




CURRICULUM HANDBOOK MASTER DEGREE PROGRAMME MANAGEMENT

Version 1, Curriculum 1

Part-time

Valid as of academic year 2018/19, based on the accredited master programme "Management" (pursuant to the resolution of AQ Austria (Agency for Quality Assurance and Accreditation Austria) of 27.09.2012, GZ: FH12020099) Curriculum version 4 of 04.09.2012



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1 Introduction

This handbook outlines the curriculum for the Management part-time master degree programme, applicable as of the winter semester 2018/19 at the Thuongmai University in Hanoi, Vietnam.

The skills profile is based on the qualifications framework for the European Higher Education Area, which originated from the Dublin descriptors. The learning outcomes in the various fields of competence and courses reflect Bloom's Taxonomy for Cognitive Thinking.

The main components of the curriculum are:

- Management and Leadership
- Sustainable Company Development
- Management Control
- Controlling
- Human Resources
- Applied Research

The IMC Krems University of Applied Sciences Study and Examination Regulations as amended are applicable. For lecture-based courses, assessment takes the form of a final examination, while a minimum of two and maximum of three assessments are held for integrated courses (see the Study and Examination Regulations as amended). The syllabus provides students with information on the methods of assessment, the proportion of the final grade made up by each assessment, and the procedure for resit examinations.

This handbook is supplemented by the IMC Krems University of Applied Sciences Academic Quality Assurance Guidelines as amended. It should be noted that assessments are designed to evaluate achievement of the specified learning outcomes, meaning that a wide variety of assessment methods may be used in addition to conventional written examinations.

2 Overview

Title of degree programme	Management
Organisation format	part-time
Duration of studies	4 semesters
Number of study places	at least 20
Academic degree	Master of Arts in Business (MA)
Programme director	Mag. Dr. Christian Kümmel
Person in charge on site	Dr. Nguyen Thi Bich Loan

3 Programme Profile

Master programme Management: skills profile

The skills profile for graduates of the master programme *Management* is equivalent to level 2 of the EHEA qualifications framework and the knowledge and skills profile for level 7 of the EQF-LLL, covering knowledge and understanding, applying knowledge and understanding, integrating both of these areas to solve problems in new contexts or in the absence of full information, reflecting on personal actions from a social and ethical perspective, communication skills and self-directed learning. The profile also maps onto **Bloom’s taxonomy of cognitive learning objectives**. The qualifications to be achieved in the degree programme and the skills profile for graduates are described below in the *programme profile prepared in accordance with the ECTS Users’ Guide 2015*.

Programme profile in accordance with the ECTS Users’ Guide as amended (June 2015)¹

Title of degree programme	Management
Duration	Four semesters (120 ECTS)
Academic degree	Master of Arts in Business (MA)
Institution	IMC University of Applied Sciences Krems Thuongmai University Hanoi, Vietnam
Format	Part-time
Reference period	Starting winter semester 2018/19
Level of qualification	QF-EHEA 2nd cycle, EQF-LLL level 7, NQR level 7, ISCED (2013) level 7

Programme profile

The master programme aims to provide students with knowledge and methodical skills required for the professional execution of management tasks in national and international contexts. The Management master programme prepares graduates for corporate management, organizational control, sustainable business development, and personnel management in routine as well as critical situations. As a result, students are in a position

¹ European Union (2015), ECTS Users’ Guide; http://ec.europa.eu/education/library/publications/2015/ects-users-guide_en.pdf (accessed on December 6, 2017, 11:10am)

to assume strategic and operational responsibilities in public and private organisations in their home country or abroad.

After completing the master programme, students are entitled to enrol in a PhD degree programme.

Key learning outcomes and graduate profile

The graduate skills profile for the master programme *Management* is based on the Framework for Qualifications of the European Higher Education Area, which is founded on the five dimensions of the Dublin descriptors – knowledge and understanding, application of knowledge and understanding, making judgements, communication and learning skills² – and corresponds with³ level 7 of the European Qualifications Framework (EQF)⁴.

The Dublin descriptors are geared towards the achievement of learning outcomes in relation to professional, methods-based **and social skills. For this reason, Bloom's** taxonomy for cognitive competences is used to describe the learning outcomes associated with these skills. The three levels – knowledge and understanding (Dublin descriptor of the same name), application (Dublin descriptor: application of knowledge and understanding), and analysis, synthesis and evaluation (Dublin descriptors: making judgements and communication) – form a direct link to the descriptors and to the skills and abilities that master programme graduates are expected to develop.

Based on the aforementioned programme objectives and the skills to be developed, after completing their degree graduates can be expected to have detailed knowledge of Management and Leadership, Sustainable Management, Corporate Management, Research, Controlling and Human Resources.

Graduates of the Management master programme are able to identify problems in multidisciplinary contexts and to develop solutions independently based on their ability to develop and assess new information and to utilize the results for planning, implementation and control of business processes by applying professional know-how.

Graduates are expected to have sound, theory-based knowledge of the core subjects, and to be able to use this know-how to select appropriate methods for dealing with professional

²See <http://www.eucen.eu/EQFpro/GeneralDocs/FilesFeb09/STATEofPLAY.pdf> , accessed on December 6, 2017, 10:15am

³See https://ec.europa.eu/ploteus/sites/eac-egf/files/brochexp_en.pdf, accessed on December 6, 2017, 10:30am

⁴See European Qualifications Frameworks – National Qualifications Frameworks: Annex 1: <http://www.eucen.eu/EQFpro/GeneralDocs/FilesFeb09/STATEofPLAY.pdf>, accessed on December 6, 2017, 10:40am

tasks. They are able to manage companies and organisations based on evaluations of relevant control parameters and development of appropriate measures.

After completing the programme, students are able to take on responsibilities in specific areas of management, including financial management, controlling, performance management, human resources management, risk management, and communication management.

Graduates are also able to develop and implement strategies and operational measures of sustainable management and sustainable company development with a strong focus on economic sustainability. In this respect, graduates are able to utilize state of the art-methods in cost analysis and analysis of financial statements, designing of indicator systems, assessing financial corporate risks, and developing sustainable business strategies.

Graduates are able to select and apply appropriate scientific methods and methods of business intelligence. They are able to carry out independent research on professional issues with the help of scientific literature and methods, as well as drawing conclusions and justifying their findings.

Occupational profile

Graduates have the qualifications required to take over responsibilities and functions in strategic and operational management in various sectors including production, insurance, financial services, banking and retail and with the public sector or international organisations.

Key features

The programme is a part-time degree with courses taught entirely in English. In semester 4, students are required to write a Master thesis, as specified in the University of Applied Sciences Studies Act as amended. The programme concludes with a final oral committee examination.

