



Faculty 1 - Economics /
School of International Business

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Module Guide

Management - Digitalization and Transformation (MDT)
M.A.

Five semesters part-time

or three semesters full-time (for the full-time variant the Module
Guide is fully translated into English)

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Abbreviations:

Under forms, scope and duration of examinations

PR: Presentation, WE: Written Exam, EA: Electronic Assessment, PR: Portfolio, A: Assignment

Module overview

Module 1.1 [DE 1.1]	Business Model Development and Innovation in Digital Competition
Module 1.2 [DE 1.2]	Digital Sales and Marketing Strategies
Module 1.3 [DE 1.3]	Data Science and Methods
Module 1.4 [DE 3.1]	Cyber Risks and Data Protection
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Module 2.1 [DE 2.1]	Business Information Management and Taxes
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Module 3.1. [DE 4.2]	Corporate Restructuring
Module 3.2. [DE 4.3]	Transformation Project with Individual Focus
Module 3.3 [DE 5]	Master Thesis

1.1 [DE 1.1] Business Model Development and Innovation in Digital Competition

Module coordination	Prof Dr Erdem Galipoğlu		
ECTS credits:	6 ECTS	Total student workload	180 h
Type of module in this degree programme:	Mandatory module in 1 st semester (part time) Mandatory module in 1 st semester (full time)	Of which contact hours:	30 h synchronous 26 h blended learning
Duration and frequency:	At least once a year (summer semester)	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		

Innovative business models are a decisive success factor for a company to survive on the national and international market. A key driver of innovation is digitalization, which offers a multitude of new opportunities to offer customers new products and services and to tap into growth potential. In order not to be squeezed out of the market, established companies are also required to continuously develop their business model and systematically exploit new information and communication technologies.

In this module, students learn how to examine, evaluate, and further develop their business model. They get an overview of developments in the area of digitalization, can initiate an innovation process, and develop a concrete plan for a new business model.

The module is partly taught in blended learning / e-learning format.

Learning outcomes:

Graduates acquire competences in the following categories and will be able to:

Knowledge and understanding

- describe the process steps of business model development and their details, requirements, and objectives;
- explain the changes in business models in the course of digital transformation and the effects of these on the range of services, service provision, revenue models, and customer interaction;
- evaluate relevant new technologies and their impacts, identify meaningful fields of application, and explain solutions;
- identify the structural changes associated with the digital transformation within and outside the corporate context and explain them using examples;
- perceive potential challenges at home and abroad;
- describe the need for sustainable planning of business model development.

Uses, application, and knowledge acquisition

- assess and apply methods for analysing, testing, and evaluating digital business models;
- assess the digitalization potential of their own company in a results-oriented manner and design solution approaches;
- apply and develop their knowledge and understanding of innovation processes to a concrete case;
- create an individual business model for a form of innovation;
- propose and evaluate digital tools and networks for innovation projects;
- analyse market opportunities and use them in a concrete project of their own;
- implement and further develop innovative business models.

Communication and team work

- engage employees and other third parties in innovation processes;
- describe the benefits of the digital extension of business models to other stakeholders in a comprehensible way;
- competently and purposefully conduct interviews with relevant groups of people and company representatives;
- communicate evaluation of the digital competition internally and externally;
- investigate, compare, and evaluate an overview of digital developments;
- communicate an innovative problem solution or a business model in a convincing way that is appropriate for the target group;
- initiate an innovation process and develop a concrete plan for a new business model;
- recognise the importance of feedback and cooperation in the development and introduction of innovative problem solutions or new business models and generate the necessary contacts for this.

Academic self-conception / professionalism

- assess the feasibility of their own ideas for new digital business models;
- understand and evaluate fundamental drivers, barriers and enablers of digital transformation and their implications for business models;
- sharpen analytical skills through case studies and preparing interviews;
- develop a professional self-conception in which one's own opportunities in the existing markets are recognised and implemented within the framework of internal and external processes of change;
- contribute own ideas to innovations in a self-reliant, creative, imaginative, and team-oriented way;
- formulate and implement regional as well as global innovation plans.

Teaching content:

- Principles and operational approaches to business model development,
- Analysis and evaluation of business models,
- Principles of digital business models, ecosystems, and platform economies (national/international),
- Innovative technologies and strategies for the successful implementation of digital business models,
- Digitalization strategies and best practice examples from different industries,
- Assessing the feasibility of (new) digital business models,
- From the idea to the new business model: Techniques and methods of innovation management,
- Transformation of business models: Strategies for implementing new business models.

Language of instruction:	German or English
Participation requirements:	<i>not applicable</i>
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.
Further information:	Further learning materials on AULIS

Related courses

Title of the course	SCH	Teaching and learning formats	Forms, scope and duration of examinations
Business Model Development and Innovation in Digital Competition	4	Seminar	PR, KL EP or PF

