Weight of grade in the final grade
	<p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	Application of the module (in the following study programmes):
	<p>Master General Management (MBA), part-time combined studies</p>
9	Module coordinator
	<p>Prof. Dr. Kohn</p>
10	Other information
	<p>(1) Classroom lecturers (see current list of lecturers at the relevant location). (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Research Seminar on Current Topics in Business Administration								5-GMM-2.4
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
2.4	150 h	6	2nd sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
<u>Self-study: (112 h)</u>								
(1) Independent acquisition and consolidation of knowledge, approx. 30 hours								
a. Study of relevant literature on the seminar topic								
b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts on research papers, exercise material, multimedia courses)								
(2) Independent elaboration of the seminar topic, approx. 82 hours								
a. Evaluation of the relevant literature and, if necessary, qualitative or quantitative empirical data								
b. Preparation of term paper								
<u>Contact time: (38 h)</u>								
(1) Classroom exercise, 24 hours								
a. Kick-off event for the seminar with all participants								
b. Presentation of the topics at a meeting of all participants								
(2) Other, approx. 14 hours								
a. Personal questions to teaching staff and/or assistants by phone or e-mail								
b. additional courses in small groups								
c. Online consulting hours								
3	Learning outcomes/competences							
On successful completion of the module, students have the following knowledge and skills:								
<ul style="list-style-type: none"> - They are able to classify specific questions of business administration thematically, analyse them with the help of suitable instruments, work on them in a scientifically sound manner, and derive specific recommendations for action from them. - They will be able to elaborate on, analyse and critically reflect on the current state of research from specialist literature. - They are able to independently summarise a completed subject area of business administration in the form of a short academic paper. To this end, they select a suitable, qualitatively or quantitatively oriented research strategy and are able to implement it independently and with critical reflection. - They are able to present and defend their results in front of a larger group, taking into account the required presentation techniques. 								
In order to be able to acquire the competences presented, it is recommended, even without formal prerequisites, that participants already have knowledge of the chosen subject area.								

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4	<p>Contents</p> <p>The contents (seminar topics) of this course are determined by the relevant lecturer and are based in particular on current developments and problems in business research and practice.</p> <p>The following currently relevant topics can be treated as examples:</p> <ul style="list-style-type: none"> - Impact of new accounting regulations at national and/or international level - Internationalisation in medium-sized companies - Impact of Industry 4.0 on business functions - Digitisation of operational processes, e.g. in management accounting, treasury or accounting <p>In addition, the following topics will be addressed at the kick-off or in cooperation with educational and advisory services at FH Bielefeld:</p> <ul style="list-style-type: none"> - Principles of academic papers - Research strategies; empirical surveys (qualitative/quantitative) - Opportunities for (international) literature research (in cooperation with the university library) - Strategies for scientific writing (in cooperation with the university's writing workshop)
5	<p>Form of assessment</p> <p>Term paper AND presentation</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Kampe</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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International Marketing								5-GMM-3.1
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
3.1	150 h	6	3rd sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
	<p><u>Self-study: (120 h)</u></p> <p>(1) Guided knowledge transfer, approx. 75 hours</p> <p style="margin-left: 20px;">a. Knowledge transfer and practice through assignments (lecture and exercise)</p> <p style="margin-left: 20px;">b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)</p> <p>(2) Independent knowledge consolidation, approx. 45 hours</p> <p style="margin-left: 20px;">a. Reading of literature listed in assignments</p> <p style="margin-left: 20px;">b. Case studies and discussion in study groups</p> <p style="margin-left: 20px;">c. Application and consolidation in professional life</p> <p><u>Contact time: (30 h)</u></p> <p>(1) Classroom exercise, 16 hours</p> <p style="margin-left: 20px;">a. Exercises, esp. Case studies</p> <p style="margin-left: 20px;">b. Clarification of students' questions arising from the self-study phase</p> <p>(2) Other, approx. 14 hours</p> <p style="margin-left: 20px;">a. Personal questions to teaching staff and/or assistants by phone or e-mail</p> <p style="margin-left: 20px;">b. Additional courses in small groups, examination</p> <p style="margin-left: 20px;">c. Online consulting hours</p>							
3	Learning outcomes/competences							
	<p>On successful completion of the module, students have the following knowledge and skills:</p> <ul style="list-style-type: none"> - After completing the module, students are able to transfer strategic marketing issues to an international context. - They will be able to use concrete examples to plan their goals in the context of international strategic marketing. - In addition, after completing this module, students are able to make their own decisions on the selection of future foreign markets based on the information available. - They will be able to carry out fundamental analyses to create an international market development strategy and to interpret the results. - Students are able to develop concrete solutions to marketing policy issues in an international context. - Students of this module are also able to expand the application of marketing policy instruments to include digital aspects. - In addition, after completing this module, students are able to use marketing policy instruments, including digital aspects, to solve specific problems in an international context. 							