4 The Dublin Descriptors and Bloom´s Taxonomy

4.1 The Dublin Descriptors

The Dublin Descriptors outline the interdisciplinary competencies that students are expected to acquire in the course of a bachelor or master degree programme. As part of the Bologna process it was agreed that the qualification and competences to be obtained should be geared towards employability, in conjunction with an academic, research-oriented component. As a result, degree programmes must not be seen purely as vocational training. The focus is on preparing students for professional life and a wide variety of occupations, as well as laying the foundations for further study and research. **In any case, higher education programmes should prepare students for “a globally interlinked and connected labour market” and enable them to contribute as active citizens to the further development of society⁵.**

4.2 Bloom´s Taxonomy for cognitive thinking

Bloom´s taxonomy is widely used to formulate learning outcomes as it provides a ready-made structure and a list of verbs related to the various levels of competence. When talking about education, Bloom always urged teachers and assessors to bear in mind that learning is a process, and that the aim should steer the students’ thought processes towards the higher levels of synthesis and evaluation.

In the descriptions of competence fields, the various learning outcomes are allocated to particular levels of competence using a numerical system ranging from 1 to 5 (see table below).

This allocation is mainly designed to support the preparation of assessments, laying the groundwork for the achievement of defined learning outcomes and of the desired skills profile.

⁵ Skills Agenda for Europe, 2016

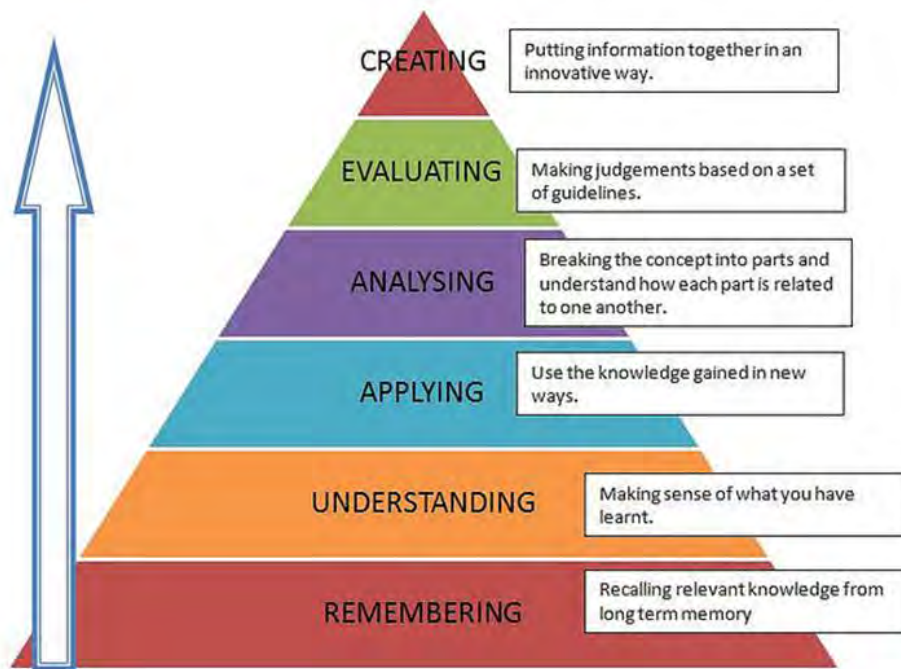


Figure 1: Bloom´s taxonomy adapted to the new skills (2017)

Coherence between cognitive skills and learning methods

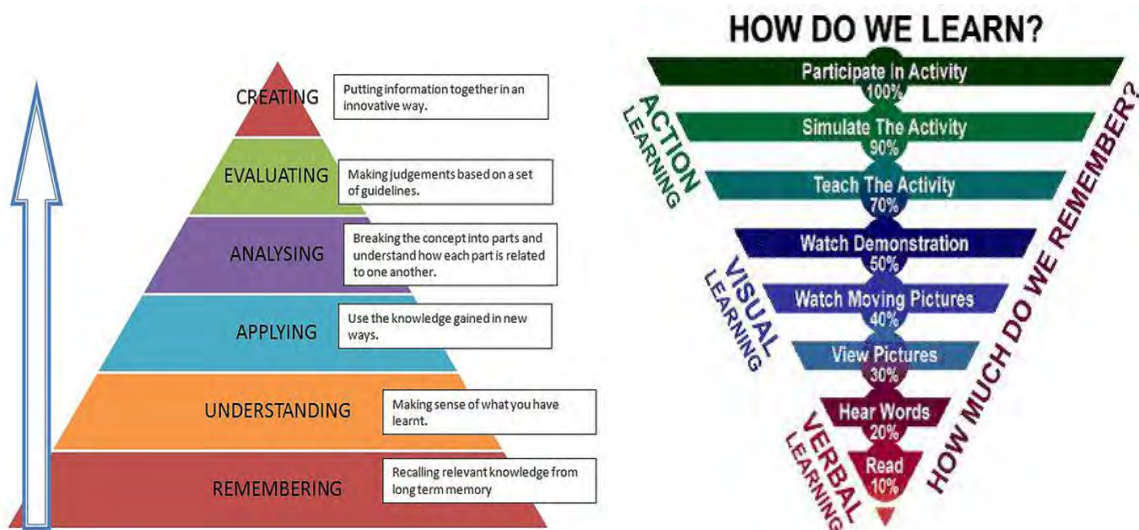


Figure 2: Bloom´s taxonomy vs. the NTL´s learning pyramid

Cognitive competence acquisition and learning and teaching methods are directly interlinked as the two pictures show. This implies that teaching and teaching methods as well as assessment tools and methods must be coherent to the intended learning outcomes of a course, a module and the programme.

1	2	3	4	5
Knowledge and comprehension	Application and comprehension	Analysis and judgements	Analysis, Evaluation and Creation	Communication and Learning skills
<p>Graduates have demonstrated knowledge and understanding that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context.</p> <p>Knowledge</p> <p>The ability to recall or repeat facts, without necessarily understanding them</p> <p>Comprehension</p> <p>The ability to understand and interpret learned materials</p>	<p>Graduates demonstrate problem-solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts.</p> <p>Application</p> <p>The ability to use acquired knowledge in new situations, e.g. applying ideas and concepts in order to solve problems, and justifying such ideas and concepts</p>	<p>The ability to apply theories and methods and break down information into its component parts, e.g. in order to identify relationships, distinctions and inferences</p> <p>Forming judgements</p> <p>Graduates can collect and interpret relevant data</p> <p>Graduates demonstrate the ability to integrate knowledge, deal with complexity and formulate hypotheses on the basis of incomplete or limited information</p>	<p>Evaluation</p> <p>Graduates demonstrate the ability to assess theories or situations in order to find solutions or analyse a specific topic</p> <p>Creation</p> <p>The ability to use analysis in order to apply acquired knowledge to new and unfamiliar situations and devise novel solutions</p>	<p>Communication</p> <p>Graduates can explain conclusions and underlying knowledge and principles to experts and non-specialists.</p> <p>Learning skills</p> <p>Graduates have developed learning strategies that allow them to continue to study in a largely self-directed or autonomous manner</p>

Table 1: Combination of the Dublin descriptors and Bloom's taxonomy; own diagram

5 Assessment

5.1 Forms of Assessment

In line with the Dublin descriptors and Bloom's taxonomy, the following possible forms of assessment may be used for the different levels of competence:

Knowledge and comprehension

The ability to understand, explain and interpret learned materials.

