

# Final Report

## Interreg 5A Network Project

Joint or Double Degree in Business Administration,

Roskilde University (RUC)-Uni-Kiel (CAU)

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## 1. Introduction

The Fehmarnbelt connection focuses on creating a faster connection between the regions. This network project's focus, co-financed by DE / DK Interreg 5A, is through a joint master's program to create greater coherence between the Fehmarnbelt regions and a basis for economic and sustainable development. The collaboration around a common master's program will strengthen the candidates' international labor market and bring development to the regions. The project will expand educational opportunities and create graduates with international competencies who can support the region's growth, reduce barriers by mutual recognition of achieved exam results, and increase students' international exchange.

The project's primary focus is to investigate the potential for collaboration and prepare a proposal for a curriculum for a joint or double master's degree in Business Administration implemented by the partners, Roskilde University and Kiel University /Christian-Albrechts-Universität.

Project lead Margit Neisig, Roskilde University

November 2021

## 2. Background

Germany is Denmark's most important trading partner accounting for 13.7% of the Danish exports.<sup>1</sup> The German imports from Denmark include industrial products, machinery, food, agricultural products, medical and pharmaceutical products. Germany is Denmark's largest supplier accounting for 21.6% of Denmark's total imports.<sup>2</sup> Germany's main exports to Denmark include machinery, motor vehicles, chemicals, consumer goods, and food. Most Danish companies exporting to Germany are in mid-and southern Jutland, while the Region of Zealand has the least percentage of companies exporting to Germany. Germany is also Denmark's leading inbound travel market, accounting for 16.8 M overnight stays.<sup>3</sup> Denmark, with 3.4 M overnight stays, is number 9 for the German inbound travel market. From Schleswig-Holstein's perspective, Denmark represented the most important export partner in most years during the recovery phase from 2010 to 2019 (consistently approx. 8%).<sup>4</sup>

The Fehmarnbelt link is expected to open in 2028. When the tunnel and the associated rail facilities on the Danish and German sides open, new opportunities will emerge for commuters, companies, and tourists. According to the Fehmarnbelt homepage,<sup>5</sup> the Fehmarnbelt link means that motorists will save one hour and will be able to travel when they want. Rail passengers will benefit from faster trains, which will also apply to domestic Danish routes. In Zealand and Lolland-Falster, many commuters will enjoy shorter inter-city rail journeys, including to and from Copenhagen.

While the Fehmarn Belt connection, as well as faster rail service, are being built, Roskilde University (RUC) and Uni Kiel (Christian-Albrechts-Universität zu Kiel (CAU)) may develop a graduate program in Business Administration that can tie the border regions together at the highest educational level and support the economic and sustainable development of a Northern European transnational region. It is the purpose of this network project co-financed by the DE DK Interreg 5A to build a network to develop new ideas that hold prospects for the future and assess the potential for a joint or double Danish/German graduate program in Business Administration between Uni Kiel (CAU) and Roskilde University (RUC).

The network project aims to prioritize the Interreg program 3.2b: Establishing joint master's programs.

- ⇒ Strengthen the cross-border labor market for graduates with a business degree,
- ⇒ thereby strengthening a coherent Fehmarn Belt region.
- ⇒ Long-term perspective: strengthening our contribution to a green Northern megaregion (the green STRING corridor).

Objectives of the project were to develop an idea/vision and a prototype of a curriculum for a transnational graduate program and examine:

- The target groups: potential students and employers
- The shared and/or complementary strength of the research communities at the two universities
- The legal and political frameworks to comply with the decision-making process

<sup>1</sup> <https://comtrade.un.org/pb/downloads/2020/Voll2020.pdf>

<sup>2</sup> <https://comtrade.un.org/pb/downloads/2020/Voll2020.pdf>

<sup>3</sup> <https://www.dst.dk/da/Statistik/emner/erhvervsliv/overnatninger-og-rejser>; <https://www.visitdenmark.dk/corporate/videncenter/aktuelle-overnatningstal>

<sup>4</sup> [https://www.ifw-kiel.de/fileadmin/Dateiverwaltung/IfW-Publications/ifw/Kieler\\_Beitraege\\_zur\\_Wirtschaftspolitik/2020/wipo\\_28.pdf](https://www.ifw-kiel.de/fileadmin/Dateiverwaltung/IfW-Publications/ifw/Kieler_Beitraege_zur_Wirtschaftspolitik/2020/wipo_28.pdf).

<sup>5</sup> <https://femern.com/en/Benefits/Why-we-are-building-a-fixed-link>

This final report contains the results of this investigation.

### 3. The network project

The goal of the project was to explore the potential and create a prototype and curriculum for a joint or dual master's degree in business administration between the two partners RUC and CAU, in collaboration with the Region of Zealand, Business Hub Zealand, Guldborgsund Municipality and Wirtschaftsagentur Plön.

The project has investigated the possibilities of expanding the educational opportunities for Business Administration at the master's level, educating graduates with cross-border competencies capable of furthering the strongholds of the program region's businesses. Increased cross-border student exchange will improve mutual recognition of competences and qualifications towards this aim.

Sub-targets have been:

- To better know the potential employers' and students' requirements to match the curriculum prototype for the master's degree with the labor market in the program region.
- To better know the possibilities for scholarly collaboration and complementation between the two partners, RUC and CAU. This may also create incentives to further develop the ties among the two universities, the program region's businesses, and the labor market (the graduates).
- To develop a curriculum prototype for a joint or double degree aligned with the potential employers' and students' requirements, take advantage of the strongholds and possible complementarity among the partner universities, and position a proposal according to the decision-making criteria of both nations and universities. A joint or double master's degree contributes to breaking down barriers to credit transfer for exams passed and/or mutual recognition of qualifications and also encourages students to study across the border. It may as well further exchange of scholars.

The program partners have been:

- The Business Programs, Department of Social Sciences and Business, Roskilde University (RUC)
- Institut für Betriebswirtschaftslehre, Die Wirtschafts- & Sozialwissenschaftliche Fakultät der Uni Kiel, Christian-Albrechts-Universität zu Kiel (CAU).
- The Region of Zealand, Regional Development
- Business Hub Zealand (in Danish: Erhvervshus Sjælland), The Analysis Department
- Guldborgsund Municipality
- Wirtschaftsförderungsagentur Kreis Plön GmbH

A list of participants can be found in appendix A.

The target groups of the project are:

1. Potential employers of graduates from a cross-national graduate program in Business Administration
2. Prospective students with interest in a cross-national master's degree in Business Administration (Bachelor's degree students in Business Administration)
3. Academic staff in charge of programs of study at the involved university departments
4. Universities/departments involved (the decision-makers)

The project has been conducted through 7 work packages:

1. Project Management
2. Communication
3. Investigating employers' requirements and potential employability
4. Investigation of students' interests
5. Investigating the potential of collaboration among the scientific staff in supporting a research-based master's degree in BA
6. The leadership of the universities - investigating decision criteria
7. Overall vision, develop a prototype for a curriculum and writing the final report

Each of the work packages is described in more detail in appendix B.

The timeframe for the network project has been December 2020 – 30. November 2021.

## 4. Analysis of surveys and interviews among future employers and students

To ensure the development of an attractive curriculum for a double master's degree in Business Administration between Roskilde University (RUC) and Christian Albrechts University/Kiel University (CAU) the needs and expectations of businesses in the region Zealand (Denmark) and Ostholtstein (Germany) as well as the opportunities and challenges anticipated by potential master's students in Denmark and Germany needed to be considered. Therefore, a business survey and a student survey were developed and conducted in both countries. On the basis of the survey results, we developed a well-founded prototype curriculum for the program of study. Subsequently, we interviewed Danish and German potential future employers and students from RUC and CAU (some of them in focus groups) in order to receive more detailed opinions and feedback regarding the double master's degree program. In the following, we provide an overview of the respondents as well as the most important results and implications of the surveys and the interviews. For detailed information about the method of the survey and focus group interviews see appendix C.

### 4.1. Future employer's expectations and perspectives - results from the business surveys and interviews

#### 4.1.1. Overview of survey respondents

Employers participated in the development of the master's degree through a survey, in which they were asked about their interest in and requirements for graduates from a cross-national graduate program in Business Administration. The survey reached 116 potentially relevant companies and organizations in Zealand (Denmark) and Northern Germany, including Ostholtstein. 62 companies from Northern Germany participated in the company survey conducted by CAU. In addition, 54 companies from Zealand participated in the company survey conducted by RUC, of which 69% were small-sized, 29% mid-sized, and 2% large-sized businesses. 64% of these businesses belonged to the secondary sector, while 32% operated within the tertiary sector and 4% in the quaternary sector. The majority of the surveyed businesses in Denmark and Germany stated that they had business relations with companies abroad. 53% of the German companies reported that they had relations to Danish businesses, while 35% reported they did not have any relations to Denmark. 55% of the Danish businesses stated that they had relations to German businesses, while 43% stated that they did not have any relations to companies in Germany.

#### 4.1.2. Overview of interviewed business representatives

- Reiner Perau, CEO of Danish-German Chamber of Commerce
- Henrik Moltzen, Member of the Board, Danish-German Industry and Trade Club
- Nicolaj Rasmussen Shabtai, Chief Product Officer, WindowMaster
- Sebastian Krüger, Advisor Strategy & Operation, Robert Krebs GmbH
- Norman Boje, Chairman of the Board, Coop

We had great difficulty recruiting 25 potential future employers for a focus group workshop or even single interviews. This was mainly due to the ongoing Corona pandemic situation and the reluctance of company representatives to participate in events. In addition, it was difficult for potential interviewees to assess the hypothetical curriculum of the program, even though we tried to point out the specifics of the program.

For detailed information about the applied method of the business survey and interviews, see appendix C.

#### 4.1.3. Main results and implications from the business surveys

To get an overview of the recruitment situation and required skills, we asked the companies how they employed many graduates with a business administration degree. 62% of the German businesses stated they employed graduates with an MBA, while 70% of the Danish businesses employed MBA graduates. In addition, 33% of the Danish respondent companies find it probable that they will need to employ a candidate with a master's degree in business economics in the short term. In comparison, this is 20% for the German respondents. Project management skills, critical thinking, and analytical skills were the most required skills reported by the German companies, while the Danish companies reported added cultural and language skills as the most desired skills graduates should have. Overall, the companies surveyed indicated that future jobs were mainly anticipated in project management (18% in Zealand, 11% in Northern Germany), closely followed by marketing jobs (14% each) and international business and business development jobs (11% each). In addition, graduates with a master's degree in business administration are also specifically sought after as future leaders (8% of companies surveyed by RUC and 10% of companies surveyed by CAU). Although good language and cultural skills were regarded as a major asset, most of the companies surveyed by CAU (80%) and RUC (91%) stated that future employees were not required to have close ties to Denmark and Germany. We also asked the companies whether they had access to business administration master graduates with the required skills and competencies. 23% of the businesses with offices in Northern Germany stated they did not have access to graduates with the required skills and competencies (24% were indecisive), while 14% of the companies in Zealand did not have proper access (22% were indecisive).

#### 4.1.4. Main results and implications from the interviews with future employers

**On the need for second-language skills, Reiner Perau, CEO of Danish-German Chamber of Commerce, stated,** "*The export companies want to see Cand. mercs that are good at German.*" This statement is in line with a new study from the Confederation of Danish Industry<sup>6</sup>, which shows that German next to English is the language that international companies see the greatest future need for their staff to master. In continuation of this, the survey showed that 37% of the respondents expressed the need for dual competencies, i.e. a great need for future employees to have good language skills, combined with other academic competencies and areas of knowledge such as business economics and management.

**On the need for experts in German culture, Perau stated,** "*Denmark needs Germany experts who, in addition to being good at German, also know the political system and the culture, which also means that they know a*

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<sup>6</sup> <https://www.danskindustri.dk/arkiv/analyser/2021/9/fremmedsprog-og-dobbeltkompetencer-er-vigtige-for-danske-virksomheder/>

*little about German football. Furthermore, you must learn to understand that you have to meet people in Germany with what they are interested in. For this reason, it pays to familiarize yourself a little with German Bundesliga football, to be able to talk about this when you are in dialogue with your German partner”.*

He continued: “Concerning the political systems in Germany, you have to know factors such as German history, the German economy - and what characterizes this, as well as know the largest industrial sectors. You have to know something about all these things in order to be a fully educated German nerd who can get into a company and know what is going on in the country.”

**On the need for graduates with a German-Danish double degree in Business Administration, Norman Boje, Chairman of the Board at Coop stated:** “I would prefer someone with this degree - even if the Danish component is missing in the business at the moment – over someone who has only studied in Germany because you have experienced a different culture and have also found your way around.”

He continued: “The practical part of the studies is great. If someone has studied but has no practical experience, I would always decide against hiring him/her. If there is nothing practical in the resume, that speaks against the students. ”

**Sebastian Krüger, Strategy Advisor at Robert Krebs GmbH in Hamburg**, stated that project management skills as well as analytical and critical thinking skills are essential for thriving in the future shipping industry. As the Fehmarnbelt link will open new opportunities for companies in both Denmark and Germany, **a deep knowledge in shipping logistics and finance as well as project management skills will be strong assets for graduates**. “This combination of knowledge and skills would actually make your future graduates stand out from the crowd”, he mentioned.