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	<p>After completing this module, students will be able to present specific, case-related outcomes and to defend them with arguments in a discussion. In order to be able to better acquire the competences presented, the application of knowledge from the module "Company Simulation: Going Global" is not a formal requirement, but it is helpful. Important cross-divisional functions are thus applied and their transferability to technical problems is shown.</p>
4	<p>Contents</p> <p>During the module, students become acquainted with the following content, contexts and topics:</p> <p>Strategic aspects of international marketing</p> <ul style="list-style-type: none"> - Framework conditions for international marketing - Organisation of marketing in an international context - Planning process for international marketing - International market research - Strategic international target planning - Selection of foreign markets - Foreign market entry strategies - International marketing strategies <p>Operational aspects of international marketing</p> <ul style="list-style-type: none"> - Aspects of international product management - Aspects of international price management - Aspects of international communication management - Aspects of international distribution management - Management accounting for marketing in an international context <p>Digitisation processes in international marketing</p> <ul style="list-style-type: none"> - Fundamental aspects of digital marketing - Opportunities of digital marketing in an international context - Implementation of digital processes in international strategic marketing - Implementation of digital processes in international operational marketing
5	<p>Form of assessment</p> <p>Written examination OR Oral examination OR Presentation</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Rössler</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Global Sourcing and Operations Management								5-GMM-3.2
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
3.2	150 h	6	3rd sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	English
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Guided knowledge transfer, approx. 75 hours							
	a. Knowledge transfer and practice through assignments (lecture and exercises)							
	b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)							
	(2) Independent knowledge consolidation, approx. 45 hours							
	a. Reading of literature listed in assignments							
	b. Case studies and discussion in study groups							
	c. Application and consolidation in professional life							
	<u>Contact time: (30 h)</u>							
	(1) Classroom exercise, 16 hours							
	a. Exercises and case studies							
	b. Clarification of students' questions arising from the self-study phase							
	(2) Other, approx. 14 hours							
	a. Personal questions to teaching staff and/or assistants by phone or e-mail							
	b. Additional courses in small groups, examination							
	c. Online consulting hours							
3	Learning outcomes/competences							
	On successful completion of the module, students have the following knowledge and skills:							
	<ul style="list-style-type: none"> - Students are able to define, explain and differentiate between procurement management and operations management (management of production and service processes). - Students know the economic importance of global procurement and operations management. - Students understand the benefits and risks of global procurement and outsourcing. - Students are able to apply essential strategic decisions and tools to companies in the context of global procurement and operations management. - Students are able to evaluate and increase the efficiency and effectiveness of global procurement, production and service processes. 							