- Written/oral examination with open questions, comments or, where appropriate, multiple choice questions
- Analysis and/or interpretation of a model, certain criteria, as well as theories and their main characteristics
- Comments on a situation based on **the student's knowledge**
- Putting theories into practice using examples

Application

The ability to use acquired knowledge in new situations, e.g. applying ideas and concepts in order to solve problems, and justifying such ideas and concepts.

- Project paper (e.g. working in groups) and presentation of findings
- Written paper in answer to a set question
- Interpretation and application of a theory or concept in response to a set question
- Written/oral examination with open questions, case studies, preparing brief concepts on the basis of theories and models, etc.
- Report on a specific work or learning situation
- Preparing information for a specific target group, reports

Analysis, forming judgements, and creation

The ability to apply theories and methods and break down information into its component parts, e.g. in order to identify relationships, make distinctions and interpret data and situations.

- Written work (outlining solutions to problems using acquired knowledge, comparing two theories or approaches, analysing or refining a theory, or analysing practical significance) based on a set case study, either in the form of a take-home or a formal examination

- Discussion of a case study in the form of an oral examination (outlining solutions to problems using acquired knowledge, comparing two theories or approaches, analysing or refining a theory, or analysing practical significance)
- Discussion of an academic article (face-to-face or in groups), evaluation of the article and presentation of findings
- Preparing a business plan or project plan
- Preparing a communications plan or preventive action plan

Communication

The ability to explain conclusions and underlying knowledge and principles to experts and non-professionals.

- Oral examinations and interviews
- Presentation using various media, and aimed at various target groups
- Prepare messages and reports tailored to specific target groups and situations

Learning

The ability to carry out research, perform studies and answer questions independently on the basis of acquired learning strategies.

- Introductory seminar and seminar paper
- Work on a complex case study, either in the form of a take-home or a formal examination
- Work on an academic or practical question, either in the form of a take-home or a formal examination

6 Completing the Degree Programme

The master degree programme *Management* concludes with an oral committee examination. Students wishing to take the committee examination must receive a positive grade for their master thesis as well as in all courses.

The regulations for writing a master thesis and detailed information on the master examination can be found in the *Guidelines for Master Thesis and Master Exam* as amended.

7 Curriculum

The table below shows the allocation of modules and courses to the various core subjects.

1st semester					
CNR	CSE	CES-Type	CH	CS	ECTS
Concepts of Sustainable Management					
1	Management in Global Contexts	L	2	MGC	4
2	Concepts of Sustainable Management	L	2	CSM	3
3	International Management Issues	L	1	IMI	3
Performance Management I					
4	Cost Management	IL	2	CM	4
5	National and International Financial Accounting	IL	2	NIFA	5
Applied Research I					
6	Qualitative und Quantitative Research Methods	SE	3	QQRM	5
Strategic Human Resources Management					
7	Strategic Human Resources Management	IL	2	SHRM	4
8	International Human Resources Issues	L	1	IHRI	2
HWS			15		30
TCH			210		

2nd semester					
CNR	CSE	CES-Type	CH	CS	ECTS
Performance Management II					
9	Value-based and Strategic Controlling and Reporting	L	2	VSCR	4
10	Financial Management	IL	2	FM	5
Controlling					
11	Functional Controlling and Investment Controlling	IL	2	FCIC	3
12	Budgeting and Liquidity Management	L	1	BLM	3
13	Risk Management	L	2	RM	3
14	International Financial Issues	L	1	IFI	3
Operative Human Resources Management					
15	Operational Human Resources Management	IL	2	OHRM	4
16	Human Resource Marketing and Controlling	IL	2	HRMC	5
HWS			14		30
TCH			196		

3rd semester					
CNR	CSE	CES-Type	CH	CS	ECTS
Sustainable Company Development I					
17	Strategy Development and Implementation	IL	2	SDI	4
18	Diversity Management	IL	1	DM	3
19	Stakeholder Management	L	2	SM	2
Sustainable Company Development II					
20	Innovation Management	IL	2	IM	4
21	The Project-oriented Enterprise	IL	1	POE	3
Applied Research II					
22	Applied Research Seminar	SE	2	ARS	2
Business Case					
23	Business Workshop	WK	2	BW	2
Master Thesis					
24	Master Thesis			MATH	10
HWS			12		30
TCH			168		

4th semester					
CNR	CSE	CES-Type	CH	CS	ECTS
Leadership					
25	Management and Corporate Communication	L	2	MCC	3
26	Management in Crisis Situations and Crisis Management	IL	2	MCSM	3
Business Analysis					
27	Financial Statement Analysis and Accounting Policy	IL	2	FSAA	4
28	Due Diligence	IL	2	DD	3
29	Business Intelligence	L	1	BI	2
Master Thesis					
30	Master Thesis			MATH	12
31	Master Examination			ME	3
HWS			11		30
TCH			154		

Table 2: Curriculum Matrix Management

Abbreviations

L: Lecture

IL: Integrated Lecture

SE: Seminar

WK: Workshop

ECTS: Specifies the workload for a particular course, which comprises contact hours and self study time including examination preparation; 1 ECTS credit is equivalent to 25 hours of work; the workload for a particular course should be taken into consideration when planning the course and the related assessments.

CNR: Course Number

CS: Core Subject

CSE: Course

CH: Contact hours

HWS: Hours/week of semester (the total number of contact hours for each subject is calculated by multiplying the number of HWS by the number of weeks in the semester, i.e. 14)