1.2 [DE 1.2] Digital Sales and Marketing Strategies

Module coordination	Prof Dr Daniela Horstmann		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 1 st semester (part time) Mandatory module in 1 st semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in summer semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
<p>Learning outcomes</p> <p>The topicality and relevance of digital marketing results from the increasingly digital participation of society and the economy and will become even more important in the future. The optimal design and integration of digital marketing in the corporate cycle is the focus of this module.</p> <p>Graduates acquire competences in the following categories and will be able to:</p> <p>Knowledge and understanding</p> <ul style="list-style-type: none"> ▪ describe basic terms and conceptual approaches in digital marketing; ▪ explain the advantages and disadvantages as well as the limits and scope of different strategies and operational approaches of digital marketing. <p>Uses, application and acquisition of knowledge</p> <ul style="list-style-type: none"> ▪ derive strategies for different challenges in digital marketing and evaluate them contextually; ▪ carry out touchpoint analyses and, based on these, incorporate customer journeys into the conception of digital marketing; ▪ create and evaluate situational digital marketing strategies; ▪ derive and evaluate operational measures of digital marketing for a concrete application <p>Communication and team work</p> <ul style="list-style-type: none"> ▪ exchange opinions and approaches among experts; ▪ competently and purposefully justify and defend strategic and operational decisions in digital marketing; ▪ design innovative concepts based on trends; ▪ communicate results in the form of presentations. <p>Academic self-conception / professionalism</p> <ul style="list-style-type: none"> ▪ assess and evaluate trends in digital marketing; ▪ develop a professional self-conception in which the impact of digital marketing trends is recognised and assessed; ▪ be self-reliant, creative, imaginative and team-oriented and bring their own digital marketing ideas into the work environment. 			
<p>Teaching contents:</p> <ul style="list-style-type: none"> ▪ Digital Marketing Basics, ▪ Analysis and evaluation of customer journeys, ▪ Omnichanneling, ▪ Digital service offerings, ▪ Development of integrated digital communication, ▪ Digital pricing, ▪ eCommerce, ▪ measuring success in digital marketing, 			

<ul style="list-style-type: none"> trends in digital marketing at domestic and international levels. 				
Language of instruction:	German or English			
Participation requirements:	<i>not applicable</i>			
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.			
Further information:	Further learning materials on AULIS			
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Digital Sales and Marketing Strategies		4	Seminar	A, WE, EP or PF

1.3 [DE 1.3] Data Science and Methods (partly blended learning)

Module coordination	Prof Dr Armin Varmaz		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 1 st semester (part time) Mandatory module in 1 st semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in summer semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
<p>The module consists of 2 courses</p> <ul style="list-style-type: none"> ▪ Data Science ▪ Methods <p>The module is partly taught in a blended learning format.</p> <p>The content of the module comprises the acquisition, assessment, analysis, evaluation, processing and implementation of research and other data sources.</p> <p>Learning outcomes:</p> <p>Graduates acquire competences in the following categories and will be able to:</p> <p>Knowledge and understanding</p> <ul style="list-style-type: none"> ▪ recognise and understand the research logic process from the acquisition to the assessment of scientific knowledge; ▪ understand, present, and interpret different types of empirical data and model adequacy (data literacy); ▪ distinguish and explain the scientific quality of literature (digital and print); ▪ know and explain the structure and techniques of digital scientific databases and other digital research tools. <p>Uses, application and acquisition of knowledge</p> <ul style="list-style-type: none"> ▪ distinguish and assess the different types of models, data and data sources in economics and related subjects, and apply and evaluate qualitative data collection methods; ▪ use current methods of economic research in a targeted manner and apply these to data from economic and business management practice; ▪ apply multivariate methods of analysis, formulate hypotheses, and develop conclusions and judgements on the basis of such; ▪ apply subsequent technical implementation in the theoretical part of a research question in a scientific paper; ▪ create and evaluate targeted high-quality literature searches in digital tools; ▪ analyse a practical selection of databases, evaluate the quality of sources, and create a scientific working basis for a research question; ▪ use digital management programmes and include citations; ▪ Identify and eliminate plagiarism and fake news. <p>Communication and teamwork</p> <ul style="list-style-type: none"> ▪ discuss current developments and trends in scientific research methods (experiments, econometrics); ▪ discuss opportunities, challenges and framework conditions for scientific research methods and working techniques; 			

<ul style="list-style-type: none"> ▪ develop a scientifically sound presentation on a research question and present and discuss the results in a professional manner. <p>Academic self-conception / professionalism</p> <ul style="list-style-type: none"> ▪ critically assess and review scientific studies in the individual focus of work; ▪ create and conduct their own research studies related to the entrepreneurial context; ▪ assess the role of their own professional field in the context of society as a whole and classify the scope of their competences. 				
<p>Teaching content:</p> <p>Data Science</p> <ul style="list-style-type: none"> ▪ Scientific research methods in economics and their application in economics and business administration; ▪ Analysis and interpretation of research results, multivariate analysis methods with linear and non-linear (regression) models; ▪ Empirical methods for testing causal relationships with and without experiments; ▪ New research methods and scientific working techniques used in current scientific analyses. <p>Methods</p> <ul style="list-style-type: none"> ▪ Scientific working techniques in dealing with German and English digital and non-digital literature sources; ▪ Handling and evaluation of sources, their monitoring and analysis; ▪ Current scientific case studies. 				
Language of instruction:		German or English		
Participation requirements:		<i>not applicable</i>		
Preparation/Literature:		Current literature lists are handed out at the beginning of the semester.		
Further information:		Further learning materials on AULIS		
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Data Science		2	Seminar	EP or PF
Methods		2	Seminar	