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	<ul style="list-style-type: none"> - Students are able to develop appropriate strategies for global procurement, production and service processes based on the characteristics of products and services, as well as of the company and the sales and procurement markets. - They are also able to critically assess ethical, social and environmental aspects. - Students are able to work on questions (case studies) in a team and present them to the seminar attendees, as well as face a critical discussion. <p>In order to better acquire the competences presented, the application of, in particular, competences from the module "International Project Management" can be helpful. Aspects from the modules "Business Simulation" and "Controlling and Managerial Accounting" are continued and consolidated. Important cross-divisional functions are thus applied and their transferability to technical problems is shown.</p>
4	<p>Contents</p> <p>During the module, students become acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Introduction: definition, meaning, essential strategic decisions and influencing factors of global procurement management and operations management - Objects and tools of global procurement management and operations management: e.g. goods and services, Fisher's functional vs. innovative products, production and productivity, measuring productivity, Kraljic's supply matrix, make-or-buy and make-and-buy, auctions, e-sourcing, negotiations, country and supplier selection and evaluation (benefit analysis and analytical hierarchy process, key performance indicators, ABC analysis), portfolio analysis, total cost of ownership - Development and implementation of a global procurement and operations strategy: mission and strategy, competitive advantages, success factors and core competences, ethical, social and environmental aspects (green sourcing)
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Oeser (from 1 August 2017)</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Global Sourcing and Operations Management								5-GMM-3.2
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
3.2	150 h	6	3rd sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	English
2	Teaching and learning methods (self-study/contact hours)							
	Self-study: (120 h)							
	(1) Knowledge transfer, approx. 75 hours							
	<ul style="list-style-type: none"> a. <i>Single/team work, active learning with Teaching materials</i> b. <i>International economics skills training with supplementary learning materials and media</i> 							
	(2) Knowledge consolidation, approx. 45 hours							
	<ul style="list-style-type: none"> a. <i>Reading list</i> b. <i>Case studies</i> 							
	Contact time: (30 h)							
	(1) In-class training, 16 hours							
	<ul style="list-style-type: none"> a. <i>Lecture, single/team work</i> b. <i>Case studies</i> c. <i>Presentations</i> 							
	(2) Other, approx. 14 hours							
	<ul style="list-style-type: none"> a. <i>Consultation hour</i> b. <i>Questions and answers (phone calls or conferences, online conferences, e-mails)</i> c. <i>Online consultation hours</i> 							
3	Learning outcomes/competences							
	<p>After successfully completing this course, students will have acquired the following knowledge and skills:</p> <ul style="list-style-type: none"> - Students are able to define and explain global sourcing and operations management (management of production and service processes). - Students are aware of the importance of global sourcing and operations management. - Students understand the advantages and risks of global sourcing and outsourcing. - Students can apply important strategic decisions and tools to companies in the context of global sourcing and operations management. - Students are able to assess and increase the efficiency and effectiveness of global sourcing, production and service processes. - Students can develop suitable strategies for global sourcing and operations management based on the characteristics of products and services, as well as the company and the sales and sourcing market. - Students are able to critically assess ethical, social, and environmental aspects of global sourcing and operations management. 							

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	In addition to professional and methodological competence, this module also addresses social competence. The classroom sessions are based on case studies. Students learn to solve them in teams and to present their solutions to their peers and instructors and to face a critical discussion.
4	Contents
	This module will convey the following contents, relationships, and topics: <ul style="list-style-type: none"> - Introduction: definition, significance, essential decisions and influential factors of global sourcing and operations management - Objects and tools of global sourcing and operations management: e.g. goods and services, Fisher's functional vs. innovative products, production and productivity, measuring productivity, Kraljic's supply matrix, make-or-buy and make-and-buy, auctions, e-sourcing, negotiations, country and supplier selection and assessment (scoring method and analytical hierarchy process, key performance indicators, ABC analysis), portfolio analysis, total cost of ownership - Developing and implementing a global sourcing and operations strategy: mission and strategy, competitive advantage, success factors and core competences, ethical, social, and environmental aspects (green sourcing)
5	Form of assessment
	Written examination OR Oral examination
6	Condition for the award of credits
	Module examination pass
7	Weight of grade in the final grade
	6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)
8	Application of the module (in the following study programmes):
	Master General Management (MBA), part-time combined studies
9	Module coordinator
	Prof. Dr. Oeser (from 1 August 2017)
10	Other information
	(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)