TCH: Total Number of Contact Hours per Semester

Initial intake: 20-40 students

8 Degree Programme Overview

Core and competence areas of the degree programme

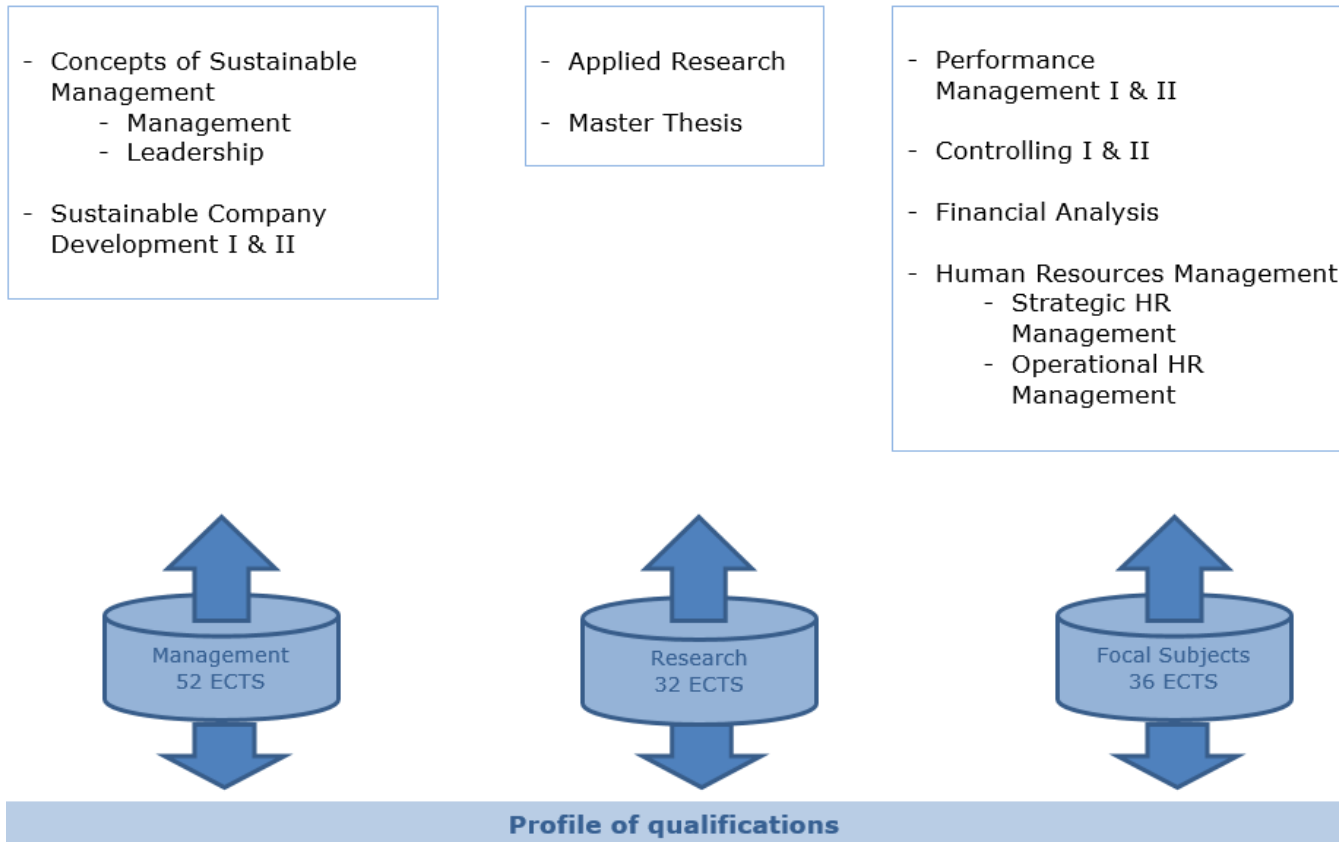


Figure 3: Degree Programme Overview

9 Core Subject Descriptions

Description of core subjects and key skills and allocated courses

Core subject: Management	52 ECTS
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9.1 Competence Area - Management and Leadership

Module number:	Module title:	Workload:
COSM	Concepts of Sustainable Management	10 ECTS
Held in	Semester 1	
Core subject	Management and Leadership	
Prerequisites	None	
Learning outcomes	Upon completion of this module, students are able to: <ul style="list-style-type: none"> • critically reflect on and compare management concepts • analyse the complex challenges associated with management in a global environment • recognise the significance of management responsibilities in view of global challenges • define and evaluate the relationships that drive the creation of added value globally • evaluate and explain alternative models of business collaboration arising from global networks of business partners • apply concepts and models of corporate social responsibility • identify and define the challenges which can be overcome by means of sustainable management • present arguments in favour of adopting sustainable management approaches as a means of meeting a company's social responsibilities, and develop suitable proposals • critically discuss current developments and trends in management 	
Course title	Management in Global Contexts	
Workload	2 HWS, 4 ECTS	
Held in	Semester 1	
Course type	Lecture (L)	
Examination format	Final examination (see Examination Regulations)	

Course contents	Globalisation of markets and trade, reasons for and goals of international expansion and globalisation, international contractual relationships, corporate strategies for international expansion, cross-cultural management, cross-cultural communications and negotiations, communication and management techniques in international environments, cultural influences, cultural analysis
Learning outcomes	Upon completion of this course, students are able to: <ul style="list-style-type: none"> • identify and understand overall global economic relationships, and define and evaluate the relationships that drive creation of added value globally • describe, compare and critically reflect on management processes, functions and tasks • analyse and categorise the complex demands placed on management in a global context • explain, analyse and evaluate alternative internal models of work and collaboration arising from cross-cultural ties between business partners
Course title	Concepts of Sustainable Management
Workload	2 HWS, 3 ECTS
Held in	Semester 1
Course type	Lecture (L)
Examination format	Final examination (see Examination Regulations)
Course contents	<ul style="list-style-type: none"> • Analysis and comparison of concepts of sustainable management • Corporate social responsibility and corporate strategy • Interpreting strategy and corporate social responsibility • Corporate citizenship • Opportunities and threats for sustainable businesses • Corporate vision and sustainability • Strict sustainability criteria and reality • Development and definition of sustainability • Sustainable resource management • Sustainability tools, the role of sustainability in corporate philosophies, visions and mission statements • Sustainability reporting and internal communications • Sustainability in a company's functional departments
Learning outcomes	Upon completion of this course, students are able to: <ul style="list-style-type: none"> • apply concepts and models of corporate social responsibility • define the challenges which can be overcome by means of sustainable management • explain the reasons for adopting sustainable management approaches as a means of meeting a company's social responsibilities, and develop suitable proposals

Course title	International Management Issues
Workload	1 HWS, 3 ECTS
Held in	Semester 1
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	Analysis and discussion of topical international management issues, analysis of international markets, drafting recommendations for international companies
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • talk about key management topics in English • analyse and discuss international markets • draw up recommendations for international companies based on their analysis

Module number:	Module title:	Workload:
BUCA	Business Case	2 ECTS
Held in	Semester 3	
Core subject	Management and Leadership	
Prerequisites	Concepts of Sustainable Management, Management, Performance Management	
Learning outcomes	Upon completion of this course, students are able to analyse a complex business case using the knowledge and skills they have acquired, and develop solutions suited to the business in question	
Course title	Business workshop	
Workload	2 HWS, 2 ECTS	
Held in	Semester 3	
Course type	Workshop (WK)	
Examination format	Case study	
Course contents	Analysis of a real-life case either in the form of a business simulation (e.g. Capstone) or a company project	
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • understand a company's prospects and the factors that determine the success or failure of business projects using research and analysis of case studies • gain practical experience in planning a business project 	