1.4 [DE 3.1] Cyber Risks and Data Protection

Module coordination	Prof Dr Dennis-Kenji Kipker		
ECTS credits:	6 ECTS	Total student workload	180h
Type of module in this degree programme:	Mandatory module in 3 rd semester (part time) Mandatory module in 1 st semester (full time)	Of which contact hours:	56h
Duration and frequency:	14 dates at least once a year in summer semester	Of which independent study:	124h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
<p>The content of the module is the protection of IT systems (e.g., systems, networks, supply chains) and data as a whole.</p> <p>Learning outcomes:</p> <p>Graduates acquire competences in the following categories and will be able to:</p> <p>Knowledge and understanding</p> <ul style="list-style-type: none"> ▪ understand and have in-depth knowledge of globalisation, technology development and associated requirements for digital compliance, privacy, digital sovereignty, and the importance of digital supply chains in a global and regional context (digital literacy); ▪ describe the interfaces of business, technology, and law in an interdisciplinary context; ▪ assess digital compliance measures and solutions in the field of cyber security and data protection. <p>Uses, application and acquisition of knowledge</p> <ul style="list-style-type: none"> ▪ assess corporate risk in the context of IT use in modern operational structures based on the division of labour; ▪ deal with the targeted, solution-oriented handling of legal problems in the field of data security and data protection as well as internationalisation of IT services (e.g., hyperscalers); ▪ implement IT management structures in a business context; ▪ independently analyse unfamiliar IT-related law issues. <p>Communication and team work</p> <ul style="list-style-type: none"> ▪ evaluate processes of responsibility allocation and diffusion; ▪ develop interdisciplinary, team-based problem-solving competence in the company; ▪ use cyber security and data protection as a competitive advantage and marketing strategy. <p>Academic self-conception / professionalism</p> <ul style="list-style-type: none"> ▪ identify critical success factors for implementing corporate cybersecurity and data protection; ▪ engage independent discussion and evaluation of current legal policy developments in questions of cyber security, data protection, digitalization and digital resilience; ▪ develop a future concept for technically sustainable digitalization. 			
Teaching content:			
<ul style="list-style-type: none"> ▪ Technical, social, political, and economic dimensions of data protection, data security and current challenges of corporate digitalization in a global context ▪ Business reasons and requirements for digital compliance management 			

<ul style="list-style-type: none"> ▪ Constitutional foundations, historical development, systematics and basic principles of cyber security and data protection in the national and European context ▪ Legitimation of data processing and its design in practice ▪ Technical and organisational data security measures ▪ Dealing with sensitive categories of data ▪ Corporate data protection management, in particular the correct handling of data subjects' rights ▪ International data transfer, cloud computing, international legal references ▪ Administrative responsibilities and sanctions ▪ Introduction to Data Security Compliance ▪ Current national and European cyber security legislation ▪ Interfaces of law and technology, technical norms and standards ▪ Outlook for the further regulatory horizon on cyber security and data protection. 				
Language of instruction:	German or English			
Participation requirements:	<i>not applicable</i>			
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.			
Further information:	E.g., reference to learning materials on AULIS			
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Cyber Risks and Data Protection		4	Seminar	KL, EP or PF

1.5 [DE 3.2] Supply Chain Management and Digital Transformation

Module coordination	Prof Dr Frank Fürstenberg		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 3 rd semester (part time) Mandatory module in 1 st semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in summer semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
<p>The module looks at the process the concepts, principles, issues and practices of operations and supply chain management in the light of digital transformation.</p> <p>The module consists of 2 courses</p> <ul style="list-style-type: none"> ▪ Digital Transformation & Analytics ▪ Operations and Supply Chain Management <p>Learning outcomes:</p> <p>Graduates acquire competences in the following categories and will be able to:</p> <p>Knowledge and understanding</p> <ul style="list-style-type: none"> ▪ understand emerging digital trends and how managers use business analytics to frame and solve business problems and support management decision-making; ▪ understand the key role that the operational function plays in creating the competitive strength of a company; ▪ Insight into the fundamentals of supply chain networks, tools and techniques and their impact on business strategy and operations. <p>Uses, application and acquisition of knowledge</p> <ul style="list-style-type: none"> ▪ Making data- and digital-based decisions to optimise business processes and initiating and supporting projects for corporate development; ▪ Application of analytical tools for the analysis, control, monitoring and performance improvement of business processes; ▪ Apply concepts and quantitative methods to effectively manage and improve supply chains in the context of international business systems. <p>Communication and team work</p> <ul style="list-style-type: none"> ▪ communicate the results of data analyses to various stakeholders; ▪ conduct and present a credible business analysis in a team environment. <p>Academic self-conception / professionalism</p> <ul style="list-style-type: none"> ▪ reflect on their own learning process and identify strategies to meet their own learning needs in the context of digital transformation, supply chain and operations management; ▪ justify own positions and decisions and take note of criticism and comments from colleagues. 			
<p>Teaching contents:</p> <p>Course: Digital Transformation & Analytics</p> <ul style="list-style-type: none"> ▪ In-depth insights on digital transformation in the supply chain ▪ Examine the process contributing to the transition to a digital society and economy 			

<ul style="list-style-type: none"> ▪ Information technology/systems concepts for providing the necessary data and information for business analysis and the digital technologies required for integration into the business ▪ Role of data in the digital transformation ▪ Techniques of statistical analysis, prediction/extrapolation, predictive modelling, optimisation and simulation ▪ Regression models and time series analysis ▪ Application with case studies <p>Course: Operations and Supply Chain Management</p> <ul style="list-style-type: none"> ▪ Concepts, principles, problems and practices of operations and supply chain management ▪ Building the competitiveness of a company ▪ Adaptable supply chain strategies ▪ Innovative and flexible solutions for the changing business environment ▪ Operations strategy, process design, capacity planning, site selection and design, production planning, inventory control, global supply chain design, procurement, transportation and logistics, inventory and warehousing ▪ Recent supply chain innovations, aspects of sustainability (e.g., sustainable procurement, green logistics, circular supply chains) 				
Language of instruction:		German or English		
Participation requirements:		<i>not applicable</i>		
Preparation/Literature:		Current literature lists are handed out at the beginning of the semester.		
Further information:		Further learning materials on AULIS		
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Digital Transformation & Analytics		2	Seminar	KL, EP or PF
Operations and Supply Chain Management		2	Seminar	

2.1 [DE 2.1] Business Information Management and Taxes

Module coordination	Prof Dr Stephan Form		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 2 nd semester (part time) Mandatory module in 2 nd semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in winter semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		

The content of the module is the understanding and application of digitally supported controlling tools as well as tax law implications in the corporate transformation process. The module consists of two parts (units).