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International Business Law								5-GMM-3.3
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
3.3	150 h	6	3rd sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
Self-study: (120 h)								
(1) Guided knowledge transfer, approx. 75 hours								
a. Knowledge transfer and practice through assignments (lecture and exercises)								
b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)								
(2) Independent knowledge consolidation, approx. 45 hours								
a. Reading of literature listed in assignments								
b. Case studies and discussion in study groups								
c. Application and consolidation in professional life								
Contact time: (30 h)								
(1) Classroom exercise, 16 hours								
a. Exercises and case studies								
b. Clarification of students' questions arising from the self-study phase								
(2) Other, approx. 14 hours								
a. Personal questions to teaching staff and/or assistants by phone or e-mail								
b. Additional courses in small groups, examination								
c. Online consulting hours								
3	Learning outcomes/competences							
On successful completion of the module, students have the following knowledge and skills:								
<ul style="list-style-type: none"> - Students are able to classify cross-border business transactions in legal terms. - In cases involving foreign countries, students are able to determine the applicable law and the internationally competent court, are aware of the importance of jurisdiction clauses, and are able to formulate them effectively. - Students are able to reflect on the differences between German law and the internationally applicable sales law (CISG), can name the advantages and disadvantages of UN sales law from an importer's or exporter's point of view, and are able to assess whether they agree to or should exclude this law. - Students are able to apply the rules of international transport law (e.g. CMR), know the meaning of the INCOTERMS, and can include INCOTERMS that are advantageous for the company without consulting a lawyer. - Students know the basic principles behind European business law and, with a view to working across borders in the EU, are able to develop the rights that are derived from the fundamental freedoms. 								

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	<ul style="list-style-type: none"> - Students can act as competent and critical business partners of the supervising lawyers in international transactions. - Students are able to work on questions (case studies) in a team and present them to the seminar attendees, as well as face a critical discussion.
4	<p>Contents</p> <p>During the module, students are acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - International private law (autonomous conflict of laws and EU regulations Rome I and Rome II), European civil procedure law (EuGVVO in the version of Regulation No. 1215/12), - Conclusion of a purchase contract, rights and obligations of the parties to the purchase contract, conformity of the goods according to the UN Sales Convention (CISG), - International transport law (CMR etc.) and the importance of INCOTERMS, - Principles of European business law, with a focus on the fundamental freedoms of the EU (free movement of goods, people, services and capital), - Case studies on international private law, the UN sales convention and European business law
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. jur. Tekidou-Kühlke MLE, LL.M.</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Practical Project								5-GMM-3.4
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
3.4	150 h	6	3rd sem.	Annual	Winter	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (112 h)</u>							
	(1) Guided knowledge transfer, approx. 67 hours							
	<ul style="list-style-type: none"> a. Knowledge transfer and practice through material provided during the project b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses) 							
	(2) Independent knowledge consolidation, approx. 45 hours							
	<ul style="list-style-type: none"> a. Reading of literature listed for the relevant topic b. Discussion in study or project groups c. Application and consolidation in professional life 							
	<u>Contact time: (38 h)</u>							
	(1) Classroom exercise, 24 hours							
	<ul style="list-style-type: none"> a. Project kick-off with all participants b. Project schedule in the relevant groups 							
	(2) Other, approx. 14 hours							
	<ul style="list-style-type: none"> a. Personal questions to teaching staff and/or assistants by phone or e-mail b. Additional courses in small groups, examination c. Online consulting hours 							
3	Learning outcomes/competences							
	<p>On successful completion of the module, students have the following knowledge and skills:</p> <ul style="list-style-type: none"> – They are able to work in a team and steer a project according to the requirements of project management. – They understand and are able to classify and critically assess current company situations and their relevance for corporate management. – They are able to classify specific project-oriented business issues in the company context, analyse and process them with the aid of suitable instruments and methods, and derive specific recommendations for the company from them. – They are able to obtain, analyse and critically interpret materials and information from current specialist literature and conduct a scientific discourse on them. – They are able to independently summarise a completed subject area in the form of an academic paper. 							