	<ul style="list-style-type: none"> • develop an understanding of the strategic framework required to put theories into practice • understand and apply business terminology • identify and analyse functions in a company and the relationships between them • enhance their analytical, forecasting and decision-making abilities • view organisations as open systems comprising related and dependent functions • improve their interpersonal skills by means of teamwork in an environment similar to that in an organisation 	
Module number:	Module title:	Workload:
LSHP	Leadership	6 ECTS
Degree programme	Management master programme	
Held in	Semester 4	
Core subject	Management and Leadership	
Prerequisites	Strategic HR Management, Concepts of Sustainable Management	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • evaluate leadership concepts and models, and apply them in day-to-day, change management and crisis situations • recognise managers' potential for development and propose measures designed to achieve specific targets • appraise, implement and enhance internal communications structures in day-to-day and crisis situations • define crisis management responsibilities within a company • evaluate early warning signals at various stages of a crisis • analyse the development of crises, and design and implement appropriate countermeasures 	
Course title	Management and Corporate Communications	
Workload	2 HWS, 4 ECTS	
Held in	Semester 4	
Course type	Lecture (L)	
Examination format	Final examination (see Examination Regulations)	
Course contents	<p>Leadership concepts, situational leadership, management concepts, leadership during change processes, influences and stakeholders, change management concepts, tools and methods; opportunity and risk-based leadership; change communications, aligning corporate communications and leadership, corporate information management, the role of communication in leadership</p>	

Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • evaluate leadership concepts and models • reflect on the basic principles of self-management, and explain the relationship between coaching and leadership • outline the key features of leadership and draw up leadership policies aimed at achieving specific targets • design management development programmes and propose measures designed to achieve specific targets • analyse their personal communication abilities and adapt their behaviour as required
Course title	Management in Crisis Situations and Crisis Management
Workload	2 HWS, 3 ECTS
Held in	Semester 4
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	Socio-psychological factors in crisis situations, dealing with stress and trauma, problem solving in crisis situations, creativity in crisis situations, types of corporate crisis, early warning systems for crises, recognising crises, crisis communications, possible responses in crisis situations, crisis management measures
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • define crisis management responsibilities within a company • evaluate early warning signals at various stages of a crisis • analyse the development of crises, and design and implement appropriate countermeasures

Recommended literature for the core area Management and Leadership:

Current editions of the following books:

Robbins, S. & Coulter, M.: Management; Pearson

Werther, W.B. & Chandler, D.: Strategic Corporate Social Responsibility - Stakeholder in a Global Environment; Sage Publications

Wheelen / Hunger / Hoffman & Bamford.: Strategic Management and Business Policy: Globalization, Innovation and Sustainability

Capstone® Business Simulation (login at www.capsim.com)

Capstone® Student Guide (available for download)

Kraus, G. / Becker-Kolle, Ch. & Fischer, T.: Change Management. Cornelsen

Scharmer, O. & Kaufer, K.: Leading from the Emerging Future

Mitroff, I.: Crisis Leadership - Planning for the Unthinkable. John Wiley & Son

9.2 Competence Area - Sustainable Company Development

Module number:	Module title:	Workload:
SCDI	Sustainable Company Development I	9 ECTS
Held in	Semester 3	
Core subject	Sustainable Organisational Development	
Prerequisites	None	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • outline the significance of strategic management, and explain the factors which influence the development of a sustainable business strategy • evaluate various strategic management models • design a strategy and structure it accordingly • apply strategic management tools in order to achieve targets • design the various stages of a comprehensive strategy-making process • evaluate various options for implementing strategies • identify a company's stakeholder groups and analyse their requirements • identify tools and procedures for structuring communications with future stakeholders • take account of stakeholder interests in the strategy-making process • assess and implement measures to deal with conflicting stakeholder interests • identify tools and procedures for establishing long-term relationships with future stakeholders 	
Course title	Strategy Development and Implementation	
Workload	2 HWS, 4 ECTS	
Held in	Semester 3	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	
Course contents	Strategic management concepts, strategic management in a business context, corporate cultures, corporate policies and operational levels in relation to strategic management, analysing the strategic status quo, positioning strategic business units, selecting strategies for the development of competencies within a business, creating long-term competitive advantages, measuring strategic success, implementation processes, evaluating strategies	

Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • explain the significance of strategic management and of the factors which influence the development of a sustainable business strategy • evaluate various strategic management models • design a strategy and structure it accordingly • apply strategic development tools with a view to achieving targets • design the various stages of a comprehensive strategy-making process • evaluate alternatives and success factors for implementing corporate strategies
Course title	Diversity Management
Workload	1 HWS, 3 ECTS
Held in	Semester 3
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	Diversity management tools, benefits of diversity management for companies, cross-cultural conflict management, recognising and analysing discriminatory situations, gender competence training, age diversity management, opportunities and risks related to gender management, the three level model, diversity mainstreaming, methods for measuring success, the trend towards diversity, cultural and demographic change
Learning outcomes	Upon completion of this course, students are able to devise practical solutions to fundamental problems associated with diversity management.
Course title	Stakeholder Management
Workload	2 HWS, 2 ECTS
Held in	Semester 3
Course type	Lecture (L)
Examination format	Final examination (see Examination Regulations)
Course contents	Stakeholder management concepts, strategic and operational stakeholder management, identifying and analysing stakeholders, developing and implementing stakeholder management strategies, managing stakeholders, communication processes and stakeholder management, conflict management, evaluating stakeholder relationships, managing a company's relationships with stakeholders
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • identify a company's stakeholder groups and analyse their requirements • describe and discuss channels of communication with stakeholder groups

	<ul style="list-style-type: none"> • identify stakeholder interests in the strategy-making process • assess and implement measures to deal with conflicting stakeholder interests • identify tools and procedures for establishing long-term relationships with future stakeholders 	
Module number:	Module title:	Workload:
SCDII	Sustainable Company Development II	7 ECTS
Degree programme	Management master programme	
Held in	Semester 3	
Core subject	Sustainable Organisational Development	
Prerequisites	Sustainable Organisational Development I; Concepts of Sustainable Management	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • define the elements of innovation processes and innovative strategies • manage different types of innovation, and evaluate the demands they place on the innovation process • foster a company culture which promotes innovation • critically analyse alternative organisational structures for innovation management, and develop proposals for each • apply innovation management tools to achieve targets • set and adapt goals, and design and adapt strategies, structures and cultures for project-based organisations • evaluate the tools adopted by project-oriented companies 	
Course title	Innovation Management	
Workload	2 HWS, 4 ECTS	
Held in	Semester 3	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	
Course contents	Types of innovation, innovation concepts, designing and organising innovation processes, establishing a corporate culture that promotes innovation, demands placed on innovation managers, network management, marketing innovations, creativity techniques, leadership in innovation processes, strategic innovation management, innovation management tools, open innovation, organisational aspects of innovation management	
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • describe the elements of innovation processes and strategies • evaluate the different types of innovation and the demands they place on the innovation process 	

	<ul style="list-style-type: none"> • make proposals for an innovation process • apply innovation management tools in order to achieve targets • develop proposals for a corporate culture that promotes innovation • critically evaluate the relationship between entrepreneurship and innovation and draw conclusions
Course title	The Project-Oriented Enterprise
Workload	1 HWS, 3 ECTS
Held in	Semester 3
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	Characteristics of project-based companies, project excellence programmes (PEPs), adapting managerial functions in project-based companies, implementing new project management systems and fine-tuning current systems, tools used by project-based companies, developing personal and organisational project management competencies, human resource and quality management in project-based organisations, case studies – special types of project, competitive advantages of project-based organisations, the future visions of project-based development of companies
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • enhance the cultures, aims, strategies and structures of project-based companies • evaluate and integrate tools used by project-based companies