**Henrik Moltzen, a member of the board of the Dansk-Tysk Industri- & Handelsklub**, argues the combination of theory and practice of the double degree study program is essential, as linguistic and cultural competencies can only be acquired during a stay in Germany: “We, in the ‘Dansk Tysk Industri og handelsklub,’ we find it essential that young people not only learn languages to be able to perform in other countries but also gain an understanding of the importance of culture. You obtain this by staying in another country for a shorter or longer period and preferably in conjunction with a study abroad”.

He also argues that this study program will not only better equip students for the labor market of the future, but also contribute positively to Denmark's position in the international market: “Students who have received education in both Germany and Denmark will be well equipped to join organizations and strengthen Danish-German trade cooperation. At the same time, they will be able to contribute to Denmark being geared to exploit the growth potential of the two countries”.

**Nicolaj Rasmussen Shabtai, Chief Product Officer, WindowMaster** believes that the study program will also increase companies' professionalism: “A Danish-German education will potentially be able to contribute to increased professionalism among companies that have business affairs in Germany. There is a shortage of German-speaking academics with a professional background and experience in the Capital Region - and who actually know what it means to work and do business across the Danish-German border. They are better off in the Region of Southern Denmark”.

In continuation of the above, he also emphasizes the importance of practical experience:

*"In addition to language and cultural skills, it is also important that students gain practical experience and contact with specific companies in Germany during their education - this will give them an advantage when they graduate and have to look for work."*

Future employees must thus have gained practical experiences, possess good language skills, cultural knowledge, and solid professional competencies within the relevant academic area.

#### 4.1.5. Conclusion

Overall, the results of the business surveys and interviews indicate that the majority of the participating companies in both countries already have experience in business activities in the opposite country. In addition, more than half of the participating companies are already employing graduates with a master's degree in business administration. Since more of the German respondents do not believe that they have access to candidates with the right degree, the potential market seems larger in Germany than in Denmark. However, the Danish companies' demand for business economics graduates seems to be greater than the German respondent companies. A larger part of the Danish respondent companies expects that they will need to employ business economics graduates with a German-Danish double degree in the short term (approx. 20%). We did not provide more details about the content of a future German-Danish Double Degree in the company survey, so it may have been difficult for respondents to assess the specific need for graduates with a German-Danish business background. The interviews with company representatives revealed, that university graduates with knowledge of the respective culture and project experience are in high demand.

### 4.2. Student's expectations and perspectives - results from the student surveys and focus group interviews

#### 4.2.1. Overview of student survey and focus groups respondents

The survey was distributed among CAU and RUC students and reached a total of 537 students from both countries (294 participants from CAU and 243 participants from universities and colleges in Zealand).

Most of the respondents from the student survey conducted in Germany were German (94%), had received their higher education entrance qualification in Schleswig-Holstein (70%), were female (56%), on average 23 years old and plan to finalize their current study program in 2022. The most desired future job areas were Project Management and Marketing.

For the Danish survey, the typical participant was female (75%) and on average 26 years old. Respondents were currently enrolled in study programs of Copenhagen Business Academy, Copenhagen School of Design and Technology, and Zealand Business College. By spreading the survey not solely to students from Roskilde University, we could gather relevant information from different students for which a double master's degree in Business Administration could be of interest.

At CAU, five focus group interviews were conducted with a total of thirteen potential future students currently enrolled in the business administration master's program. At RUC, two focus group interviews were conducted. Eight students participated in the first focus group interview, while five students participated in the second. All students were enrolled in a master's program at Roskilde University, respectively 'Virksomhedsledelse,' 'Business Administration and Leadership' and 'Social Entrepreneurship and Management'. All students were in their first or second year of study, respectively.

#### 4.2.2. Main results and implications from the student surveys and focus group interviews

##### *Opportunities perceived by the students*

72% of the German students plan to start a master's program after finishing the bachelor's degree, compared to approximately 42% of the Danish students aiming to start a Master's degree. Reasons for choosing a suitable master's program for students' future prospects were mainly the personal interest in the subject and good job and income opportunities for both countries. Opportunities for international experience were comparably important for students in both countries and were more important than e.g., the university's reputation or geographical proximity to their home country. *"I find it very interesting overall, even with the double degree. You definitely stand out from the crowd a bit. You also gain more experience internationally"* (Business Administration master's student, CAU).

The interest to gain international experiences is fairly high in both countries: While 84% of the German student survey sample did not study abroad yet, 43% of the German students (and 30% of the Danish students) plan to study abroad in the future. Denmark constitutes the third most attractive target country for students at CAU when choosing a study program abroad (the first choice was the United Kingdom and the second choice the United States of America). For Danish students, 22% of the participants stated that choosing Kiel as a target city for their study plans was moderately or highly likely.

The Danish focus group students emphasized that they see the opportunity to spend a semester at CAU and to get an internship in Germany as a great advantage and as a necessity in a globalized world: *"I think it is a really good experience both to come to a new country, but also to get an internship in a foreign country. With globalization, it is a necessary experience"* ('Business Administration and Leadership' student, RUC).

The likelihood of choosing the RUC-CAU double master's degree was fairly high in both countries: 24% of the Danish sample and 26% of the German sample evaluated their likelihood of choosing such a program as moderate or high. The main reasons of German students for selecting this degree were perceived better career opportunities, gaining international experience, and receiving a dual academic master's degree. *"For me, the program is attractive. I like to plan very much in advance and if it is fixed for a complete study program, when and where you do which semester, then that would be attractive for me. Then you don't have to worry about very much yourself, as you do with a single semester abroad."* (Business Administration master's student, CAU). Overall, students from the focus group interviews liked the practice-oriented courses and the internship opportunity: *"I'm a big fan of introducing an internship into the master's degree"*. However, some students criticized the internship: *"If you do an internship instead of the big project in Denmark in the third semester, you don't get anything out of Roskilde University. That sounds unattractive to me."* (Business Administration Master students, CAU).

For Danish students, main reasons were the opportunity to build and strengthen personal international relationships (20%), to increase the knowledge of northern Germany (approx. 17%), and the opportunity to receive a double master's degree: *"It looks good on your CV if you have been to Germany and received two master's certificates."* ('Social entrepreneurship and management' student, RUC).

##### *Challenges perceived by the students*

Perceived barriers for such a double master's degree are predominantly financial disadvantages and limited course options for German students. CAU master students stated in the focus group interview that the possibility to choose a major constitutes the current CAU Master's program: *"I wouldn't take out majors because if you look at the job requirements from the industry there is an area of specialization required in each one [...] a general master [without the possibility to study a major] would make one less attractive as an applicant"*.

The Danish students viewed the limited English-language course options as major barriers for choosing the double degree , as well as the difficulty of finding a place to live in Germany: "*I think it can be difficult to find a new place to live. I don't know many on SU [Danish education grant] who can afford to live in both Germany and Denmark.*" ('Social entrepreneurship and management' student, RUC). A CAU student argued: "[This] program should be in English only. [...] English language skills are a prerequisite for a master's degree here in Kiel. In this respect, everyone who studies here has to speak English. So the courses can all be in English, that would not be another admission hurdle".

Moreover, the students expressed uncertainty about whether the master's program would make them attractive to the job market: "*It's exciting with all the electives. But how do I know if it also makes me attractive to companies?*" ('Business Administration and Leadership' student, RUC). Other students raised doubts about what they see as an overload of learning: "*It sounds like hard work. Hard in relation to everything you have to achieve in the two years and concerning having to travel to another university and back again.*" ('Social entrepreneurship and management' student, RUC). Another student argued: "*30-point courses, plus language school, plus culture knowledge. It sounds stressful.*" ('Virksomhedsledelse' student, Roskilde University). Likewise, they also expressed concerns about whether they could achieve the learning outcomes of both courses and the acquisition of language and cultural skills in one semester: "*I have a hard time seeing how you can achieve all this in one semester. I have been here [in Denmark and a student at RUC] for almost a semester, and I still find it all very difficult to understand.*" ('Business Administration and Leadership' student, RUC). In the interviews, the students also expressed concerns about being the first students on a newly started study program, partly concerning the fact that potential employers do not know their education: "*If companies are not familiar with one's education.*" ('Virksomhedsledelse' student, RUC). They were also concerned about the potential 'startup difficulties' at universities: "*If the education is newly started, then there are guaranteed to be many problems. [...] If the universities don't have experience with collaboration. I don't wanna be a guinea pig.*" ('Social entrepreneurship and management' student, RUC).

#### 4.2.3. Conclusion

The student surveys and focus group interviews show that students from Denmark and Germany are willing to enroll in the presented double degree Business Administration master's program. The main reasons were personal interest in the subjects offered as well as good job opportunities. The option for international experiences during the study period plays an important role for students from both countries. Denmark and Germany represent attractive countries for the students. A restricting factor for not selecting a double master's degree is the novelty factor of the study program, as there may be startup difficulties and employers may not know the study program. Moreover, they also express concerns about the overload of learning as the program seems to be (over) ambitious. Finally, they also expressed concerns about practical issues such as accommodation and financing.

Further information regarding the applied method can be found in appendix C.

## 5. Faculty

In connection with the project's mid-term evaluation, a wide range of researchers and lecturers were invited from the departments "Department of Social Sciences and Business" and "Institute of Business" at Roskilde University and Kiel University, respectively.<sup>7</sup> For this mid-term evaluation, work was done in workshops with

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<sup>7</sup> See <https://forskning.ruc.dk/en/activities/interreg-project-on-double-or-joint-degree-mid-term-seminar> for detailed list of participants and minutes from the meeting.

the theme: "What are our synergies and complementarities? How can we use the collaboration?"<sup>8</sup> At these workshops, it was emphasized that lecturers and researchers from both universities see great potential in the collaboration, as similar courses are offered just as the research profiles of the individual affiliated researchers are also close to each other. These similarities open up opportunities for collaboration across universities in connection with teaching and research.

Professor Nele Matz-Lück, Vice President for International Affairs, Junior Staff, Equality, and Diversity, also sees great potential for Kiel University in the joint project: *"Close cooperation with universities in Scandinavia and throughout the Baltic Sea region in research and teaching is of particular importance for CAU. The development and implementation of a joint master's degree with Roskilde University in business administration is therefore an extremely important building block in pursuing our internationalization goals. We very much welcome the initiative and are convinced that both partners will learn a lot from each other through the intensive cooperation and that together we will succeed in establishing a sustainable basis for further cooperation between the universities as well."*

## 6. Legal and Administrative issues

From a German and Danish legal and administrative point of view, there is a difference between a joint and a double degree: A joint degree has one integrated curriculum – approved by the respective universities, and students obtain one degree, one title, and one diploma signed by both (or all) the respective universities. For a joint degree there has to be a legally binding cooperation agreement between the universities, coordinated admissions and examination requirements, and joint quality assurance in accordance with the European Approach in order to pursue a single accreditation of the degree recognized by all parties.

A double degree is regulated by more than one curriculum (one for each university), and a legally binding collaboration agreement between the universities. This agreement regulates the relationship and provides the basis for mutual recognition by the universities, i.e., that students following the agreed pathway are eligible to obtain a diploma from each university. Students obtain two degrees, two titles, and two diplomas – one for each degree. In this case, students obtain a diploma from Roskilde University, RUC (cand.merc<sup>9</sup> in Business Administration and Leadership/cand.merc i Virksomhedsledelse) and a diploma from Uni-Kiel, CAU (Master of Science in Business Administration (M.Sc.)).

In Denmark, joint and double degrees are regulated by BEK nr 247 af 13/03/2015<sup>10</sup>: Bekendtgørelse om universiteternes internationale uddannelsesforløb (Executive Order on the International Education Activities of Universities). In Schleswig-Holstein, the Regulation of the Accreditation of Studies in the State of Schleswig-Holstein ("Studienakkreditierungsverordnung SH") sets out the rules for the accreditation of double and joint degrees<sup>11</sup>.

The main difference between a joint and a double degree is that a joint degree is established as a new program of study, subject to a process of "pre-approval" by the relevant ministry and subsequent accreditation. This process is lengthy, complex and the outcome is not guaranteed. On the other hand, a double degree

<sup>8</sup> [https://rucforsk.ruc.dk/ws/portalfiles/portal/78274525/Referat\\_Seminar\\_290621\\_new.pdf](https://rucforsk.ruc.dk/ws/portalfiles/portal/78274525/Referat_Seminar_290621_new.pdf) for the minutes from the workshops.

<sup>9</sup> The title cand.merc translated to English is: Master of Science in Economics and Business Administration (MSc). The major of RUC's cand.merc is business administration and leadership.

<sup>10</sup> <https://www.retsinformation.dk/eli/ita/2015/247>.

<sup>11</sup> [https://www.gesetze-rechtsprechung.sh.juris.de/jportal/portal/t/qdd/page/bsshoprod.psm?pid=Dokumentanzeige&showdoccase=1&js\\_peid=Trefferliste&fromdoctodoc=yes&doc.id=jlr-HSchulQSAkkrRgIVSHrah-men&doc.part=X&doc.price=0.0&doc.hl=0#focuspoint](https://www.gesetze-rechtsprechung.sh.juris.de/jportal/portal/t/qdd/page/bsshoprod.psm?pid=Dokumentanzeige&showdoccase=1&js_peid=Trefferliste&fromdoctodoc=yes&doc.id=jlr-HSchulQSAkkrRgIVSHrah-men&doc.part=X&doc.price=0.0&doc.hl=0#focuspoint).

can be established as part of an existing accredited study program. Therefore, the Danish and German recommendation is to establish a double degree.