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	<ul style="list-style-type: none"> - They are able to work on outcomes while taking into account required presentation techniques in front of a large group, face the criticism of the group, and defend the content with arguments. <p>In order to be able to acquire the competences presented, the application of knowledge from the modules from the first and second semesters is helpful, but not a necessary requirement. Important cross-divisional functions are thus applied and their transferability to technical problems is shown.</p>
4	<p>Contents</p> <p>The content of this course is currently determined by the relevant lecturer in cooperation with one or more companies. There is no precise content catalogue, and it is redefined every semester.</p> <p>The subject of the course is the in-depth consideration of current business management topics in the project-related corporate context (e.g. corporate governance and compliance, management of network structures, integration of planning and risk management, international performance management...).</p> <p>The course emphasises the relevant practice-oriented application of the instruments and scientific methods.</p>
5	<p>Form of assessment</p> <p>Project work (presentation - in the company if necessary)</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Eusterbrock</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Strategic Management								5-GMM-4.1
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
4.1	150 h	6	4th sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Guided knowledge transfer, approx. 75 hours							
	<ul style="list-style-type: none"> a. Knowledge transfer and practice through assignments (lecture and exercise) b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses) 							
	(2) Independent knowledge consolidation, approx. 45 hours							
	<ul style="list-style-type: none"> a. Reading of literature listed in assignments b. Case studies and discussion in study groups c. Application and consolidation in professional life 							
	<u>Contact time: (30 h)</u>							
	(1) Classroom exercise, 16 hours							
	<ul style="list-style-type: none"> a. Exercises and case studies b. Clarification of students' questions arising from the self-study phase 							
	(2) Other, approx. 14 hours							
	<ul style="list-style-type: none"> a. Personal questions to teaching staff and/or assistants by phone or e-mail b. Additional courses in small groups, examination c. Online consulting hours 							
3	Learning outcomes/competences							
	<p>On successful completion of the module, students have the following knowledge and skills:</p> <ul style="list-style-type: none"> - Students are able to elaborate on, systematise and evaluate potentials and challenges of managing companies depending on the situation. - They are able to analyse and assess the relevant internal and external framework conditions for company management. - Students are able to assess the effects of strategic decisions on the company's various stakeholders; they can infer the ethical and social consequences of their leadership actions. - They are able to explain strategic management theories and schools, transfer them to practical use cases, and derive concrete corporate and business field strategies. - They will be able to point out various options regarding the structures of international companies, assess them depending on the situation, and derive practical implications. - Students are able to analyse, assess and design structures for innovations; they are able to use and develop tools to create and evaluate innovative ideas. 							

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	<ul style="list-style-type: none"> - Students are able to work on questions (case studies) in a team and present these in front of the seminar attendees and face a critical discussion. <p>In order to acquire the competences presented, the application of, in particular, leadership skills from the modules "International Human Resource Management" and "International Project Management" can be helpful. Aspects from the modules "Business Game" and "Practical Project" are continued and consolidated. Important cross-divisional functions are thus applied and their transferability to technical problems is shown.</p>
4	<p>Contents</p> <p>During the module, students become acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Basics: Concept of strategic management, institutional vs. functional perspective, management as a professionalised form of leadership - Context: stakeholders (shareholder vs. stakeholder), management and (corporate) ethics, corporate social responsibility and corporate citizenship, sustainability - Analysis: instruments for company (potentials, strengths/weaknesses, etc.) and environmental analysis (PESTEL (Political, Economic, Social, Technological, Environmental and Legal), Porter, etc.) - Strategy design and implementation: corporate and business field strategies in an international context; selected instruments (including life cycle models, roadmapping, and scenario and portfolio techniques) - Organisation of the international company: formal and informal structures, polycentrism - Organisation of innovation: creativity and dynamism, suggestion system and idea management, open innovation, idea evaluation
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Kampe</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Corporate Finance								5-GMM-4.2
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
4.2	150 h	6	4th sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			No formal requirements			25	German
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Guided knowledge transfer, approx. 75 hours							
	a. Knowledge transfer and practice through assignments (lecture and exercise)							
	b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)							
	(2) Independent knowledge consolidation, approx. 45 hours							
	a. Reading of literature listed in assignments							
	b. Case studies and discussion in study groups							
	c. Application and consolidation in professional life							
	<u>Contact time: (30 h)</u>							
	(1) Classroom exercise, 16 hours							
	a. Exercises and case studies							
	b. Clarification of students' questions arising from the self-study phase							
	(2) Other, approx. 14 hours							
	a. Personal questions to teaching staff and/or assistants by phone or e-mail							
	b. Additional courses in small groups, examination							
	c. Online consulting hours							
3	Learning outcomes/competences							
	On successful completion of the module, students have the following knowledge and skills:							
	<ul style="list-style-type: none"> - Students are able to determine the legal and organisational framework of financial management in the company and also evaluate it from ethical, behavioural and social perspectives. - Students are able to describe, examine and evaluate financial (digital) processes. - Students are able to describe capital markets, check their rules and recognise social impacts. - They are able to evaluate traded products, determine risks, and put together portfolios. - Students are able to apply financial risk management measures and design risk reduction strategies. - Students are able to design company-specific financial management systems. 							