Recommended literature for the core area Sustainable Management:

Current editions of the following books:

Mintzberg, H. / Ahlstrand, B. & Lampel, J.: Strategy Safari. Redline Wirtschaft

Carr-Ruffino, N.: Managing Diversity. Pearson

Schein, E.H.: Organizational Culture and Leadership. San Francisco

Freeman, R.E.: Strategic Management - A Stakeholder Approach. Cambridge University Press

Christensen, C. M. & Raynor, M. E.: The Innovator´s Solution - Creating and Sustaining Successful Growth.; McGraw Hill

Chesbrough, H.: Open Service Innovation - Rethinking Your Business to Grow and Compete in a New Era. John Wiley & Sons

Tidd, J. & Bessant, J.: Managing Innovation - Integrating Technological, Market and Organizational Change

Wysocki, R.K.: Effective Project Management: Traditional, Agile, Extreme

9.3 Competence Area - Management Control

Module number:	Module title:	Workload:
PEMI	Performance Management I	9 ECTS
Held in	Semester 1	
Core subject	Performance Management	
Prerequisites	None	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> describe and apply the various components of internal and external accounting systems identify the relationships between sub-budgets in a company propose practical solutions for decision-making against a background of uncertainty identify and explain the effects of complex transactions on the preparation of integrated budgets based on concrete scenarios apply cost accounting tools to practical situations and evaluate their effects appreciate the main differences between the various sets of international accounting standards (e.g. IFRSs) and evaluate their impact on accounting procedures 	
Course title	Cost Management	
Workload	2 HWS, 4 ECTS	
Held in	Semester 1	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	
Course contents	Systems of accounting at full and marginal cost, performance budgets, forecast balance sheets and financial plans, forecast and actual figures, analysing deviation, dealing with bottlenecks and optimisation problems, investment, financial and liquidity analysis, relationship between budget and actual figures	
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> describe cost management tasks and objectives explain the functions and aims of target costing, and the systems behind it describe the stages of a typical target costing process name the options for identifying target costs describe the customer-based target cost allocation phase calculate and explain target zones explain the systems behind process cost accounting distinguish between process cost accounting and activity-based costing describe the development of process cost accounting over the years 	

	<ul style="list-style-type: none"> highlight the benefits and useful potential applications of process cost accounting explain the systems behind product life cycle costing independently solve problems on this topic
Course title	National and International Financial Accounting
Workload	2 HWS, 5 ECTS
Held in	Semester 1
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	Accounting in accordance with International Financial Reporting Standards (IFRSs): basics of IFRSs, selected items in annual financial statements: intangible assets, property, plant and equipment, financial assets and instruments, inventories, receivables, leasing, provisions and equity
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> account for transactions in accordance with IFRSs and assess their impact on the statement of comprehensive income and statement of financial position describe the aims of consolidated financial statements, determine the scope of consolidation and explain the various steps in the consolidation process propose accounting and reporting policy measures propose measures for adjustment of factors and financial statement policies

Module number:	Module title:	Workload:
PEM II	Performance Management II	9 ECTS
Held in	Semester 2	
Core subject	Performance Management	
Prerequisites	Performance Management I	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> describe the responsibilities associated with strategic controlling implement and critically assess value-based control systems evaluate and apply key strategic foresight tools appraise, design and enhance a sustainable, value-based reporting system assess and apply decision-making criteria for selecting financing structures propose sustainable financing structures describe complex financing arrangements and evaluate forms of structured financing 	

Course title	Value-Based and Strategic Controlling and Reporting
Workload	2 HWS, 4 ECTS
Held in	Semester 2
Course type	Lecture (L)
Examination format	Final examination (see Examination Regulations)
Course contents	Strategic controlling concepts, value-based approaches in controlling processes, strategic controlling responsibilities, strategic controlling tools, critical success factors in the design of strategic controlling systems, implementing strategic controlling systems in a company, strategic foresight, IT support for strategic controlling, types of reporting and reporting processes
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • describe the responsibilities associated with strategic controlling • implement and critically assess value-based control systems • evaluate and apply key strategic foresight tools • appraise, design and enhance a sustainable, value-based reporting system
Course title	Financial Management
Workload	2 HWS, 5 ECTS
Held in	Semester 2
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	Designing asset and capital structures, financial planning, financing decisions, managing capital-raising activities, financial risk management, long-term financial management, financial management and shareholder value, financial markets and forms of financing, the use of derivatives in financial management, factors influencing the cost of capital, the changing responsibilities of financial managers
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • assess and apply decision-making criteria for selecting financing structures • propose sustainable financing structures • describe complex financing arrangements and evaluate forms of structured financing

Recommended literature for the core area Corporate Management:

Current editions of the following books:

Wouters M.: Cost Management. McGraw Hill

Collings S.: Interpretation and Application of International Standards on Auditing. John Wiley & Sons

Brealey, R.A. / Myers, S. C. & Allen, F.: Principles of Corporate Finance. McGraw Hill

McGuigan, J.R. / Kretlow, W. & Moyer, R.C.: Contemporary Corporate Finance. Cengage Learning

Vernimmen, P. & Quiry, P.: Corporate Finance - Theory and Practice. John Wiley & Sons

Core subject: Research

32 ECTS

9.4 Competence Area - Applied Research and Training

Module number:	Module title:	Workload:
APRI	Applied Research I	5 ECTS
Held in	Semester 1	
Core subject	Research	
Prerequisites	Yes	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> describe and apply the theoretical principles behind selected empirical data analysis methods (e.g. variance analysis, factor analysis and segmentation methods), and use them to justify decisions apply these methods to practical questions and problems use these methods to independently implement management-related empirical projects use empirical data as the basis for controlling and HR management decisions 	
Course title	Qualitative and Quantitative Research Methods	
Workload	3 HWS, 5 ECTS	
Held in	Semester 1	
Course type	Seminar (SE)	
Examination format	Final examination	
Course contents	<ul style="list-style-type: none"> Empirical data analysis methods and approaches (incl. multivariate approaches) Market segmentation methods Interpreting results and deriving recommendations for corporate decision-makers Empirical study on a topical management issue 	
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> design empirical research studies collect quantitative and qualitative data apply empirical methods to practical problems carry out empirical studies of topical issues interpret empirical findings and derive recommendations for corporate decision-makers 	

Module number:	Module title:	Workload:
APRI I	Applied Research II	2 ECTS
Held in	Semester 3	
Core subject	Applied Research	
Prerequisites	-	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • plan and manage the scheduling and content of the master thesis • integrate relevant experience • select their thesis title in line with accepted academic criteria • write their thesis in accordance with accepted academic criteria 	
Course title	Applied Research Seminar	
Workload	2 HWS, 2 ECTS	
Held in	Semester 3	
Course type	Seminar (SE)	
Examination format	Final examination	
Course contents	<ul style="list-style-type: none"> • Planning the master thesis • Coaching in writing the master thesis • Support with literature research • Supervision regarding content and academic practice 	
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • plan and manage the scheduling and content of the master thesis, and integrate relevant experience • review their research process and assess the quality of their own work in terms of the requirements for academic papers • apply assumptions regarding the form, structure and wording of academic papers to their research project and optimise the planned design of the empirical study for the master thesis 	