The module consists of 2 courses

- Business Information Management
- Taxes

Learning outcomes:

Graduates acquire competences in the following categories and will be able to:

Knowledge and understanding

- name and outline the requirements from corporate controlling for IT support and various BI tools;
- explain the information provision function of controlling using automated reports; recognise connection between BI and the fulfilment of fiscal obligations;
- consider digitalization as a development potential of corporate controlling and from a tax law perspective;
- demonstrate the influence of controlling and tax law on corporate decisions.

Uses, application and acquisition of knowledge

- assess even difficult practical case scenarios in selected BI applications;
- develop a competence in the application and implementation of performance measurement systems in special advanced case scenarios, as well as in reporting;
- generate evaluation of BI results and initiate and interpret processes of corporate change;
- plan, implement and evaluate proposals for the tax optimisation of medium-sized enterprises, especially in online trade;
- analyse and implement corporate transformation processes such as succession and reorganisation from a tax law perspective.

Communication and team work

- master relevant BI and tax law issues, their terminology and backgrounds at a high academically applied level;
- develop application-related solutions to problems, and justify and reflect on them using scientific methods;
- prepare written papers (expert reports) on advanced company-related tax law (case studies);
- reflect on and justify the goal-oriented formulation of management decisions;

- present tax regulations at a high academic level in communication with tax advisors and employees of the tax authorities, and to present the complexity of tax regulations at a generally understandable level within the company.

Academic self-conception / professionalism

- assess modern BI information technology in terms of its functionality and areas of application
- recognise the scope and limits of their own competence to act from the module context;
- have a theoretically sound, methodically guided and goal-oriented approach to working out practical business problems.

Teaching content:

Business Information Management

- Business Intelligence using selected case studies
- Analytical data management
- Deepening of various BI tools
- Case studies and discussions.

Taxes

- National and international online trade and digital implications in tax law
- Current income and VAT rules in transformation processes using selected case studies
- Transformations of companies and their consequences in German tax law
- Forms of companies and the special features of domestic and international tax law
- Case studies, judgement reviews and discussions.

Language of instruction:	German or English			
Participation requirements:	<i>not applicable</i>			
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.			
Further information:	Further learning materials on AULIS			
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Business Information Management		2	Seminar	HA, MP, EP or PF
Taxes		2	Seminar	HA, MP, EP or PF

2.2 [DE 2.2] Transformation and Human Resource Management

Module coordination	Prof Dr Leena Pundt		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 2 nd semester (part time) Mandatory module in 2 nd semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in winter semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
<p>Learning outcomes:</p> <p>The module deals with the role of human resource management in social and organisational transformation. Human Resource Management (HRM) sees itself as the link between employees and companies in organisational change. It anticipates possible reactions in the workforce and thus becomes an important tool for leaders and management in deciding how which transformation is implemented and succeeds.</p> <p>At the same time, HRM actively accompanies change processes. It pays attention to open and convincing communication in order to win over employees for the transformation and to integrate those affected into new structures and activities in a qualified manner. Dialogue, communication, and feedback are therefore essential and should be understood as a strategic and cultural learning process.</p> <p>Graduates acquire competences in the following categories and will be able to:</p> <p>Knowledge and understanding</p> <ul style="list-style-type: none"> ▪ assess the role of human resource management in implementing the transformation and in shaping the individual tasks in the change process; ▪ classify and distinguish between different fields of action of the transformation process; ▪ differentiate the stages of a change process. <p>Uses, application and acquisition of knowledge</p> <ul style="list-style-type: none"> ▪ develop independent ideas for the targeted support of a transformation in the sense of an organisational change process; ▪ design the process of a change process in companies and organisations using standards taken from scientific analysis and professional fields outside academia; ▪ assess the impact on organisations manifested by the megatrends of globalisation, digitalization, changing values, diversity and demographic change and develop solutions. <p>Communication and team work</p> <ul style="list-style-type: none"> ▪ negotiate and design core elements of a future-oriented human resources policy with the stakeholders; ▪ integrate relevant attitudes and actions into everyday work through measures of organisational transformation in cooperation with all stakeholders; ▪ integrate the groups of people involved into the tasks of the respective measures in a goal-oriented manner and identify and resolve potential conflicts as early as possible. <p>Academic self-conception / professionalism</p> <ul style="list-style-type: none"> ▪ develop a professional self-conception that implements socially relevant issues such as diversity, sustainability, and environmental responsibility in the context of internal change processes; ▪ be able to analyse the interaction of transformation, diversity and digitalization in HR management and draw their own conclusions for organisational implementation; 			

<ul style="list-style-type: none"> ▪ contribute their own ideas for corporate and social transformation to the organisation in an independent, creative, imaginative and team-oriented manner. 				
Teaching content: <ul style="list-style-type: none"> ▪ The role of human resource management in change and transformation ▪ Core functions of human resource management ▪ Organisation of personnel work ▪ Organisation and complexity ▪ Competence development and retention management ▪ Change, transformation, and culture ▪ Change management 				
Language of instruction:		German or English		
Participation requirements:		<i>not applicable</i>		
Preparation/Literature:		Current literature lists are handed out at the beginning of the semester.		
Further information:		Further learning materials on AULIS		
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Transformation and Human Resource Management		4	Seminar	WE, E, A, EP or PF

2.3 [DE 2.3] Corporate Finance and Investment in the Transformation Process

Module coordination	Prof Dr Armin Varmaz		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 2 nd semester (part time) Mandatory module in 2 nd semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in winter semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		

The module consists of 2 courses

- Growth and financing
- Economic development at national and international levels

The module is partly taught in a blended learning format.