The curriculum that the double degree will be part of at Roskilde University, Department of Social Sciences and Business, is:

- Business Administration and Leadership: <https://ruc.dk/en/master/business-administration-and-leadership>
- Virksomhedsledelse: <https://ruc.dk/kandidat/virksomhedsledelse>

The above two programs are identical, the only difference being the language of instruction of compulsory courses. Therefore, it is relevant to include the option of obtaining a double degree for both programs.

In appendix G, a proposal for how to implement a double degree in the RUC curricula, is illustrated. It includes explanatory information added to the current curricula, and an appendix (H) specifying the requirements for obtaining a double degree.

The exam regulation that the double degree curriculum will be part of at Uni-Kiel (CAU) is:

- Fachprüfungsordnung (Satzung) der Wirtschafts- und Sozialwissenschaftlichen Fakultät der Christian-Albrechts-Universität zu Kiel für Studierende der Betriebswirtschaftslehre mit dem Abschluss Master of Science (M.Sc.) 2021 (Fachprüfungsordnung Betriebswirtschaftslehre M.Sc. 2021) vom 25. Februar 2021.

§14 of the CAU curriculum concerns double degrees. It says (our translation):

#### § 14 "Double degree programs

(1) If the faculty has entered into an agreement on a double degree program with a foreign partner university, participating students at the partner university can be awarded the academic degree "Master of Science" if they fulfil the following requirements

1. they have achieved the overall credits required for the acquisition of the master's degree at the partner university and have proven that they have successfully fulfilled all course requirements and
2. they have also acquired the number of credits required under the contract for the double degree in the master's program at CAU.

The credits and grades that are required to complete the CAU course in addition to the services provided under the cooperation agreement are transferred from the master's program at the partner university. Further requirements are stated in the cooperation agreement.

(2) CAU students who take part in the double degree program can, in addition to the "Master of Science" degree at the CAU, be awarded a master's degree in one of the master's programs covered by the cooperation agreement from the partner university abroad, if

1. they have achieved the overall credits required for the award of the master's degree at CAU and have proven that they have successfully fulfilled all course requirements and
2. they have also acquired the number of credits required under the contract for the double degree in the master's program at the partner university.

The credits and grades that are required for completing the program at the partner university in addition to the services provided under the cooperation agreement are transferred from the CAU master's program. Further requirements are stated in the cooperation agreement and the examination regulations of the partner university."

The requirements relating to the award of a double degree are thus stipulated in a cooperation.

Appendix H outlines the content to be covered in an agreement between RUC and CAU in accordance with relevant national legislation and institutional requirements.

A double degree between CAU and RUC would total 120 ECTS credits to be completed consecutively by studying at both institutions and within the same time frame as a single national degree.

Below, a recommended study plan is described.

## 7. Prototype curriculum

In this chapter, the prototype curriculum is reviewed. The starting point for the review is the recommended study plan for students enrolled at Roskilde University and Kiel University, respectively.

### 7.1. Recommended study plans

The following illustrates the recommended study plans for students enrolled at Kiel University and Roskilde University, starting in September (for RUC students) and October (for CAU students), respectively. Appendix E illustrates the recommended study plan for RUC-students admitted in February. In the below, the mobility period completed at the partner university is marked in yellow.<sup>12</sup>

#### 7.1.1. Students enrolled at Roskilde University

| 4th semester        |  | 30 ECTS Master thesis                                      |   |   |                        |
|---------------------|--|--|---|---|------------------------|
| <b>3rd semester</b> | 5 ECTS project seminar (D)<br>(Continued)    | 15 ECTS project (C/Internship)                             | 5 ECTS Advanced study course in Business Administration | 5 ECTS Advanced study course in Business Administration |                        |
| <b>2nd semester</b> | 5 ECTS project seminar (D)                   | 10 ECTS mandatory quantitative course (2 x 5-ECTS courses) | 5 ECTS Elective course                                  | 5 ECTS Elective course                                  | 5 ECTS Elective course |
| <b>1st semester</b> | 10 ECTS mandatory theory course (Leadership) | 10 ECTS mandatory theory course (Innovation management)    |   |   | 10 ECTS project A      |

Study plan:

A recommended study plan aims to ensure the quality and progression of the program and to provide support to students in planning their learning pathway. Detailed course descriptions are found in appendix F.

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<sup>12</sup> Partner universities can change their course offerings without this leading to changes in the respective curricula, as an updated list of offered courses will always be available to students on the partner universities' websites for their respective study programs.

### First semester (RUC)

- Leadership (10 ECTS)
- Innovation management (10 ECTS)
- Project A (10 ECTS)

### Second semester (CAU)

- Mandatory quantitative course (5 ECTS)
- Mandatory quantitative course (5 ECTS)
- Elective course (5 ECTS)
- Elective course (5 ECTS)
- Elective course (5 ECTS)
- Project D (5 ECTS)

### Third semester (RUC)

- Elective course: Advanced specialization course in business administration (5 ECTS)
- Elective course: Advanced specialization course in business administration (5 ECTS)
- Project C/Internship (15 ECTS)
- Project D (5 ECTS)

### Fourth semester (RUC)

- Master thesis (30 ECTS)

#### 7.1.2. Students enrolled at Kiel University

The *Master of Science in Business Administration* is composed of an obligatory part of general business administration which consists of at least two **majors** (so called “SBWL”; 20 ECTS each; three are also possible) and a compulsory part in terms of an optional subject from the fields of economics, statistics, econometrics or informatics (more than one possible).

As a major in business administration students may choose:

- Management Accounting
- Corporate Finance
- Entrepreneurship and Innovation Management
- Marketing
- Organization Theory and Design
- Human Resources and Organization
- Accounting and Auditing
- Corporate Taxation
- Supply Chain Management
- Technology Management
- Service Analytics
- Business Processes and Data

Each specializing subject (major/SBWL) in business administration consists of different lectures and additional seminar(s) (at least one seminar and two lectures have to be taken). Besides its functional contents

the seminar imparts knowledge and practices about techniques regarding research, lecturing and moderating functional discussion.

|              |   |                                       |                                       |                                       |  |                                   |
|--------------|---|---------------------------------------|---------------------------------------|---------------------------------------|--|-----------------------------------|
| 4th semester | 30 ECTS<br>Master's thesis                    |                                       |                                       |                                       |  |                                   |
| 3rd semester | <b>5 ECTS project seminar (D) (continued)</b> | <b>15 ECTS project (C/Internship)</b> |                                       |                                       | 10 ECTS (or 2 x 5 ECTS)<br>Elective course |                                   |
| 2nd semester | <b>5 ECTS project seminar (D)</b>             | 5 ECTS SBWL B (2)                     | 5 ECTS SBWL A (3)<br>research seminar | 5 ECTS SBWL B (3)<br>research seminar | <b>5 ECTS quantitative course</b>          | <b>5 ECTS quantitative course</b> |
| 1st semester | 5 ECTS SBWL A (1)                             | 5 ECTS SBWL B (1)                     | 5 ECTS SBWL A (2)                     | 5 ECTS Elective Course                | 5 ECTS Elective Course                     | 5 ECTS Elective Course            |

Courses marked in bold represent deviations from the current Master's program in Business Administration at CAU. The current curriculum of the Master in Business Administration at CAU can be found here: <https://www.wiso.uni-kiel.de/de/studium/dateien-studienfaecher/modulhandbuecher/mhb-msc-bwl-21-eng>. Detailed course descriptions of the prototype double degree Master in Business Administration can be found in appendix F.

#### First semester (CAU)

- SBWL course (5 ECTS)
- SBWL course (5 ECTS)
- SBWL course (5 ECTS)
- Elective course (5 ECTS)
- Elective course (5 ECTS)
- Elective course (5 ECTS)

#### Second semester (CAU)

- SBWL course (5 ECTS)
- SBWL research seminar (5 ECTS)
- SBWL research seminar (5 ECTS)
- Project D (5 ECTS)
- Mandatory quantitative course (5 ECTS)
- Mandatory quantitative course (5 ECTS)

#### Third semester (RUC)

- Project D (5 ECTS)
- Project C/Internship (15 ECTS)
- Elective course (5 ECTS)
- Elective course (5 ECTS)

Fourth semester (CAU)

- Master thesis (30 ECTS)

## 8. Recommendations

Based on this careful pre-study of the market potential of both students and employer side combined with a test of how the parties above reacted to the prototype of the study program, we recommend that the work towards the double degree study program continues. This work should lead to a legally binding agreement being reached between the two partner universities, Roskilde University and Kiel University. The study program expects to enroll the first students in September 2024 or approximately two years from the decision time.

In developing the study program, we, on the part of the partner universities, have emphasized that the double degree study program must fit into existing relevant curricula and course offerings. The number of students in the program will be relatively low in the initial phase of the program which does not allow to establish specific courses to a bigger extent. However, we have also emphasized creating an initiative that could make the study program unique and bind the two partner universities even closer together. This initiative has initially led to 'Project D,' where students across partner universities form groups and write a joint project over two semesters to give students insight into the complex situation associated with intercultural organizational interaction. In addition, students from Roskilde University will both before and during their stay at Kiel University have the opportunity to participate in the latter's German language courses.

We believe that the developed outline of the study program may be a guideline to include additional subjects at RUC and CAU and to include further universities into the study program at a later point of time. We will evaluate the implementation of the study program to adjust relevant aspects and to use the learnings for a potential extension of the study program's scope.

It must be expected that the double degree study program initially requires the supply of additional resources, which can be achieved, for example, through an application for project funding from Interreg to:

- Preparation of the legally binding contract between the partner universities
- Production of marketing material,
- Administrative assistance for rules applicable to obtaining state education support for students enrolled at partner university and to find internships in relevant organizations,
- Administrative assistance in facilitating access to information about accommodation for students in partner universities' home countries, and
- Funds for the employment of study program coordinators at both partner universities, which can take care of the study program's day-to-day running.

## Appendix A: List of project participants

RUC:

- Margit Neisig, [neisig@ruc.dk](mailto:neisig@ruc.dk) Head of Study (Lead)
- Martin Lund Kristensen, [malupe@ruc.dk](mailto:malupe@ruc.dk) (Project Officer)
- Trine Krogh Håkansson, [trinekr@ruc.dk](mailto:trinekr@ruc.dk) (Project Assistant)
- Julie Hoff Bergqvist Sørensen, [jhbs@ruc.dk](mailto:jhbs@ruc.dk) (Project Officer, Administration)
- Shirley Pollak, [pollak@ruc.dk](mailto:pollak@ruc.dk), senior advisor joint degrees

+ Academic staff (core = scholars in study board + heads of research)

CAU:

- Carsten Schultz, [schultz@bwl.uni-kiel.de](mailto:schultz@bwl.uni-kiel.de) (CO-LEAD) Prof., International Coordinator.
- Stefan Hoffmann, [stefan.hoffmann@bwl.uni-kiel.de](mailto:stefan.hoffmann@bwl.uni-kiel.de) Prof., Director of the institute für business administration

Operational team:

- Tinka Krüger [krueger@bwl.uni-kiel.de](mailto:krueger@bwl.uni-kiel.de) (Researcher at the Department of Marketing)
- Sophia Ackerhans [ackerhans@bwl.uni-kiel.de](mailto:ackerhans@bwl.uni-kiel.de) (Researcher at the Department of Technology Management)

+ Academic staff

Region of Zealand:

- Dorthe Skovrød Christensen, [dorchr@regionsjaelland.dk](mailto:dorchr@regionsjaelland.dk), (Project Officer)

Business Hub Zealand:

- Lill Andersen, [lia@ehsj.dk](mailto:lia@ehsj.dk)

Guldborgsund Kommune:

- Frede Danborg, [fd@guldborgsund.dk](mailto:fd@guldborgsund.dk)
- Lone Gjerulff Bak, [lgb@guldborgsund.dk](mailto:lgb@guldborgsund.dk)

Wirtschaftsagentur Plön:

- Volker Ratje, [ratje@wfa.de](mailto:ratje@wfa.de)

## Appendix B: Detailed description of work packages

### 1. Project Management

Network management

The project, communication to / from departmental management, communication in and across the project group, financial management, coordination and support of activities.

1.1. Organizing transnational steering committee meetings / project coordination / overall communication, etc. - Bilateral meetings etc => meeting minutes and decision minutes

### 2. Communication

Building of website and dissemination to the public of what is being investigated and what is expected to be achieved

2.1 building a website and communicate to the public

### 3. Employers & Employability

Examining potential employers' interest in graduates from a cross-national graduate program in Business Administration

3.1. Questionnaire survey + Focus group interviews => reporting

3.2. A seminar / workshop => reporting

3.3. Desk research on statistics on employability of different profiles of Business Administration graduates => reporting

### 4. Students

Survey of potential students with an interest in a cross-national bachelor's degree in Business Administration (Bachelor's degree students in Business Administration)

4.1. Questionnaire survey => reporting

4.2 Focus Group Interviews => reporting

### 5. Scientific staff

Clarification of the joint and complementary strengths and collaboration opportunities of the research communities involved

5.1 A seminar / workshop => reporting

### 6. The leadership of the universities – decision criteria

Examination of the decision-making criteria, time frames, procedures for establishing new degree programs etc

6.1 Desk research => reporting

## **7. Overall vision, develop a prototype for a curriculum and writing the final report**

This work package is the core of the network project. It is running from the beginning to the end, and it is where the visions for the collaboration is developed and where the identified needs as described in the results from WP 3-6 are transformed into a final report and where a prototype for a curriculum that could be implemented jointly at the universities is developed.