Module number:	Module title:	Workload:
MATH	Master Thesis	22 ECTS
Held in	Semesters 3 and 4	
Core subject	Research	
Prerequisites	Yes	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • examine and critically discuss relevant literature • compare the results of their literature research with their empirical findings and draw conclusions • draw up a comprehensive, detailed structure for their master thesis • collect and analyse data for their thesis • independently write their thesis and defend their conclusions 	
Course title	Master Thesis	
Workload	10 ECTS	
Held in	Semester 3	
Course type	-	
Examination format	-	
Course contents	First phase of master thesis planning	
Course title	Master Thesis	
Workload	12 ECTS	
Held in	Semester 4	
Course type	-	
Examination format	-	
Course contents	Second phase of master thesis planning and completion of thesis	
Course title	Master Examination	
Workload	3 ECTS	
Held in	Semester 4	
Course type	-	
Examination format	Final examination before a committee	
Course contents	During the master examination, students demonstrate the ability to:	

	<ul style="list-style-type: none">• Present the master thesis for a specific target group and successfully defend the relevant research question, the applied research design and the results in front of a commission of experts;• Discuss a case study under consideration of programme relevant topics and develop and justify possible solutions
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Recommended literature for the core area Research:

Current editions of the following books:

Saunders, M. / Lewis, P. & Thornhill A.: Research methods for Business Students. Prentice Hall

Scientific English: A Guide for Scientists and Other Professionals. Oryx

Norusis, M.: SPSS 16.0 Guide to Data Analysis. Prentice Hall

Müller, C.F.: Juristischer Verlag. Salkind; Exploring research. Prentice Hall

Core subject: Focal Subjects

36 ECTS

9.5 Competence Area - Controlling

Module number:	Module title:	Workload:
CONT	Controlling	12 ECTS
Held in	Semester 2	
Core subject	Controlling	
Prerequisites	Performance Management I	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • define and evaluate the managerial support function played by decentralised, sustainable control systems • critically analyse decentralised control processes and employ suitable tools to support them • assess the various forms of decentralised controlling and the resulting need for coordination • critically evaluate traditional and modern approaches to budgeting • record and manage cash flows for internal and external financing • assess current and contingent risks, and employ risk management tools to achieve objectives • design and fine-tune risk management processes in line with specified requirements • evaluate the deployment of business intelligence systems in terms of managerial requirements and processes • implement target-driven business intelligence systems to support management • comment on topical national and international issues in financial management 	
Course title	Functional Controlling and Investment Controlling	
Workload	2 HWS, 3 ECTS	
Held in	Semester 2	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	
Course contents	Controlling concepts, integrated management, key characteristics of controlling for different functions (e.g. HR, sales, supply chain and innovation), divisional controlling, project controlling, options for structuring control systems, sustainability controlling, the role of communication in controlling	
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • define and evaluate the managerial support function played by decentralised, sustainable control systems 	

	<ul style="list-style-type: none"> critically analyse decentralised control processes and justify the use of appropriate tools assess the various forms of decentralised controlling and the resulting need for coordination
Course title	Budgeting and Liquidity Management
Workload	1 HWS, 3 ECTS
Held in	Semester 2
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	Designing and organising budgeting processes, integrated budgeting, IT-supported planning systems, structuring cash flows, liquidity planning, raising and investing capital, controlling in budgeting processes, better budgeting and beyond budgeting, liquidity management during company crises
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> critically evaluate traditional and modern approaches to budgeting record and manage cash flows for internal and external financing
Course title	Risk Management
Workload	2 HWS, 3 ECTS
Held in	Semester 2
Course type	Lecture (L)
Examination format	Final examination (see Examination Regulations)
Course contents	Types of risk, risk management as part of the management process, risk management tools, risk identification, risk analysis and measurement, risk assessment and management, risk reporting, risk policies, risk controlling, organisational aspects of risk management, opportunity management
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> analyse a company's current and contingent risks, and propose risk management tools with a view to achieving objectives develop and fine-tune risk management processes in line with specified requirements
Course title	International Financial Issues
Workload	1 HWS, 3 ECTS
Held in	Semester 2
Course type	Integrated lecture (IL)

Examination format	Partial assessments (see examination regulations)
Course contents	Current trends in international finance, international financial markets, current financing projects of national and international companies and organisations, the role of financing in international expansion processes, project finance aims, tasks and tools, risk and risk management in a business context
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • explain the latest trends in international finance • analyse international financial markets • describe financing projects currently being implemented by national and international organisations • analyse topics related to the financing of national and international projects (tasks, aims, tools, risk management, sustainability, etc.)

Module number:	Module title:	Workload:
BUAN	Business Analysis	11 ECTS
Held in	Semester 4	
Core subject	Controlling	
Prerequisites	Controlling	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • describe and evaluate the topics and processes of due diligence, and their areas of application • interpret the findings of due diligence reviews in terms of a company's objectives • evaluate annual financial statements drawn up in accordance with IFRSs in order to identify risks and opportunities, and draw conclusions with regard to sustainability and shareholder value • outline and assess accounting policy-related measures based on information contained in annual financial statements, and evaluate and develop options for adapting accounting policies 	
Course title	Financial Statement Analysis and Accounting Policy	
Workload	2 HWS, 4 ECTS	
Held in	Semester 4	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	
Course contents	Accounting policies and room for manoeuvre in accounting policies: accounting methods, measurement, disclosure of profit, classification, etc.; analysing annual financial	

	<p>statements prepared in accordance with the relevant legal business code investment, financial, liquidity, profit and</p> <p>profitability analysis; selected characteristics of IFRS financial statements: leeway in accounting policies, analysis of a set of IFRS financial statements</p>
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • evaluate annual financial statements drawn up in accordance with IFRSs in order to identify risks and opportunities, and draw conclusions with regard to sustainability and shareholder value • outline and assess accounting policy-related measures based on information contained in annual financial statements • evaluate and develop options for adapting accounting policies
Course title	Due Diligence
Workload	2 HWS, 3 ECTS
Held in	Semester 4
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	<p>Concepts of company valuation, situations in which valuations are required, objective and subjective valuation, value vs. price, valuation approaches, individual approach, portfolio approach, mixed approach, income approach (design, principle of equivalence, two-phase model, discount rate), discounted cash flow method (design, gross and net approaches, adjusted present value (APV) approach, determining the cost of equity, weighted average cost of capital (WACC), alternative methods of determining the cost of capital), specific topics and questions in company valuation, selecting valuation methods, steps in the due diligence process, dimensions of due diligence, financial due diligence, commercial due diligence, environmental due diligence, legal due diligence, tax due diligence, due diligence review, interpreting the results of due diligence reviews, drawing conclusions on a business's earning capacity, earning capacity and determining purchase prices, fixing purchase prices in practice</p>
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • handle questions arising in the course of company or share purchases or disposals, especially questions relating to finance (including financial due diligence and company valuations) • independently identify key problem areas and, in cooperation with a consultant, carry out such analyses and valuations, or – in complex cases – at least play a part in preparing the results of the analysis for use in purchase and disposal decisions