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	<ul style="list-style-type: none"> - Students are able to work on questions (case studies) in a team and present these in front of the seminar attendees and face a critical discussion.
4	<p>Contents</p> <p>During the module students are acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Financial framework: organisational, legal and ethical aspects - Digitisation of financial processes: financial planning, intercompany loans, cash pooling, payment processing, contract management - International capital markets: use, products and valuation (money markets, stocks, bonds, futures, options) of individual instruments and portfolios - New financing options (crowd funding, reverse factoring, ...) - Financial and existential risks: management and hedging strategies for cash flows, currencies and interest rates - Efficient financial controlling - Behavioural finance perspective
5	<p>Form of assessment</p> <p>Written examination OR Oral examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Uphaus</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Business Intelligence and Digital Strategies								5-GMM-4.3
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
4.3	150 h	6	4th sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements		Planned group size	Language	
	Self-study & classroom exercises			No formal requirements		25	German	
2	Teaching and learning methods (self-study/contact hours)							
	<u>Self-study: (120 h)</u>							
	(1) Guided knowledge transfer, approx. 75 hours							
	<ul style="list-style-type: none"> a. Knowledge transfer and practice through assignments (lecture and exercise) b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses) 							
	(2) Independent knowledge consolidation, approx. 45 hours							
	<ul style="list-style-type: none"> a. Reading of literature listed in assignments b. Case studies and discussion in study groups c. Application and consolidation in professional life 							
	<u>Contact time: (30 h)</u>							
	(1) Classroom exercise, 16 hours							
	<ul style="list-style-type: none"> a. Exercises and case studies b. Clarification of students' questions arising from the self-study phase 							
	(2) Other, approx. 14 hours							
	<ul style="list-style-type: none"> a. Personal questions to teaching staff and/or assistants by phone or e-mail b. Additional courses in small groups, examination c. Online consulting hours 							
3	Learning outcomes/competences							
	<p>On successful completion of the module, students have the following knowledge and skills: They are able to:</p> <ul style="list-style-type: none"> – explain the principles and current topics for the use of business intelligence (BI) solutions and assess possible application scenarios. – compare different approaches for business intelligence solutions and evaluate them according to technical and business criteria. – develop recommendations for action for the conceptualisation, introduction and operation of BI solutions. – analyse and evaluate existing BI solution architectures and applications and develop proposals for the use of new technologies and trends in the BI environment. – explain and differentiate between different phases of digital transformation. – assess the opportunities and risks of digitising business processes and their networking. – analyse and model digital business strategies. 							