7.1 Kick-off seminar

7.2 Joint work meetings => prototype of a curriculum + Final report

7.3 Final seminar

## Appendix C: Applied methods for surveys and interviews

### Surveys

To ensure the development of an engaging curriculum for a joint/double Master's degree between RUC and CAU, the needs and expectations of businesses in the region Zealand (Denmark) and Ostholstein (Germany), as well as the opportunities and challenges of potential Master students in Denmark and Germany need to be considered. Therefore, a business survey and a student survey were developed and conducted in Denmark and Germany. Based on the results from both countries, a well-founded prototype curriculum could be derived. In the following sections, the business survey and the student survey are outlined in more detail.

### Business survey

The business survey aimed to capture businesses' needs and expectations in the Region of Zealand (Denmark) and Ostholstein (Germany). To ensure comparable results between Danish and German businesses, the main part of the survey was standardized. The business survey consists of five parts (see figure 1).

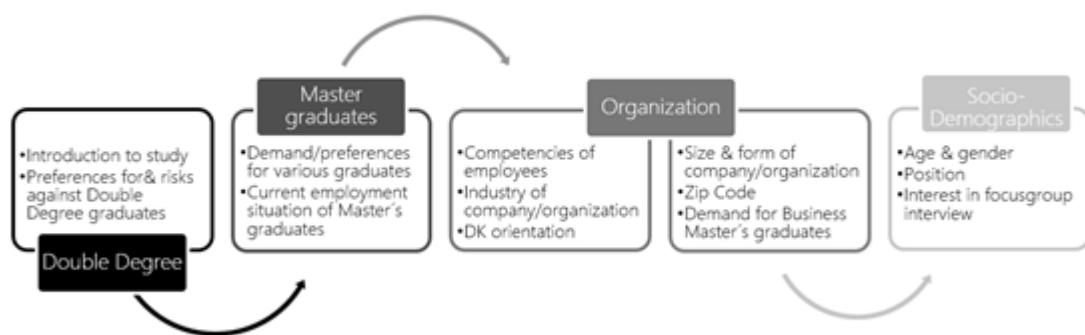


Figure 1: Procedure of conducting the business survey.

The survey started with a brief introduction of the Joint/Double Master's Degree in Business Administration with RUC and CAU. Then, we asked the business representatives to answer their preferences and expectations from such a Joint/Double Master's Degree between Germany and Denmark and the perceived risks related to this study program.

The second part focuses on businesses' needs for skills. Thereby, respondents were asked to answer questions on 1) their demand for graduates of different work fields and 2) their current employment situation of Master graduates. Thus, this section captures businesses' basic needs for skilled workers in general and graduates in Business Administration in specific.

Based on that, the third part of the survey contains questions on the business structure. We were thereby most interested in the competencies of potential employees businesses would especially be interested in. Additionally, this section captures questions on the industry the company relates to and the current orientation towards Denmark and Germany, respectively. Thus, we investigated the current bilateral relationships between the neighboring countries on the business level. Lastly, we asked the respondents for basic information about size and form of the company.

The survey ends with several questions on the respondent itself and his/her socio-demographics (age and gender) and position within the company.

The survey was distributed among businesses within the region of Zealand (Denmark) and Schleswig-Holstein (Germany) and reached some 62 participants in Germany and 54 participants in Denmark. The results of the survey for Denmark and Germany are presented in chapter 3.0.

### Student survey

The student survey aimed to capture students' needs and expectations on the one hand and their perceived barriers and fears on the other hand. To ensure comparable results between Danish and German students, the main part of the survey was standardized. Additionally, country-specific and university-specific questions, respectively, were added entailing more detailed information. The student survey consists of six parts (see figure 2).

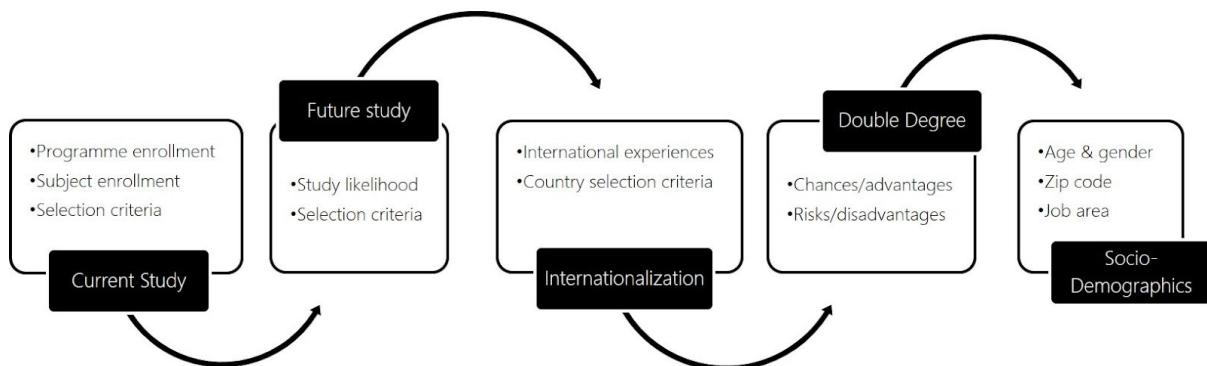


Figure 2: Procedure of conducting the student survey.

The first part addresses the participants' current study program in which they are currently enrolled in. Within this first set of questions, we received information about the participant and his/her current study background (Bachelor or Master's program and the field of study). Additionally, we included questions focusing on the selection process. Students were asked to select different criteria (e.g. personal interest, job opportunities or reputation of the university), which were relevant for choosing the current study program.

Following that, the second survey part focuses on the participant's future plans. The participants were asked to answer questions on their future plans (e.g. starting an apprenticeship, a master's degree, another Bachelor's degree, entering job life etc.). Participants were then encouraged to answer questions on their likelihood for choosing another study program at CAU and RUC, respectively, after receiving their degree. Again, students were then asked to select criteria they would consider for a potential future study program.

The third segment of the survey considers the internationalization of the participants. This section aimed 1) to understand students' need and willingness of internationalization and 2) to understand the attractiveness of Germany and Denmark, respectively, as a target country based on different decision parameters. Thereby, students were asked to answer questions on their previous experiences abroad and their general willingness

to study abroad. In case of high willingness for a study period abroad, participants received a question on the likelihood to choose Denmark and Germany, respectively, as a target country. Additionally, respondents should enter reasons for choosing the respective country in an empty text box. Additional questions focused on the underlying selection criteria to get an idea of how students choose a suitable target country for their purposes.

The fourth segment of the student survey contains questions on a potential Joint/Double Master's Degree in Business Administration and aimed to investigate a SWOT-analysis of this potential degree. Thus, participants were asked to answer questions on the perceived advantages and disadvantages of this Joint/Double Master's Degree and the chances and risks of the program. The students needed to order them accordingly to ensure a sense of ranking between different advantages and disadvantages. If advantages and disadvantages were not mentioned here, students had the chance to add them manually. At the end of this section, the participants were encouraged to answer questions on the likelihood choosing this specific Joint/Double Master's Degree of Business Administration.

The last segment of the survey is dedicated to the participant's sociodemographic. Respondents' age, nationality, the federal state where the higher education entrance qualification and the year the students are currently aiming to graduate are inquired. Additionally, three questions about the participant's plans are added, starting with the region and country the participant would prefer to work in later. Lastly, respondents were asked to select desired future work fields they aim to work in after graduation.

The survey was distributed among CAU and RUC and reached 537 students from both countries (294 participants from CAU and 243 participants from RUC).

## Interviews

Data were collected from expert interviews and focus group interviews with potential future students and employers in connection with background data collection. The purpose of the interview surveys was to collect data on how the interviewees responded to the prototype for the recommended study plan. All interviews were conducted in the fall of 2021. The interviews were conducted on resp. Danish, English, and German.

### Potential future students, interview guide

1. What are the strengths and the weaknesses of the program from your point of view?
2. Would you choose this degree? If not, why? What are your main concerns? If yes, why?
3. How do you evaluate the practical part of the program?

### Potential employers, interview guide

1. What are the strengths and the weaknesses of the program from your point of view?
2. What are the barriers to hiring DDBA graduates from your point of view?
3. How do you evaluate the practical part of the program?
4. How important is it that graduates do understand Danish/German and know about the culture?

## Appendix D: Results from surveys presented at mid-term seminar

### Business survey results

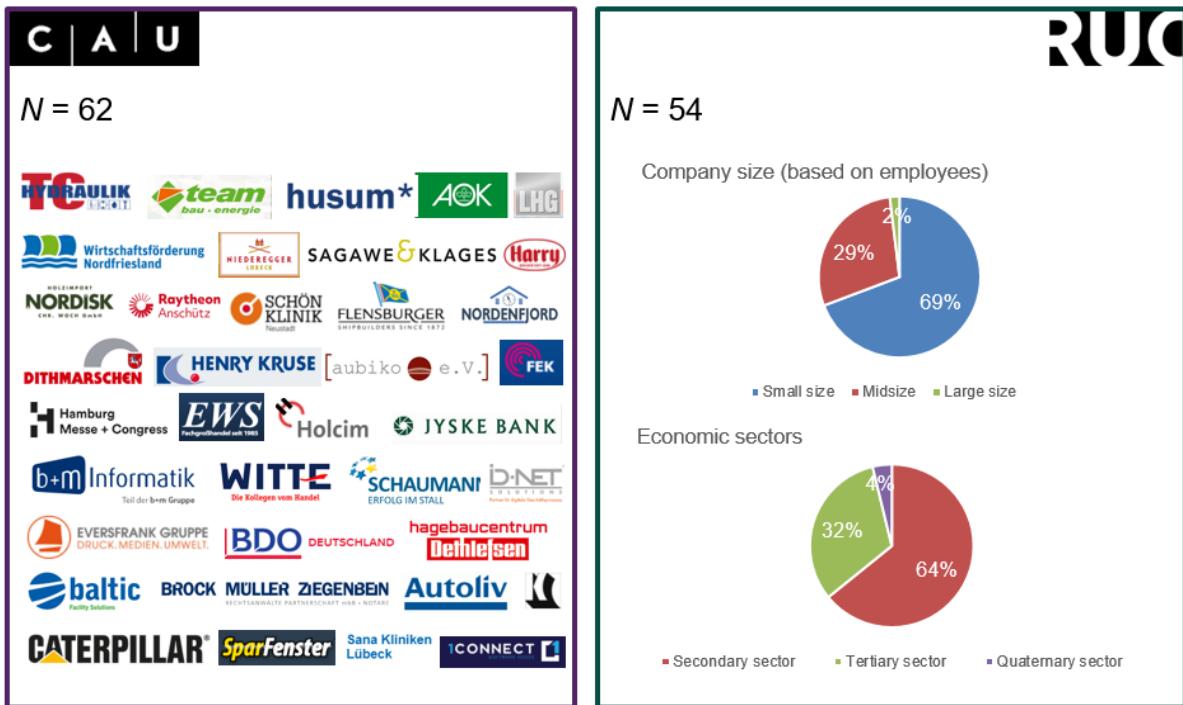


Figure 3: Respondents of the business survey at CAU and RUC.

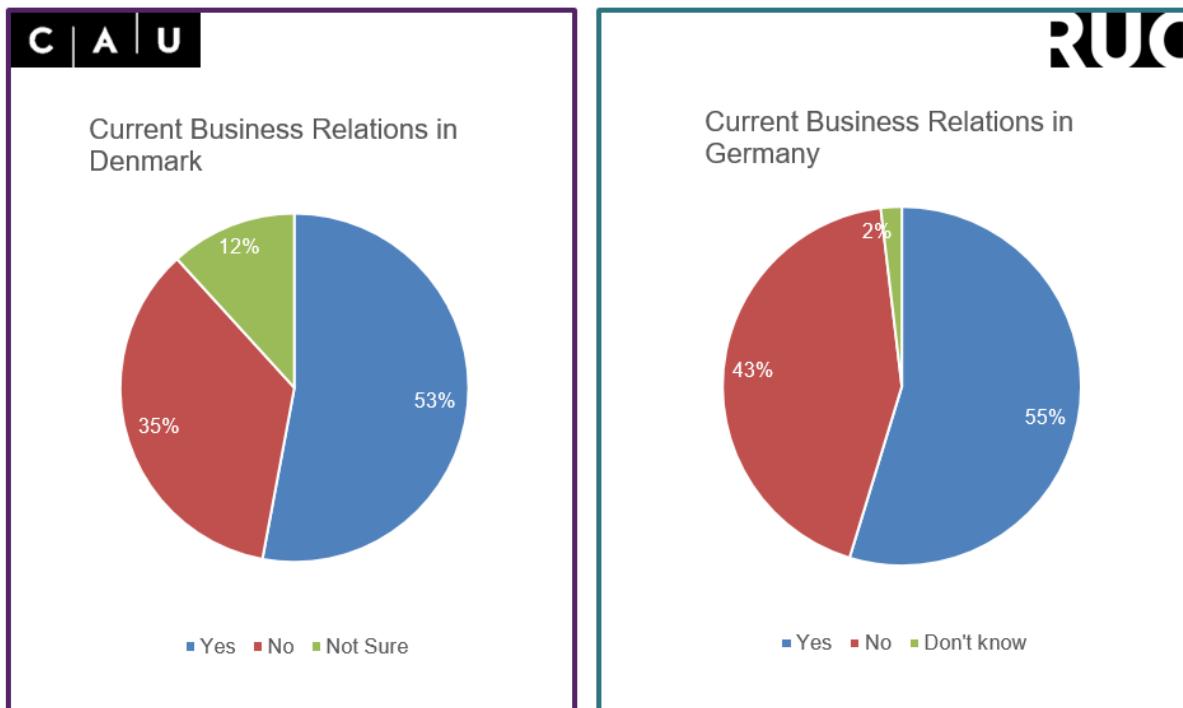


Figure 4: Current Danish-German business relations.