Course title	Business Intelligence
Workload	1 HWS, 2 ECTS
Held in	Semester 4
Course type	Lecture (L)
Examination format	Final examination (see Examination Regulations)
Course contents	Potential uses of business intelligence (BI), BI tools, BI systems and open source solutions, criteria for selecting BI systems, using BI to support management decision-making, analytical methods, planning and modelling databases and performing database queries, integrating databases in web applications and customer management systems (CMSs), methods of database analysis, integrating databases into corporate decision-making processes, management information systems
Learning outcomes	Upon completion of this course, students are able to evaluate the deployment of business intelligence systems in accordance with managerial requirements and processes, and justify their use as a managerial support tool

Recommended literature for the core area Controlling:

Current editions of the following books:

Kimball, R. / Ross, M. / Thornthwaite, W. / Mundy, J. & Becker, B.: The Data Warehouse Lifecycle Toolkit. John Wiley & Sons

Jelen, B.: PowerPivot for the Data Analyst - Microsoft Excel 2010. Que Corp

Atre, S. & Moss, L.T.: Business Intelligence Roadmap - The Complete Project Lifecycle for Decision-Support-Applications. Addison-Wesley Longman

Matz, L. & Neu, P.: Liquidity Risk Measurement and Management: A Practitioner's Guide to Global Best Practices. John Wiley & Sons

Eun, C.S. & Resnick, B.G.: International Finance. McGraw Hill

Penman, S.H.: Financial Statement Analysis and Security Valuation. McGraw Hill

Howson, P.: Checklists for Due Diligence. Gower Publishing

9.6 Competence Area - Human Resources

Module number:	Module title:	Workload:
SHRM	Strategic Human Resource Management	6 ECTS
Held in	Semester 1	
Core subject	Human Resources	
Prerequisites	None	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • analyse principles of strategic human resource management and evaluate their application in various situations • carry out a forward-looking analysis of quantitative and qualitative staffing needs, and plan accordingly • reflect critically on HRM principles and tools, taking sustainability into account • recognise the interactions between different aspects of HR management • develop strategies and measures to raise awareness and recognition of organisational diversity, and promote initiatives aimed at capitalising on diversity • develop practical solutions to basic problems • comment on current international issues in human resource management 	
Course title	Strategic Human Resource Management	
Workload	2 HWS, 4 ECTS	
Held in	Semester 1	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	
Course contents	<p>Strategic human resource management concepts, strategic recruitment, employer branding, staff appraisal, strategic thinking in human resource management, strategic management development, trust management, mental and physical health in the workplace, creative means of reducing costs and securing jobs, management ethics, awareness of roles in strategic human resource management, IT-based workflow management in human resource management, strategic dimension of team management, people as the focal point and driving force of a company, employees as a competitive factor</p>	
Learning outcomes	<p>Upon completion of this course, students are able to:</p> <ul style="list-style-type: none"> • analyse principles of strategic human resource management and evaluate their application in various situations • carry out a forward-looking analysis of quantitative and qualitative staffing needs, and plan accordingly 	

	<ul style="list-style-type: none"> reflect critically on HRM principles and tools, taking sustainability into account recognise the interactions between different aspects of HR management 	
Course title	International Human Resources Issues	
Workload	1 HWS, 2 ECTS	
Held in	Semester 1	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	
Course contents	Analysing topical international and global HR issues, cross-cultural differences in relation to HR management responsibilities, human resource management and diversity, international corporate expansion and HR management responsibilities, comparison of HR tools in various countries	
Learning outcomes	Upon completion of this course, students are able to discuss national and international topics related to human resource management.	
Module number:	Module title:	Workload:
OHRM	Operative Human Resource Management	9 ECTS
Held in	Semester 2	
Core subject	Human Resources	
Prerequisites	Strategic HR Management	
Learning outcomes	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> develop HR planning tools in order to achieve objectives describe training and development measures suited to a particular company's needs adopt various approaches to staff recruitment and redundancy design and enhance internal and external HR marketing tools in line with a company's strategy define appropriate HR performance indicators and reporting methods evaluate HR management systems 	
Course title	Operative Human Resource Management	
Workload	2 HWS, 4 ECTS	
Held in	Semester 2	
Course type	Integrated lecture (IL)	
Examination format	Partial assessments (see examination regulations)	

Course contents	Human resource planning, recruitment, corporate cultures and recruitment, staff deployment, staff training and development, travel management, differentiated pay, , outsourcing human resource management processes, designing a working environment, needs assessment, recruitment and selection, planning staff deployment, setting up staff development processes, managing employees, cost management
Learning outcomes	Upon completion of this course, students are able to: <ul style="list-style-type: none"> • develop HR planning tools in order to achieve objectives • adapt training and development interventions to a company's specific needs • adopt various approaches to staff recruitment and redundancy
Course title	Human Resources Marketing and Controlling
Workload	2 HWS, 5 ECTS
Held in	Semester 2
Course type	Integrated lecture (IL)
Examination format	Partial assessments (see examination regulations)
Course contents	HR marketing concepts and models, HR marketing tools, aims of HR marketing, the employee life cycle, interactions between HR marketing and development, tools in the HR marketing mix, external HR marketing, holistic HR marketing; HR controlling tools, the role of HR controllers, the importance of indicators in HR management, determining and analysing indicators in HR management, monitoring employee motivation, HR risk management, human resource accounting, HR controlling from a strategic perspective, centralised and decentralised HR controlling, the value-added approach, analysing overheads, reference values for HR controlling, integrating HR controlling into organisational structures, the balanced scorecard as a HR controlling tool
Learning outcomes	Upon completion of this course, students are able to: <ul style="list-style-type: none"> • define, describe and discuss the concept of employer branding • draw up plans for the use of key communications tools and evaluate the results of the measures taken • discuss the roles of employer brand management and key stakeholder groups in the context of corporate strategy • outline the responsibilities of and challenges facing modern-day human resource managers in terms of developing a medium- and long-term employer brand, and on this basis prepare a strategy for implementing an employer brand management system • develop indicators designed to evaluate the outcomes of human resource management

Recommended literature for the core area Human Resources:

Current editions of the following books:

Saddler K. & Hills J.: Developing HR Talent: Building a Strategic Partnership With the Business. Gower Publishing Ltd.

Graeme M. & Hetrick S.: Corporate Reputations, Branding and People Management. A Strategic Approach to HR Routledge Chapman & Hall

Ulrich D. / Brockbank W. & Young J.: Global HR Competencies: Mastering Competitive Value from the Outside. McGraw Hill

Dennis Briscoe, D. / Schuler, R. & Tarique, I. International Human Resource Management: Policies and Practices for Multinational Enterprises. Taylor & Francis