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	<ul style="list-style-type: none"> - Students are able to work on questions (case studies) in a team and present these in front of the seminar attendees and face a critical discussion.
4	<p>Contents</p> <p>During the module students are acquainted with the following content, contexts and topics:</p> <ul style="list-style-type: none"> - Features and phases of digital transformation - Connection of questions from IT and business, especially against the background of Industry 4.0 and production systems - Introduction and motivation for business intelligence and big data - IT infrastructure of BI solutions - Data and business process modelling as a basis for data analysis and business process optimisation - Principles of analytical information systems - Digitisation of business processes - Introduction of business processes in digital transformation (strategy, development, implementation and management)
5	<p>Form of assessment</p> <p>Project work</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>
7	<p>Weight of grade in the final grade</p> <p>6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies Master Technical Business Administration (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Hartel</p>
10	<p>Other information</p> <p>(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)</p>

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Country Seminar: Doing Business in ...								5-GMM-4.4
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
4.4	150 h	6	4th sem.	Annual	Summer	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Self-study & classroom exercises			no formal requirements			25	German/ English
2	Teaching and learning methods (self-study/contact hours)							
	<p><u>Self-study: (112 h)</u></p> <p>(1) Guided knowledge transfer, approx. 67 hours</p> <p style="margin-left: 20px;">a. Knowledge transfer and practice through assignments (lecture and exercise)</p> <p style="margin-left: 20px;">b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts, exercise material, multimedia courses)</p> <p>(2) Independent knowledge consolidation, approx. 45 hours</p> <p style="margin-left: 20px;">a. Reading of literature listed in assignments</p> <p style="margin-left: 20px;">b. Case studies and discussion in study groups</p> <p style="margin-left: 20px;">c. Application and consolidation in professional life</p> <p><u>Contact time: (38 h)</u></p> <p>(1) Classroom exercise, 24 hours</p> <p style="margin-left: 20px;">a. Exercises and case studies</p> <p style="margin-left: 20px;">b. Clarification of students' questions arising from the self-study phase</p> <p>(2) Other, approx. 14 hours</p> <p style="margin-left: 20px;">a. Personal questions to teaching staff and/or assistants by phone or e-mail</p> <p style="margin-left: 20px;">b. Additional courses in small groups, examination</p> <p style="margin-left: 20px;">c. Online consulting hours</p>							
3	Learning outcomes/competences							
	<p>The internationalisation of business activities poses companies the challenge of coping with differences between countries. This module underlines the relevance of intercultural management and lays the theoretical foundations by introducing the concept of cultural theories. It describes the influence of national culture on management functions and gives an overview of current challenges in intercultural management. The content of this module is applied to specific countries and business contexts in selected case studies. The intention is to embed a guest lecturer in teaching and to elaborate country-specific management in greater detail.</p> <p>On successful completion of the module, students have the following knowledge and skills:</p> <ul style="list-style-type: none"> - Ability to critically reflect on and be conscious of one's own culturally influenced standpoints. - Learning to recognise and assess the strengths of one's own culture and those of the foreign culture. - Ability to find and implement suitable measures for problem-solving in an international or multicultural work environment. 							

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	<ul style="list-style-type: none"> - Ability to deal with stress and insecurity in intercultural situations. - Ability to act appropriately in intercultural situations. - Apply and plan strategic international human resources development. - Analysis and evaluation of the impact of globalisation on companies and organisations. - Derivation and development of specific skills, competences and qualities that are expected of managers operating at global level. - Compilation of guides and options for action for international sales and account managers with regard to sales and negotiation skills in an international business environment. - Students are able to work on questions (case studies) in a team and present them to the seminar attendees, as well as face a critical discussion.
4	<p>Contents</p> <p>During the module students are acquainted with the following content, contexts and topics:</p> <ol style="list-style-type: none"> 1. Culture, cultural memory, the foreign, intercultural, perception, stereotypes, cultural learning, cultural adaptation, and cultural models and dimensions. 2. Central models of communication, intercultural communication processes, interactive construction of culture 3. Globalisation – economy and politics: definition and causes of globalisation; opportunities and risks of globalisation, consequences of globalisation, creation of a global political framework and global cooperation. 4. Strategic international human resources development, the effects of globalisation on companies and organisations, and specific skills, competences and qualities that are expected from managers operating at a global level. 5. Intercultural conflict prevention: conflict prevention issues in an international environment, issues of human resources management and conflict resolution. 6. International sales management: international sales and account management, sales and negotiation skills and their role in an international business environment. 7. Intercultural business cooperation: case studies and empirical studies on intercultural business cooperation, conflict potential and coping strategies in intercultural business cooperation. 8. Methods of intercultural training: methods and models of intercultural learning, possibilities for imparting intercultural competence in the form of training, implementation of short training sequences 9. Methods of consultation in an intercultural context: Models and approaches for consultation in an intercultural context and the practice of consultation skills. 10. Intercultural management: management functions such as planning, decision-making, organisation, controlling, negotiation, problem-solving and team management from an intercultural perspective
5	<p>Form of assessment</p> <p>Term paper AND presentations OR Written examination</p>
6	<p>Condition for the award of credits</p> <p>Module examination pass</p>