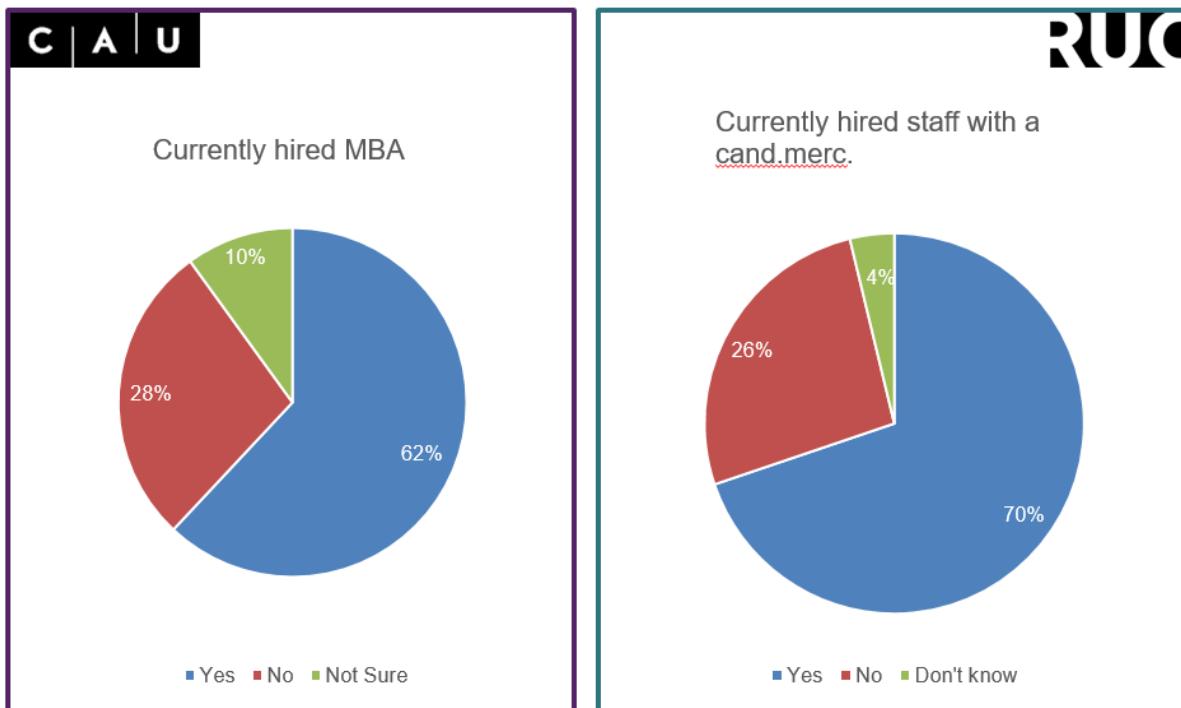


Figure 5: Current hiring situation MBAs / cand. merc.

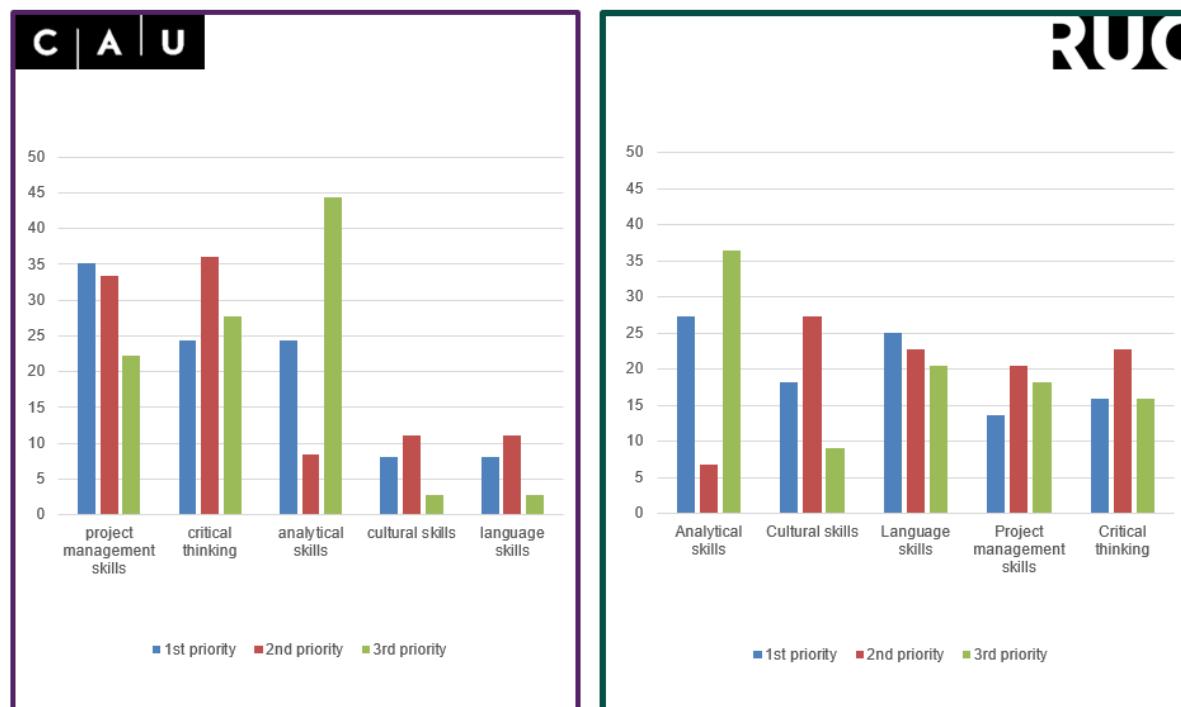


Figure 6: Crucial competencies and skills for future candidates.

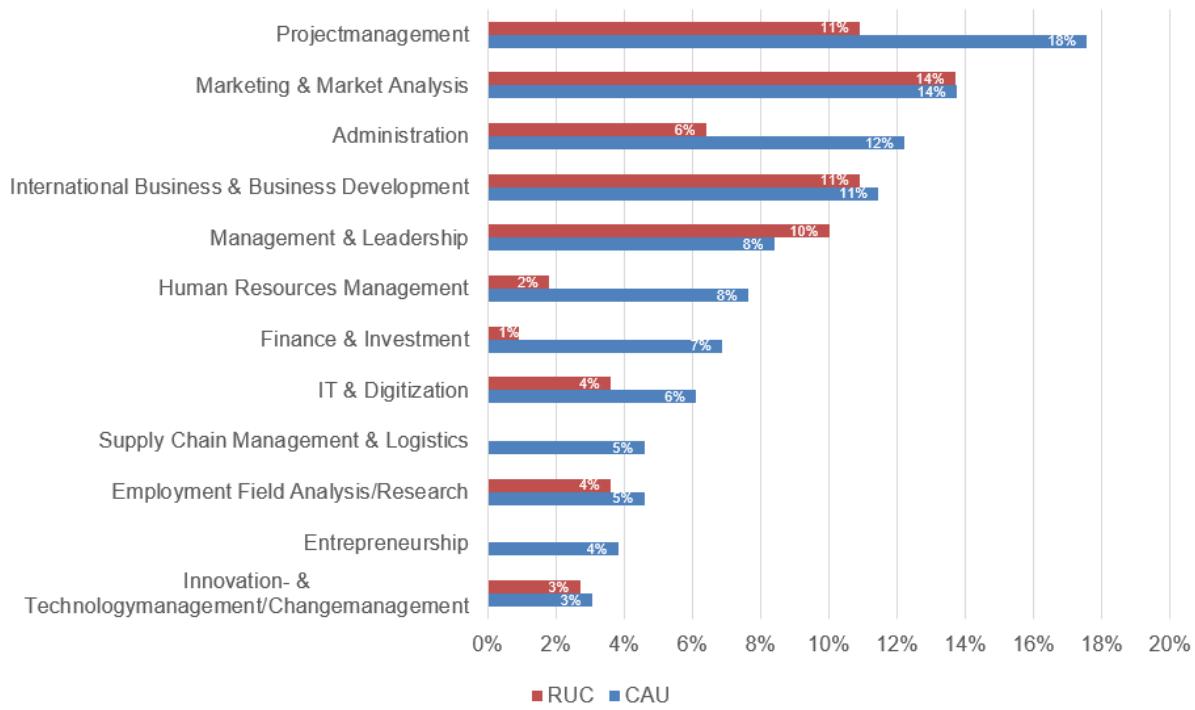


Figure 7: Future employment fields double master's degree.

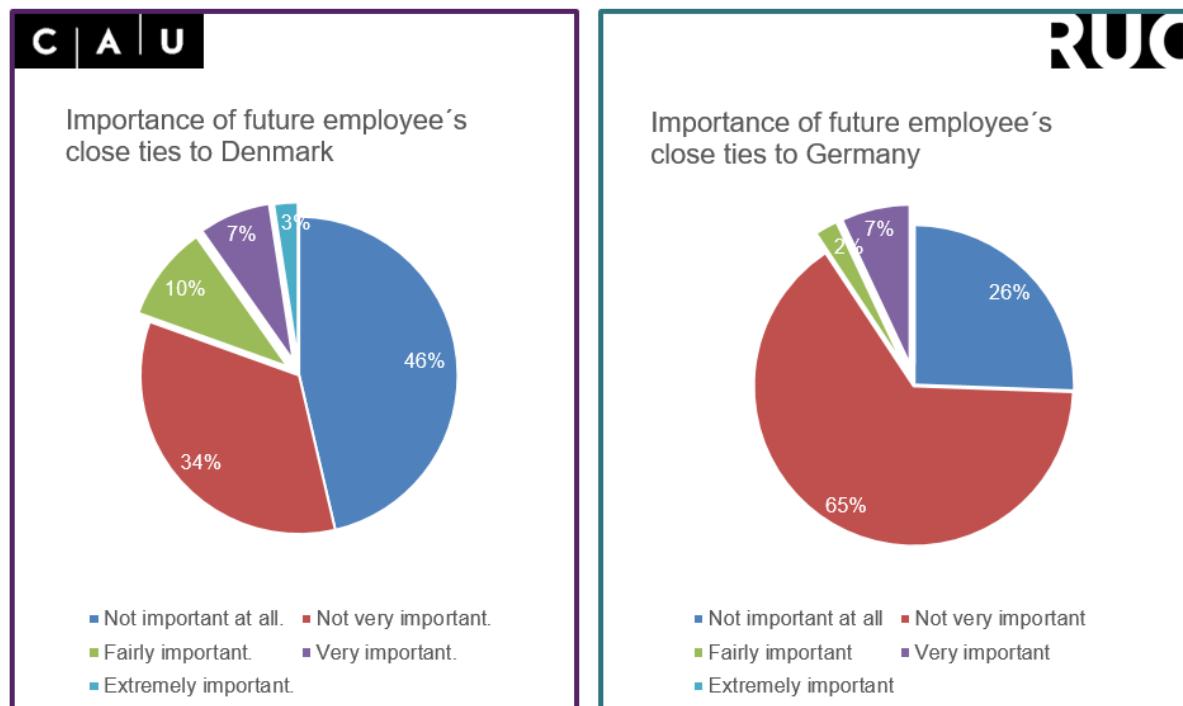


Figure 8: Danish-German company ties.