Learning outcomes:

Graduates acquire competences in the following categories and will be able to:

Knowledge and understanding

- understand and explain valuation, corporate finance, and business growth promotion;
- understand and evaluate the functioning of capital markets and their interface with the real economy from both a theoretical and practical perspective;
- correctly describe financing instruments, classify the risks, and evaluate their significance;
- correctly describe the functioning and significance of financial innovations and classify the importance for corporate financing;
- understand the tiered structures of economic development at regional, national, and international levels;
- have deeper understanding of the difference between different financing pots;
- explain the theoretical approach to granting subsidies;
- outline the opportunities and risks of financing;
- classify planning and application preparation as well as the workload involved.

Uses, application and acquisition of knowledge

- present and review options for using financial innovations to finance growth;
- critically evaluate various financial data and apply same appropriately in empirical and practical analyses, as well as assess the results and evaluate their implications in a differentiated manner;
- identify and empirically evaluate risks in capital investments, apply financial risks in the evaluation of projects and derive proposals for the management of portfolios and companies;
- critically assess the challenge of how to structure capital;
- critically analyse the implementation of financing programmes in the company and its structures;
- weigh up the opportunities and risks of financing and generate concrete options for internal action;
- develop research questions related to aspects of financing business growth as well as financing opportunities and plan the processing of these independently.

Communication and team work

- analyse and discuss the financial criteria in small groups in investment case studies and jointly generate their own problem-solving approaches;
- present and discuss concrete funding options and their evaluation in the team based on a practical case;
- develop a scientifically sound presentation and present and discuss the results professionally;

<ul style="list-style-type: none"> develop constructive feedback on other students' presentations with a contribution to the discussion. 				
Language of instruction:	German and English			
Participation requirements:	<i>not applicable</i>			
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.			
Further information:	Further learning materials on AULIS			
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Growth and Financing		2	Seminar	EP, HA or PF
Economic Development at National and International Levels		2	Seminar	EP, HA or PF

2.4 [DE 4.1] Change and Process Management

Module coordination	Prof Dr Erdem Galipoğlu		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 4 th semester (part time) Mandatory module in 2 nd semester (full time)	Of which contact hours:	30 h synchronous 26 h Blended Learning
Duration and frequency:	14 dates at least once a year (winter semester)	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		

In order to meet the needs of their customers, companies are required to constantly adapt their processes and explore the possibilities of digitalization. The conversion from analogue to digital processes holds great potential to increase customer satisfaction and to save costs through process optimisation and automation. Contents of the module are the acquisition, assessment, analysis, evaluation, processing and implementation of process digitalization and its implementation in the context of change management processes. The students learn to apply, analyse and evaluate process modelling methods and- simulation for the continuous improvement of processes and how change and process management can be used to establish the new processes sustainably in the company.

The module is partly taught in a blended learning format.

Learning outcomes:

Graduates acquire competences in the following categories and will be able to:

Knowledge and understanding

- outline the impact of digital transformation on the organisational structure;
- understand the challenges of data preparation;
- describe the concepts of process digitalization, process modelling and internal change management.

Uses, application and acquisition of knowledge

- create the basis for a company's own process analysis;
- apply the basis for implementing the steps in the transformation process;
- use basic functions of software tools for process modelling;
- apply simple methods to identify potential for improvement;

Communication and team work

- prepare (business) processes in a structured way, record them digitally and discuss them in a team with others – including non-experts;
- involve all stakeholders in the change management process;
- explain to other stakeholders the concepts of process digitalization and digital transformation in their company, allay any fears and (proactively) manage expectations.

Academic self-conception / professionalism

<ul style="list-style-type: none"> ▪ recognise their own position within the tasks of process management and act responsibly within the framework of the tasks of process management with its opportunities and risks; ▪ involve all stakeholders in the change management process that supports the process management process. 				
Teaching content: <ul style="list-style-type: none"> ▪ Impact of the digital transformation on the company organisation ▪ Capture business processes with digital tools ▪ Data evaluation and identification of approaches for process modelling and improvement ▪ Use and evaluation of tools for process digitalization ▪ Methods for digital business process modelling ▪ Digital process management: process analysis, controlling and implementation with change management ▪ Digital process optimisation with process simulation and process mining 				
Language of instruction:		German or English		
Participation requirements:		<i>not applicable</i>		
Preparation/Literature:		Current literature lists are handed out at the beginning of the semester.		
Further information:		Further learning materials on AULIS		
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Change and Process Management		4	Seminar	EP or PF

2.5 [DE 3.3] International Transformation Management

Module coordination	Prof Dr Christian Schuchardt		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 3 rd semester (part time) Mandatory module in 2 nd semester (full time)	Of which contact hours:	56 h
Duration and frequency:	2 x 5 days as a block seminar	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>Joint offer with the part-time programme Business Administration (MBA)</i>		

The module includes two one-week seminars spent abroad at a partner university of Hochschule Bremen, including seminar courses at the partner university, excursions with lectures in local companies, and workshops. The contents of the courses address typical topics of international management with a corresponding reference to the respective local economic, social, and cultural transformation context in the target country.

At the discretion of the local university partner, the content focus is placed on topics of transformation, strategic orientation in disruptive economic and social environments as well as digitalization issues and their influence on management decisions.

The application of academic business models to corporate cases in a specific international, culturally diverse context is practised through the collaborative development of solutions for visited companies in small groups (original cases),

The module consists of 2 courses

- Transformation Management International 1
- Transformation Management International 2

Learning outcomes:

Graduates acquire competences in the following categories and will be able to:

Knowledge and understanding

- understand the challenges of international management activities and know about some typical influences of cultural differences on relevant management fields;
- understand how to recognise and describe differences in the application of management methods in the respective national, cultural and international context;
- classify typical risks of international management decisions in transformation processes and evaluate their significance;
- can describe and interpret management decisions against the background of the respective cultural and economic situation of the target country.