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7	Weight of grade in the final grade
	6/120 (The module grade, weighted with its ECTS points, is included in the final grade.)
8	Application of the module (in the following study programmes):
	Master General Management (MBA), part-time combined studies Master Technical Business Administration (MBA), part-time combined studies
9	Module coordinator
	Prof. Dr. Öztürk + guest lecturers from partner universities
10	Other information
	(1) Classroom lecturers (see current list of lecturers at the relevant location) (2) Teaching materials (assignments, see the current list of authors on the relevant assignment)

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Master Thesis and Colloquium								5-GMM-5.1
No.	Workload	Credits	Study semester	Frequency	Sem.	Duration	Type	Q-level
5.1	600 h	24	5th sem.	Bi-annual	Winter/ summer semester	1 sem.	Compulsory	MBA
1	Course type			Participation requirements			Planned group size	Language
	Master thesis (20 CP; 500 h) Colloquium (4 CP; 100 h)			cf. SPO (Studien- und Prüfungsordnung – Study and Examination Regulation)			25	German/ English
2	Teaching and learning methods (self-study/contact hours)							
	<p><u>Self-study: (586 h)</u></p> <p>(1) Independent knowledge acquisition, approx. 86 hours</p> <p>a. Study of relevant literature on the topic of the master thesis</p> <p>b. Supplementary courses, e.g. via universities' e-learning systems (including additional scripts on research papers, exercise material, multimedia courses)</p> <p>(2) Independent knowledge consolidation, approx. 500 hours</p> <p>a. Evaluation of relevant literature</p> <p>b. If possible: collection and evaluation of empirical data using qualitative or quantitative research methods</p> <p>c. Preparation of the master thesis</p> <p><u>Contact time: (14 h)</u></p> <p>Other, approx. 14 hours</p> <p>a. Personal questions to tutors and/or staff by phone or e-mail</p> <p>b. Online consulting hours</p>							
3	Learning outcomes/competences							
	<p>On successful completion of the module, students have the following knowledge and skills:</p> <ul style="list-style-type: none"> – They are able to work independently with scientific methods, while taking into account interdisciplinary and practical aspects, on a complex problem from the field of business administration within a given period. – Course graduates can present the technical principles of the chosen problem, their interdisciplinary contexts and their external references in writing and orally, independently justify them and assess the importance for practice. – They are also able to verbally present the initial situation, the procedure and the outcome of their processing of the problem, and successfully face a discussion about it. 							

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4	<p>Contents</p> <p>The master thesis allows independent and practical application, as well as critical reflection on methods and content previously learned during the course, and also typically requires the creation of an eighty-page document.</p> <p>The master thesis is a written paper that must usually be prepared in cooperation with a company.</p> <p>The individual topic of the thesis is determined together with the first supervisor and can be derived from the entire spectrum of business administration.</p>
5	<p>Form of assessment</p> <p>Final thesis (master thesis) and colloquium on the master thesis</p>
6	<p>Condition for the award of credits</p> <p>Submission of a master thesis, with a minimum overall grade of "sufficient" and passing the oral examination in the form of a colloquium.</p>
7	<p>Weight of grade in the final grade</p> <p>24/120 (The module grade, weighted with its ECTS points, is included in the final grade.)</p>
8	<p>Application of the module (in the following study programmes):</p> <p>Master General Management (MBA), part-time combined studies</p>
9	<p>Module coordinator</p> <p>Prof. Dr. Kampe</p>
10	<p>Other information</p>