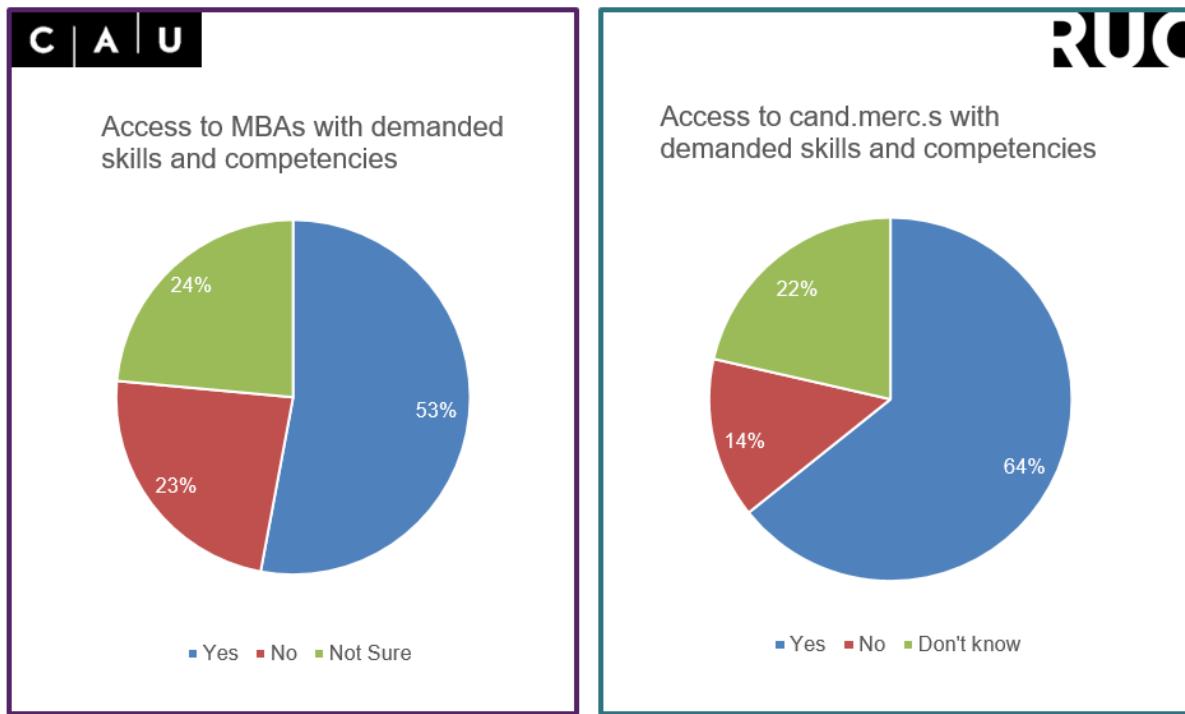


Figure 9: Access MBAs / cand. merc. Graduates with demanded skills and competencies.

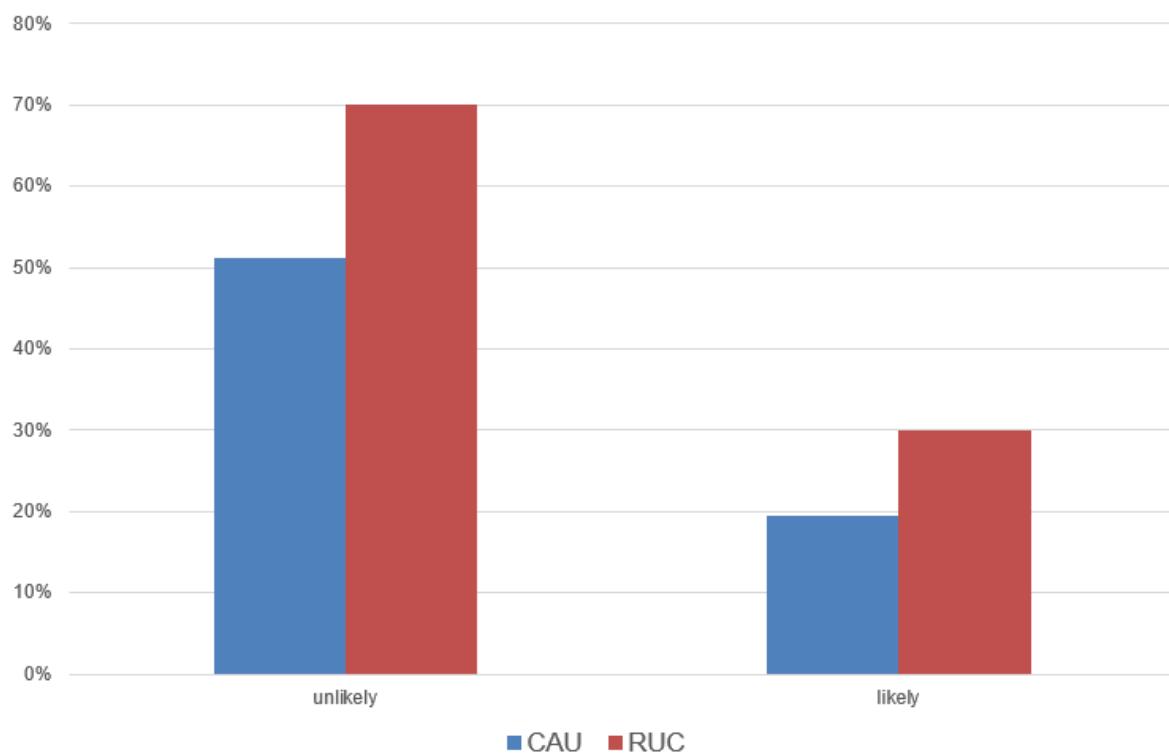


Figure 10: Probability of hiring a master's student graduates in Business Administration.

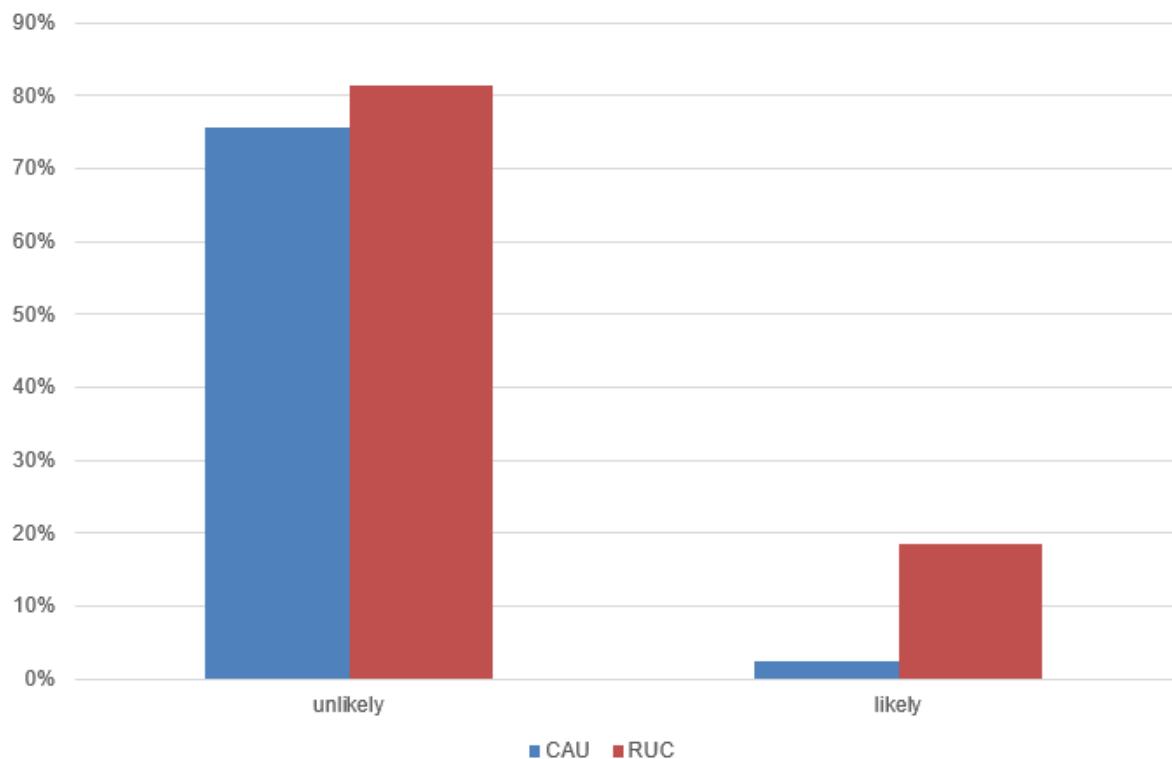


Figure 11: Probability of hiring a master's student graduates in Business Administration with a German-Danish double degree.

- Kalundborg Forsyning
- Danish Crown
- A/S Bevola
- Frese
- Excocell A/S
- Sortimo A/S
- Harboe Brewery
- Granby Pack A/S
  
- Norden Fjord Invest
- Wirtschaftsförderung Nordfriesland
- Autoliv
- AOK
- H. Wilhelm Schaumann GmbH
- 1CONNECT Software GmbH
- Id-netsolutions GmbH
- Brock Müller Ziegenbein Rechtsanwälte Partnerschaft mbB

Figure 12: Companies interested in hiring candidates with Danish-German double degree in Business Administration.

## Student survey results

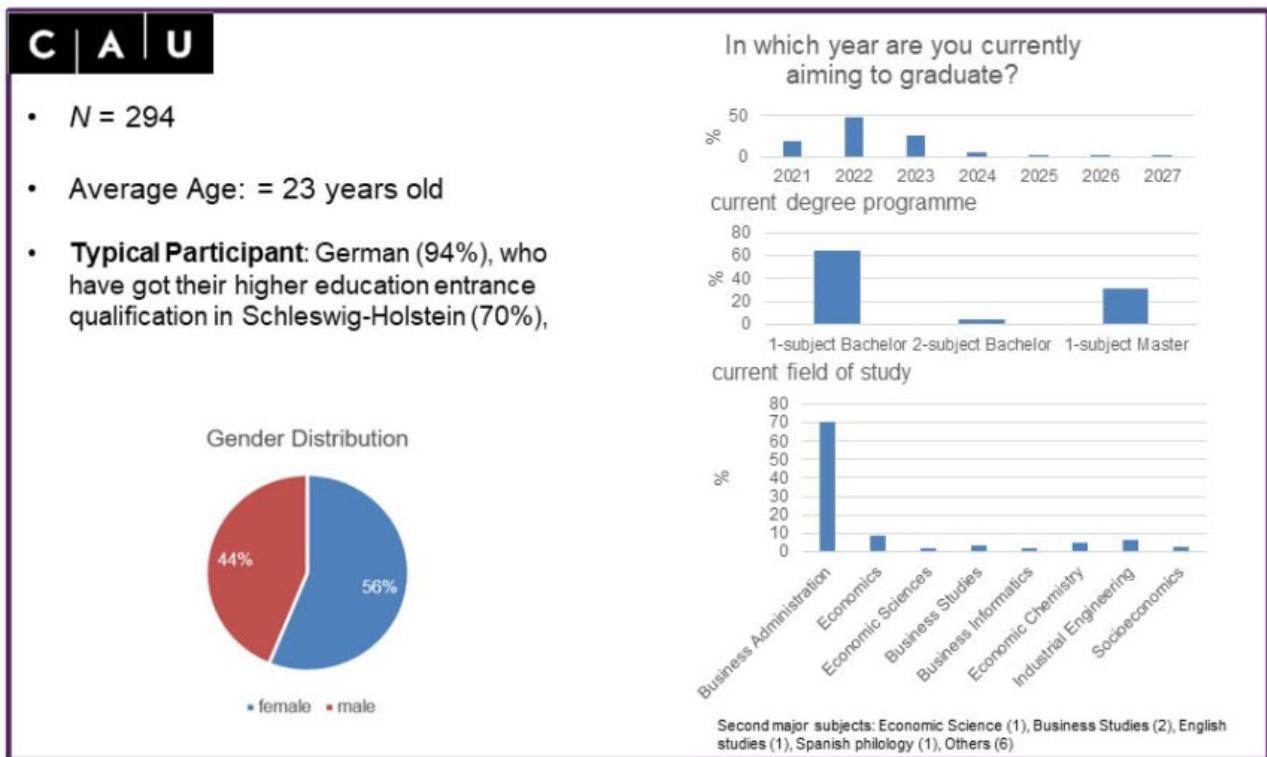


Figure 13: Overview of participants of the student surveys at CAU.