Uses, application and acquisition of knowledge:

- apply, analyse and evaluate tasks and topics from different management areas in relation to the international context;
- classify management tasks differently in the context of a specific national or cultural transformation context and develop appropriate solutions.

Communication and team work:

- On the basis of the intercultural experience gained, students are able to communicate better in English with future business partners or subject representatives in an international context and to solve management tasks cooperatively in an international context.

Academic self-conception / professionalism:

- develop approaches to a reflected, culturally relativised self-conception in relation to their own cultural imprint (intercultural sensitivity), acquire knowledge of the economic and cultural background of the target

country and acquire intercultural competence through intercultural on-site experience. They can also reclassify the competences they have acquired so far against an intercultural background.				
Contents:				
<ul style="list-style-type: none"> ▪ Concepts from the field of international management ▪ Concepts from different management areas with reference to the international transformation context framing digitalization issues or the domestic context of the respective host country ▪ Concepts of intercultural management and intercultural competence 				
Language of instruction:	English			
Participation requirements:	<i>not applicable</i>			
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.			
Further information:	Further learning materials on AULIS			
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
International Transformation Management 1		2	Seminar	PR or PF 2 x ungraded coursework according to § 7 para. 8 ATMPO usually as a group presentation
International Transformation Management 2		2	Seminar	

3.1 [DE 4.2] Corporate Restructuring

Module coordination	Prof Dr Lydia Scholz		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 4 th semester (part time) Mandatory module in 3 rd semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in winter semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
Learning outcomes:			
Graduates acquire competences in the following categories and will be able to:			
Knowledge and understanding			
<ul style="list-style-type: none"> ▪ gain a structured overview of the indications and signs of situations that may require restructuring or transformation, as well as their accompanying circumstances; ▪ can outline economic and legal dangers and interpret the market situation; ▪ distinguish between the need for remediation, the merits of remediation and the ability to remediate; ▪ understand the crucial role of law in reorganisation and the operational and personnel reorganisation and transformation needs against the background of the Insolvency Act. 			
Uses, application and acquisition of knowledge			
<ul style="list-style-type: none"> ▪ apply the tools of hazard analysis and transfer legal and economic aspects to the concrete situation; ▪ make decisions about the extent to which legal problems can be solved without the involvement of professional legal help; ▪ analyse and evaluate banking, insolvency and labour law implications in the context of a transformation, restructuring or insolvency; ▪ plan and implement a remediation concept in a specific case, i.e., to assess remediation scenarios and select measures. 			
Communication and team work			
<ul style="list-style-type: none"> ▪ communicate with the banks, advisors, courts, shareholders and the board of directors involved at a high professional level; ▪ solve minor legal problems without the involvement of professional help and cooperate with courts, authorities, banks and other organisations. 			
Academic self-conception / professionalism			
<ul style="list-style-type: none"> ▪ develop an understanding of the content and depth of their own management competence in crisis and transformation situations; ▪ assess the scope of their own actions and liability from a company perspective. 			
Teaching content:			
<ul style="list-style-type: none"> ▪ Methods for analysing the need for, ability to and merit of restructuring ▪ Methods and instruments of financial and performance restructuring and transformation within and outside insolvency ▪ Preparation of restructuring concepts both before insolvency and in the context of insolvency plan proceedings ▪ Implementation and monitoring of restructuring concepts as well as transformation controlling ▪ Legal and tax framework of insolvency and restructuring 			

<ul style="list-style-type: none"> ▪ Labour law particularities in the insolvency of the company and consequences in transferred reorganisations ▪ Transfer of undertakings and validity of collective agreement and works agreement ▪ Establishment and management of employment and recovery companies 				
Language of instruction:	German or English			
Participation requirements:	<i>not applicable</i>			
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.			
Further information:	Further learning materials on AULIS			
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Corporate restructuring		4	Seminar	EP, HA, EP or PF

3.2 [DE 4.3] Transformation Project with Individual Focus

Module coordination	Prof Dr Vera de Hesselle		
ECTS credits:	6 ECTS	Total student workload	180
Type of module in this degree programme:	Mandatory module in 4 th semester (part time) Mandatory module in 3 rd semester (full time)	Of which contact hours:	56 h
Duration and frequency:	14 dates at least once a year in winter semester	Of which independent study:	124 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
<p>Content of the module comprises the creation of an own transformation project with reference to the curricular contents of the Master's programme.</p> <p>Learning outcomes:</p> <p>Graduates acquire competences in the following categories and will be able to:</p> <p>Knowledge and understanding</p> <ul style="list-style-type: none"> ▪ gain an in-depth overview of company-related transformation needs dealt with in the previous modules; ▪ outline an own management project with research question and approach; ▪ establish and adhere to a research project plan. <p>Uses, application and acquisition of knowledge</p> <ul style="list-style-type: none"> ▪ transfer the practical business problem into a theoretical research question; ▪ apply all the knowledge acquired in the programme to research and solve the problem; ▪ deepen knowledge in their own special area of interest from the canon of the compulsory curriculum. <p>Communication and team work</p> <ul style="list-style-type: none"> ▪ present and defend their project outline; ▪ give helpful feedback on fellow students' projects and compare and present their own projects structurally with those of others; ▪ cooperate in project groups. <p>Academic self-conception / professionalism</p> <ul style="list-style-type: none"> ▪ develop an understanding of the content and depth of their own corporate transformation competence in a selected field; ▪ assess the scope of their own actions from a company perspective. 			
Teaching content:			
<ul style="list-style-type: none"> ▪ Methods for identifying and analysing corporate transformation opportunities related to an individual focus (e.g., internationalisation, digitalization, transformation, sustainability, data protection, supply chain, etc.) ▪ Methods and instruments to transform the operational challenge into a research and project issue ▪ Preparation of project outlines depending on the individual focus ▪ Supervision of project implementation incl. time management ▪ Preparation and implementation of structured feedback 			
Language of instruction:	German or English		
Participation requirements:	<i>not applicable</i>		
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester.		
Further information:	Further learning materials on AULIS		

Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Transformation Project with Individual Focus		4	Seminar	HA, EP or PF

3.3 [DE 5] Master's Thesis

Module coordination	Supervising lecturer		
ECTS credits:	18 ECTS	Total student workload	540 h
Type of module in this degree programme:	Mandatory module in 5 th semester (part time) Mandatory module in 5 th semester (full time)	Of which contact hours:	56 h
Duration and frequency:	2 in winter and summer semester	Of which independent study:	484 h
Type of module in other degree programmes or offers of further education:	<i>not applicable</i>		
Learning outcomes:			
Graduates acquire competences in the following categories and will be able to:			
Knowledge and understanding			
<ul style="list-style-type: none"> ▪ explain current and practice-relevant scientific research methods and classify them with regard to their possible applications; ▪ justify the choice of research method used in the Master's thesis and be able to interpret the results obtained. 			
Uses, application and acquisition of knowledge			
<ul style="list-style-type: none"> ▪ reflect on current economic and social discussions and problems with the help of relevant research literature in order to derive appropriate research questions; ▪ present and analyse relevant theoretical approaches and concepts for a given task/question and concretise them in a critically reflected theoretical frame of reference; ▪ comprehensively analyse and answer research questions in a delimited period of time using appropriate methods in a scientific manner; ▪ question and evaluate research results, work out scientific and practical implications, and propose possible solutions. 			
Communication and team work			
<ul style="list-style-type: none"> ▪ exchange information with experts and non-experts about the results of their own research work and present them in a way that is appropriate for the target group. 			
Academic self-conception / professionalism			
<ul style="list-style-type: none"> ▪ assess and classify the significance of current research work for progress in science and practice and for solving current problems. 			
Teaching content:			
<ul style="list-style-type: none"> ▪ The Master's thesis is written in a discipline related to the degree programme and chosen by the student. ▪ By writing the Master's thesis, the student should show that he/she is able to work independently on a problem in a scientific and professional manner within a given period of 13.5 weeks. ▪ On the basis of a given question or a question agreed upon with the supervising lecturer, the student should structure the topic in a meaningful way and work on it scientifically. In addition to independent study, this is also done with the help of counselling interviews with the supervising lecturer and a Master's thesis seminar, in which the students receive instructions for further deepening the scientific method they have chosen, as well as reporting on and discussing the status of their work. ▪ Independent, structured and competent scientific processing of own task areas and topics – as a direct professional qualification. 			
Language of instruction:	German		

Participation requirements:	The application for approval of the topic of the Master's thesis can only be granted if at least 60 ECTS have been achieved beforehand (§ 3 Para. 2 MPO subject-specific part MDT).			
Preparation/Literature:	Current literature lists are handed out at the beginning of the semester. Furthermore, one of the learning objectives of the Master's Thesis is that students independently research and evaluate the current literature.			
Further information:	<i>not applicable</i>			
Related courses				
Title of the course		SCH	Teaching and learning formats	Forms, scope and duration of examinations
Master's Thesis		4	Seminar	Master Thesis (MT) and Colloquium

Appendix:

In accordance with the recommendations for the implementation of the competency-based professional qualification framework for degree programmes in economics (nexus January 2018) and the qualification framework for German higher education qualifications (Qualifikationsrahmen für deutsche Hochschulabschlüsse) last amended on 16.2.2017 as well as the strategic principles of degree programme development at Hochschule Bremen last amended on 25.05.2022, the degree programme pursues the following general qualification objectives:

Graduates have in-depth subject and methodological competences in the field of economics in order to be able to take on management tasks in a national and international context, in addition to and beyond the competences they have acquired in their initial academic bachelor's degree and following years of professional experience.

With the completion of the Master's programme, students have acquired social, intercultural and intrapersonal competences beyond the pure subject content through intensive cooperation and team work with participants and lecturers. They are thus qualified to work cross-functionally in national and international companies and to behave confidently in negotiation situations in terms of professionalism and communication.

Based on the qualification goal of the overall programme, the programme is subdivided into different aspects in the modules, further concretised and focussed. The different categories of knowledge and understanding, use, application and acquisition of knowledge, communication and team work as well as self-conception and professionalism are taught in all modules, but with different emphases, which in turn results in the competence-oriented examination of the respective module.

Knowledge and understanding

Knowledge broadening:

Graduates have

- demonstrated knowledge and understanding, building on the bachelor's level and
- significantly deepen or expand this.
- They are able to define and interpret specificities, boundaries, terminologies, and schools of thought associated with their field of study.

Deepening knowledge:

The knowledge and understanding of graduates

- forms the basis for the development and/or application of independent ideas,
- either in an application-oriented or research-oriented form.
- They have a broad, detailed and critical understanding at the cutting edge of knowledge in one or more specialist areas.

Knowledge understanding:

Graduates

- weigh different justified statements with the inclusion of scientific and methodological considerations against each other and

- can solve practical and scientific problems with the help of such considerations.

Uses, application and acquisition of knowledge

Graduates are able to apply their knowledge, comprehension and problem-solving skills to new and unfamiliar situations that have a broader or multidisciplinary connection to their field of study.

Use and transfer:

Graduates

- integrate existing and new knowledge in complex contexts even on the basis of limited information;
- make scientifically sound decisions and critically reflect on possible consequences;
- acquire new knowledge and skills independently;
- carry out application-oriented projects largely self-directed or autonomously.

Scientific innovation:

Graduates:

- design research questions;
- choose concrete ways of operationalising research and can justify them;
- select research methods and can justify this selection;
- explain research results and interpret them critically.