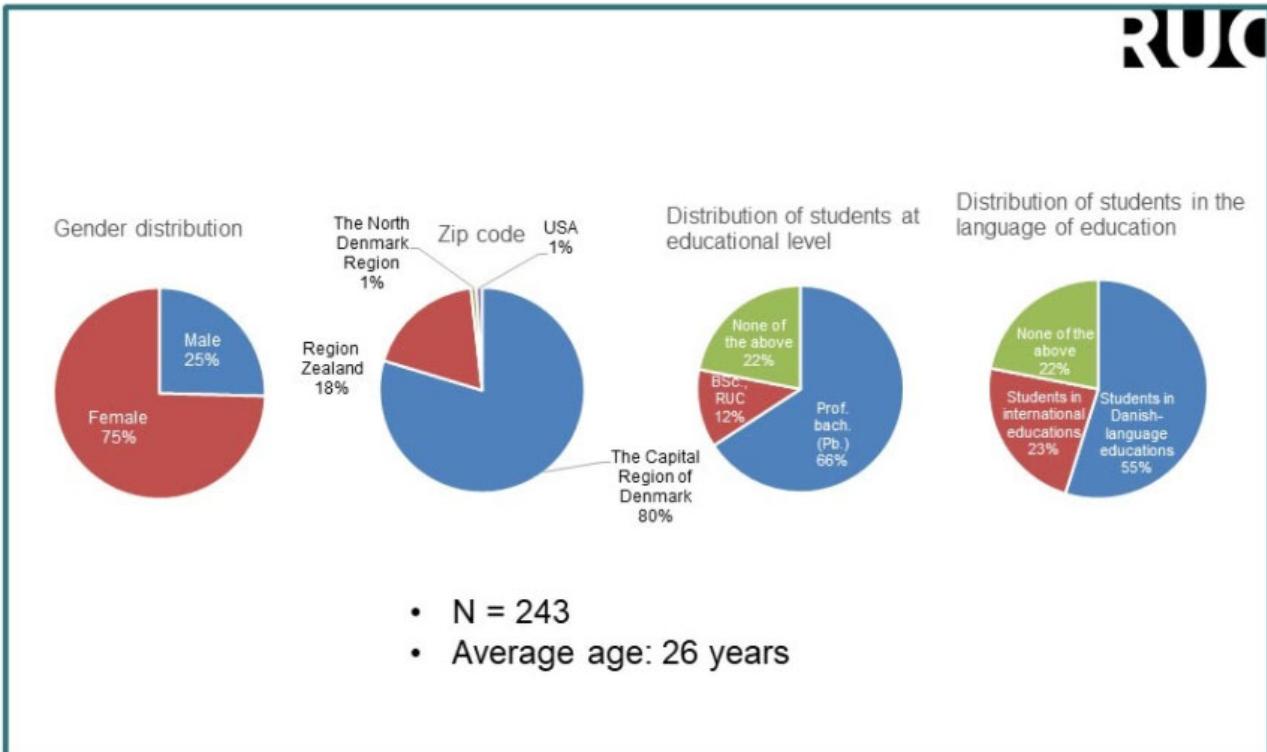


Figure 14: Overview of participants of the student surveys at RUC.

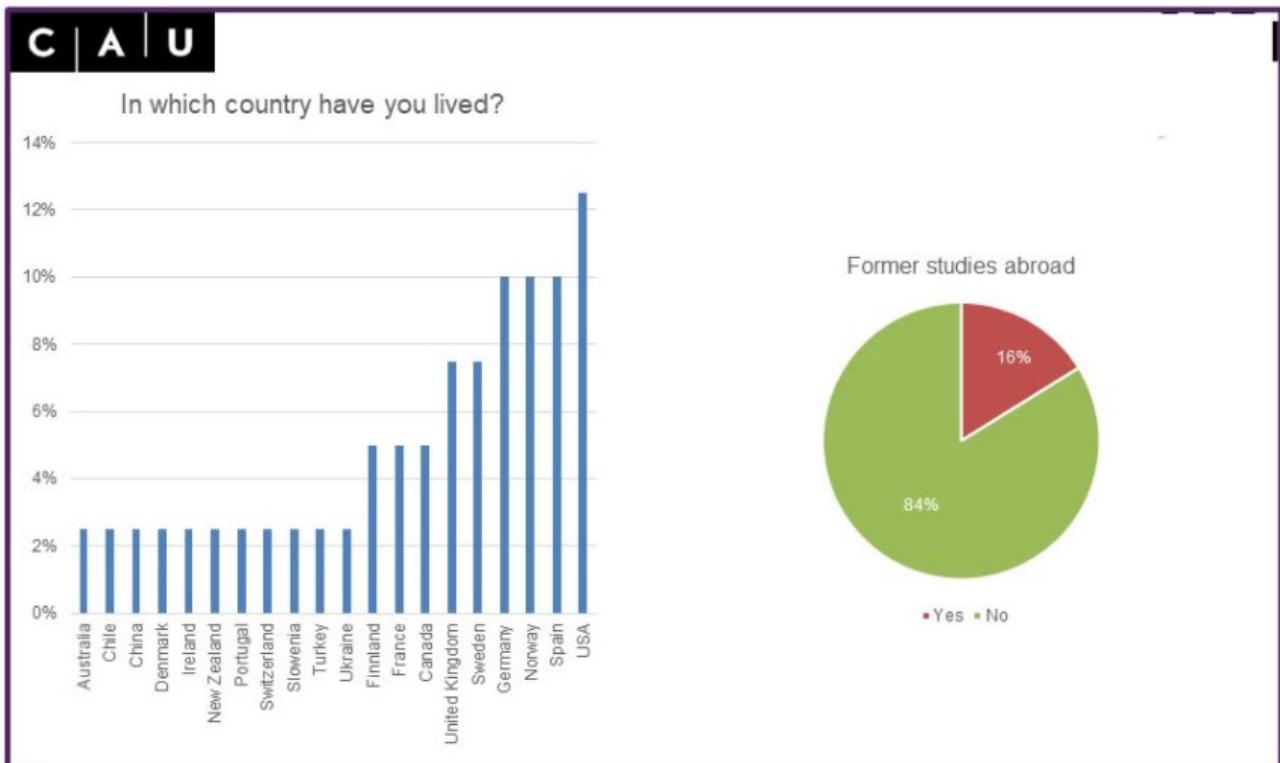


Figure 15: Experiences abroad.

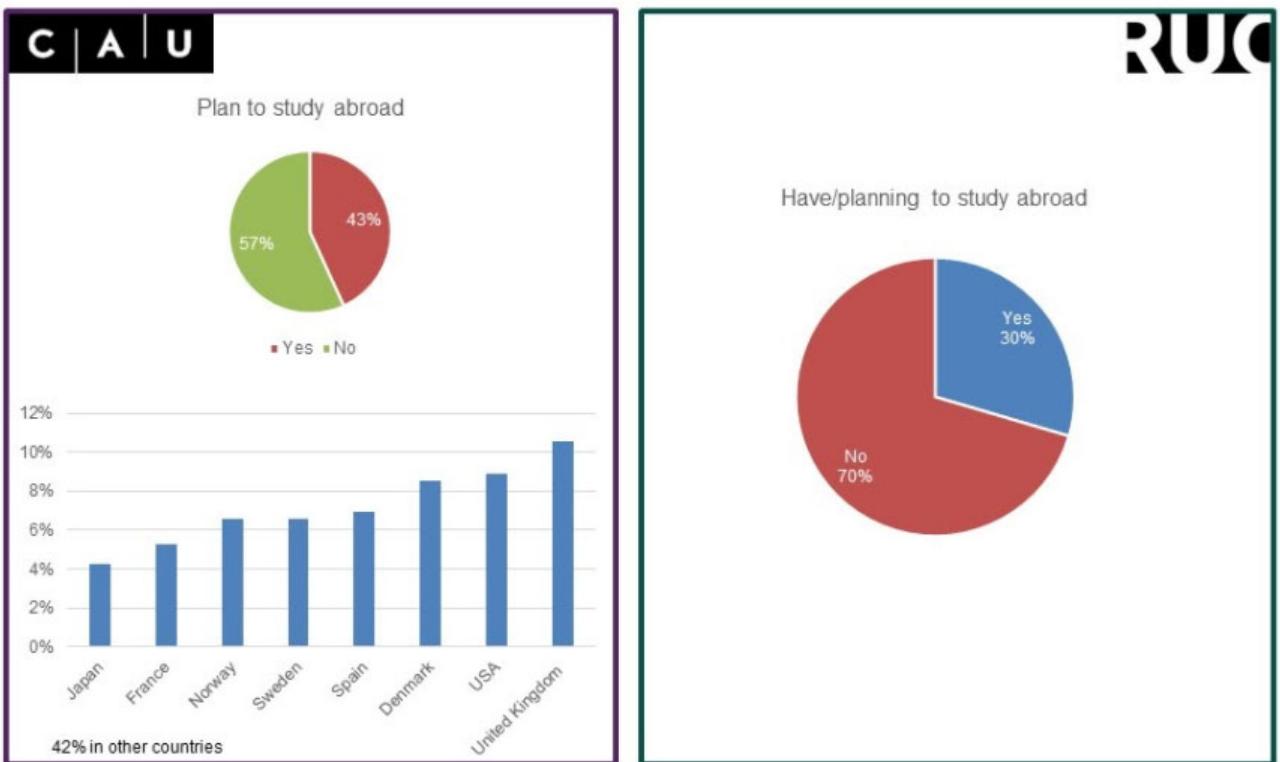


Figure 16: Plans to study abroad.

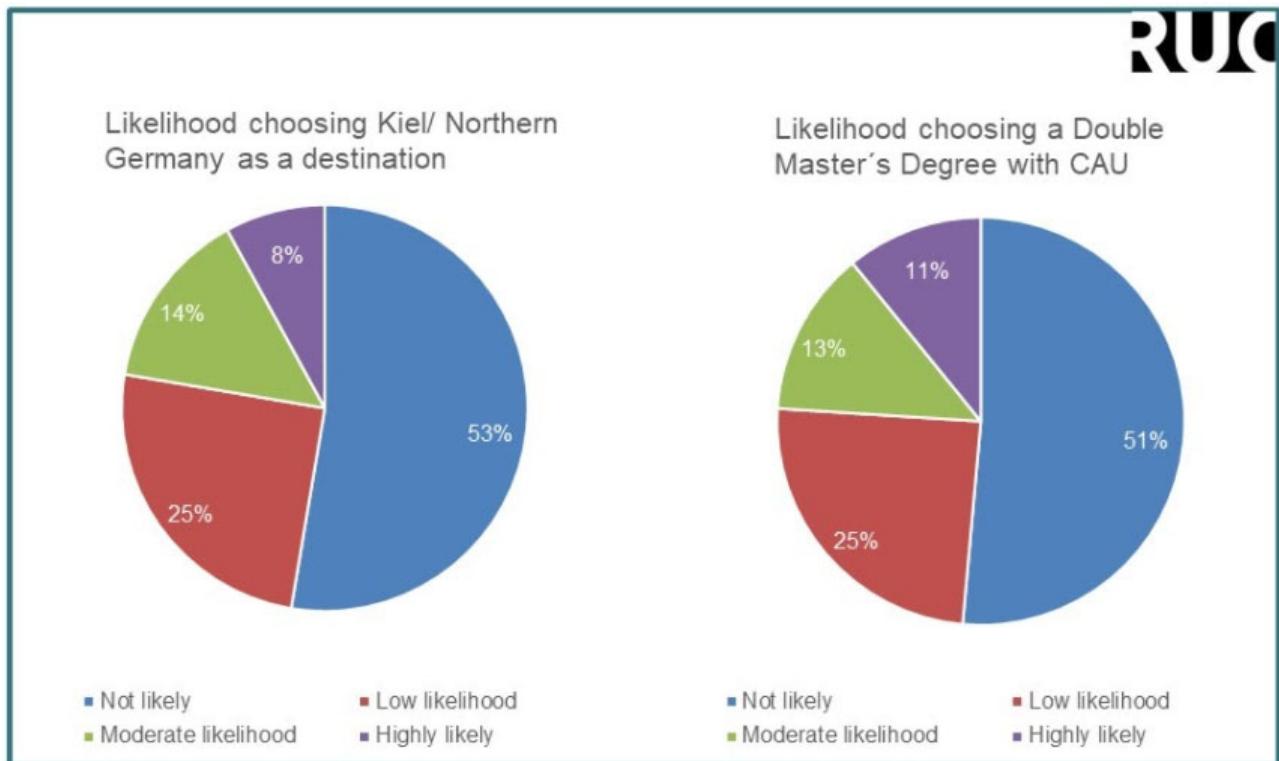


Figure 17: Attractiveness of study options at RUC and CAU.

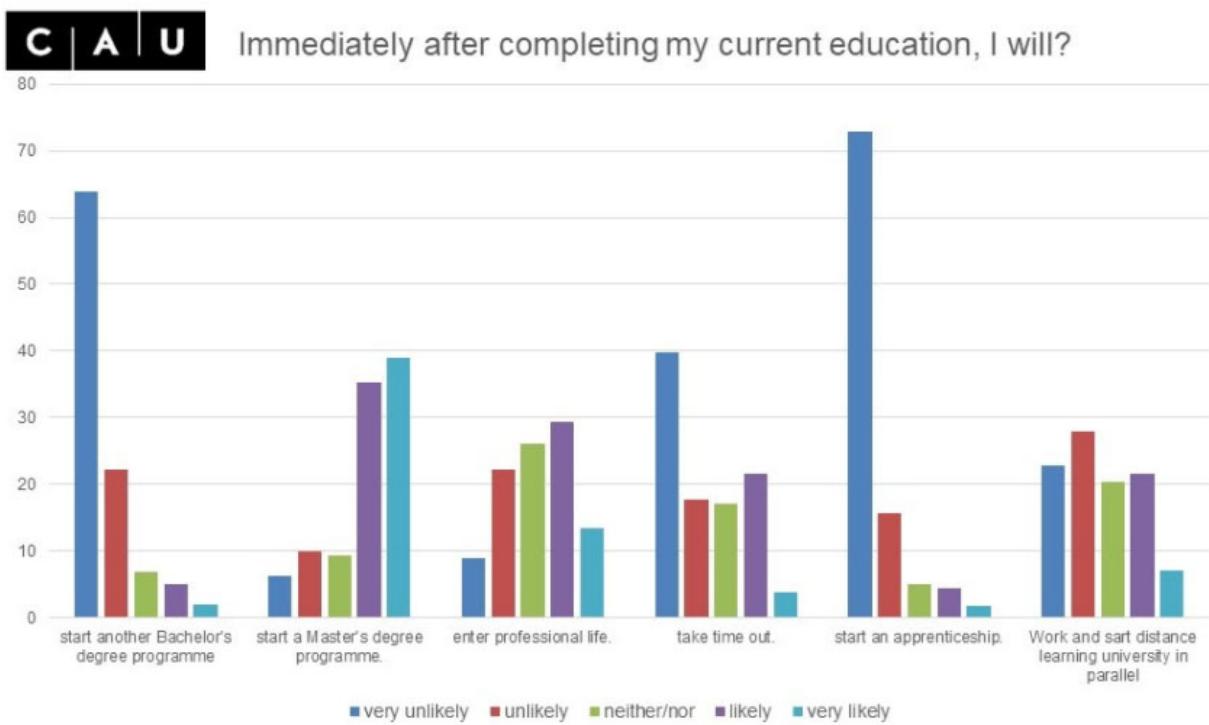


Figure 18: Student's future career plans I.