Communication and team work

Graduates

- exchange ideas with representatives of different academic and non-academic fields of action on alternative, theoretically justifiable solutions to problems in a factual and subject-related manner;
- involve participants in tasks in a goal-oriented way, taking into account the respective group situation;
- recognise conflict potentials in cooperation with others and reflect on them against the background of cross-situational conditions. They ensure the implementation of situation-appropriate solution processes through constructive, conceptual action.

Academic self-conception / professionalism

Graduates

- develop a professional self-conception that is oriented towards goals and standards of professional action both in science and in professional fields outside science;
- justify their own professional actions with theoretical and methodological knowledge and reflect on them with regard to alternative designs;
- assess their own abilities, use relevant creative and decision-making freedom autonomously and develop these further under guidance;
- identify the framework conditions of professional action appropriate to the situation and across situations and reflect on decisions responsibly and ethically;
- critically reflect on their professional actions in relation to social expectations and consequences and further develop their professional actions.

Building on these characteristics of the HQF, further more specific goals can be distinguished, which are reflected in the individual modules and the associated examinations. The aforementioned 18 dimensions therefore appear in varying degrees of intensity so that overall, across all modules the qualification goal of the Master's degree is achieved.

Graduates are able to

1. draw on in-depth knowledge in the essential fields of business administration and economics in theory and practice. They therefore have a distinct understanding of the operational functions, also in internationally active companies, and can classify and design the operational, economic, and management-related processes as well as their interactions in the respective environment. They can independently further develop corresponding models (economic knowledge and deepening of knowledge),
2. draw on a deepened understanding of the economic, political, social, and legal framework conditions of companies (understanding the economic environment and broadening knowledge),
3. draw on in-depth knowledge of selected integration subjects that combine economic, technical, and social aspects and processes as cross-sectional functions. They have in-depth knowledge of coordination, communication, methodology, and leadership (integrative knowledge),
4. draw on acquired knowledge in the field of application-oriented empirical research and are familiar with independent scientific working methods as well as selected methods of inductive and deductive modelling (knowledge of the theory of science, deepening of knowledge).
5. systematically record, analyse, and evaluate operational processes and also use them for new fields of application (utilisation and transfer, scientific innovation),
6. collect, interpret and critically reflect on relevant secondary and primary data in a business context according to scientific methods (use and transfer, scientific innovation),
7. independently design and develop adequate business management systems and define framework conditions for implementation (utilisation and transfer, scientific innovation),
8. conduct in-depth literature research and other scientific research methods, and use current research results for their work (utilisation and transfer, scientific innovation).
9. make rational and ethical decisions in a complex environment with partly new and/or unknown influencing variables as well as think critically to find innovative and effective solutions to interdisciplinary, qualitative, and quantitative problems (critical thinking, communication),
10. think abstractly, analytically, beyond the individual case and in a networked manner and have the ability to familiarise themselves quickly, methodically, and systematically with new and unknown things (networked thinking, cooperation),
11. articulate themselves logically and convincingly in oral and written form and communicate about the contents and problems of the respective discipline both with professional colleagues and with a broader public (communication, presentation),
12. work effectively with other people in different situations in a constructive way across disciplines and take on leadership tasks in interdisciplinary and intercultural teams and organisations (leadership competence),
13. perceive complex tasks in a business context and solve them in an interdisciplinary, holistic, innovative, and methodical manner (interdisciplinary and innovative problem-solving and action competence),
14. apply and further develop scientific methods and new results of economics to practical tasks, taking into account economic, ecological and social requirements (transfer competence),

15. work both individually and as a member of a group, organise, implement, and manage projects effectively (project management competence),
16. integrate themselves directly into the professional environment through sufficient practical relevance of their studies and cooperate with partners at different levels, shape social relationships and assume social responsibility (assumption of responsibility),
17. apply and promote management techniques also in an international and intercultural environment (intercultural competence),
18. monitor the latest developments in science and research through independent learning (lifelong learning).

Tableau of module-related focal points of the qualification objectives pursued by the Master's degree programme Management – Digitalization and Transformation - MDT (M.A.) [-> DE- Modul Code]

Qualification goals in the MDT degree programme: ✓ = very strong focus in light of the qualification goal ✓ = less focus in the light of the qualification goal					Module												
					1.1.1 Business model development and innovation in digital competition	1.1.2 Digital sales and marketing strategies	1.1.3 Data Science and Methods	2.1 Business Information Management and Taxes	2.2 Transformation in human resource management	2.3 Corporate finance and investment in the transformation process	3.1 Cyber risks and data protection	3.2 Supply chain management and digital transformation	3.3 Transformation Management International	4.1 Change and process management	4.2 Corporate restructuring	4.3 Transformation project with individual focus	
Focal points competence dimensions HQR	A. Knowledge and understanding	B. Use, application and acquisition of knowledge	C. Communication and cooperation	D. Scientific self-conception and professionalism													
special qualification goals					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1. Knowledge of economics	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Understanding the economic environment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Integrative knowledge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4. Knowledge of the philosophy of science	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. Analytical skills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6. Information skills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7. Conceptual skills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8. Research skills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9. Critical thinking	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10. Networked thinking	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11. Communication	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
12. Leadership and Strategic Competence	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
13. Problem-solving and action competence	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14. Transfer competence	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15. Project management competence	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16. Acceptance of responsibility	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17. Intercultural competence	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
18. Lifelong learning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Forms of examination (alternative in each case)					PR, KL, EP, PF	HA, KL EP, PF	EP PF	HA, MP EP, PF	CL, R, HA EP, PF	EP, HA, EP, PF	KL, EP PF	KL, EP PF	PR, EP, PF	EP,PF	EP, HA PF	HA, EP, PF	