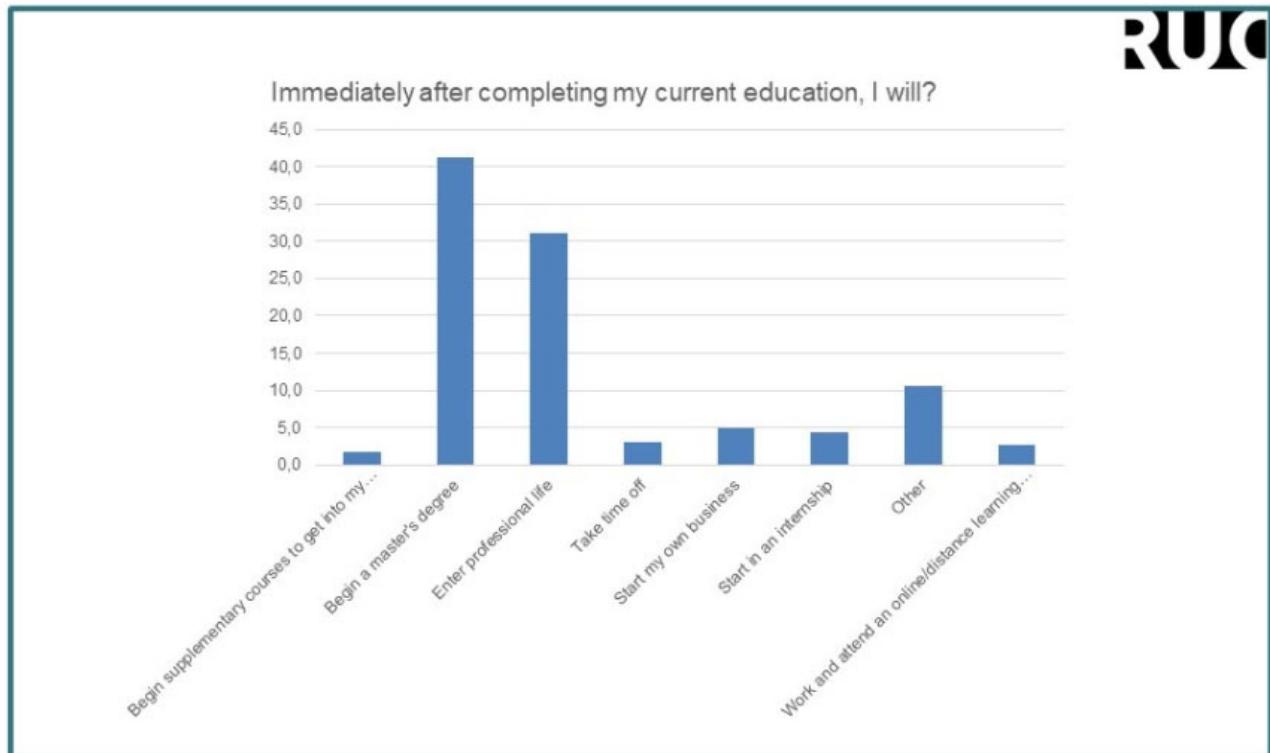


Figure 19: Student's future career plans II.

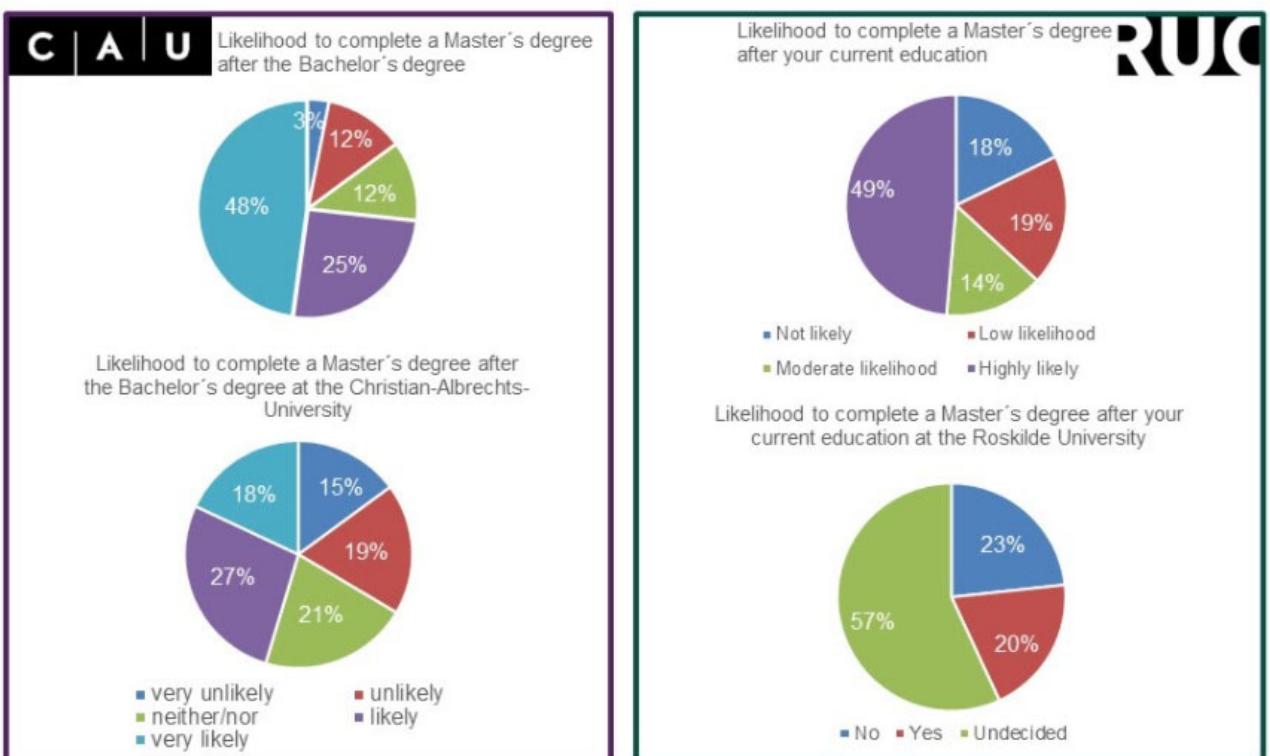


Figure 20: Student's future career plans III.

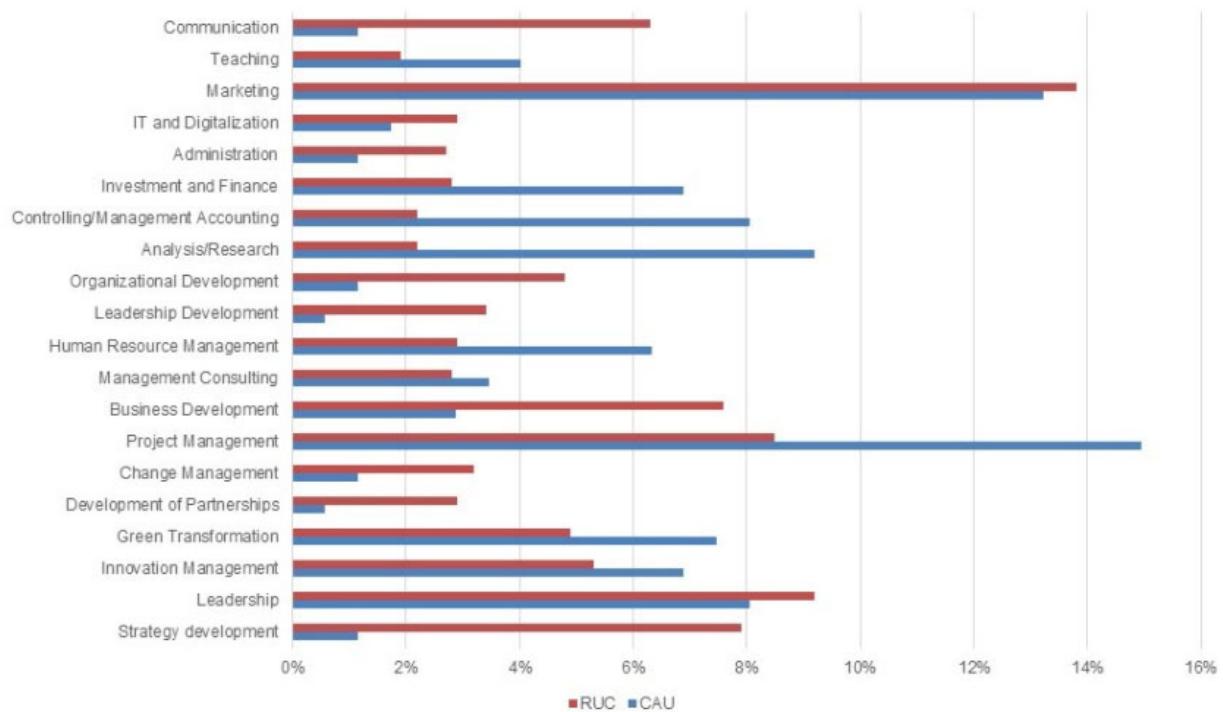


Figure 21: Desired future job areas.

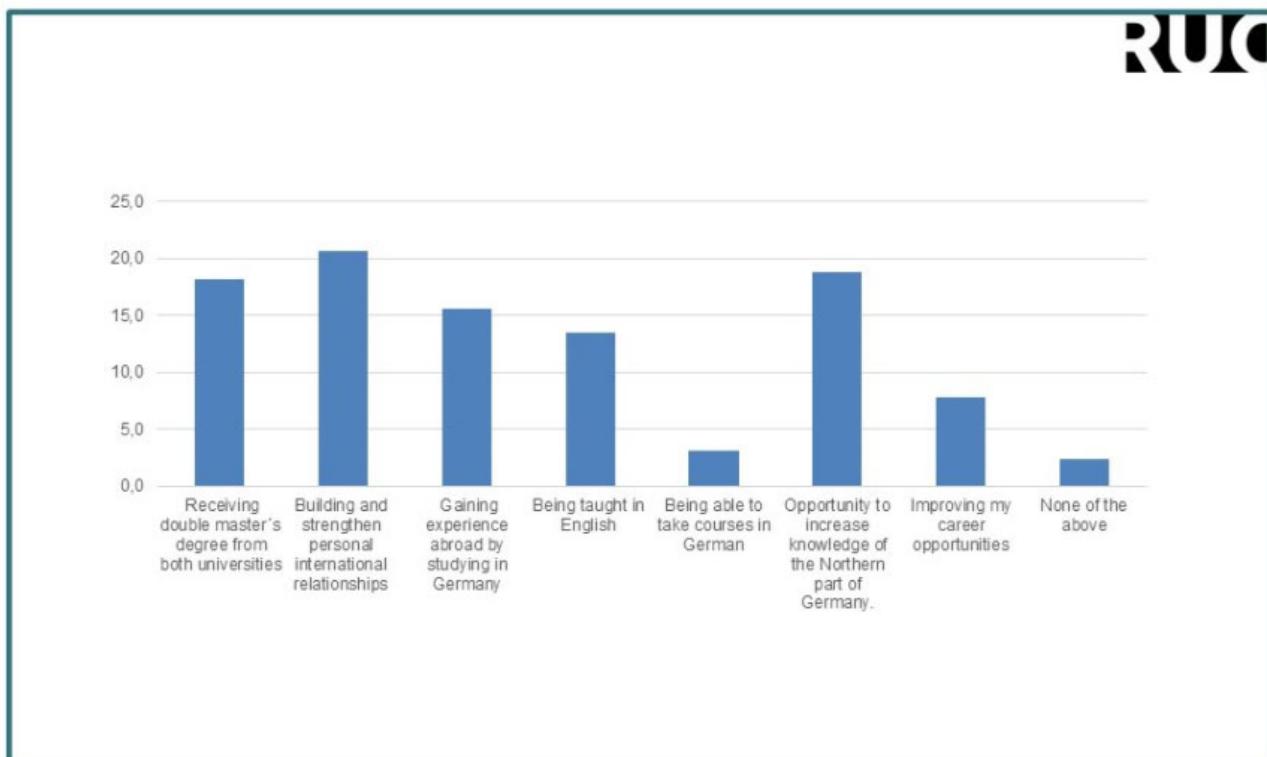


Figure 22: Reasons to choose a double master's degree I.

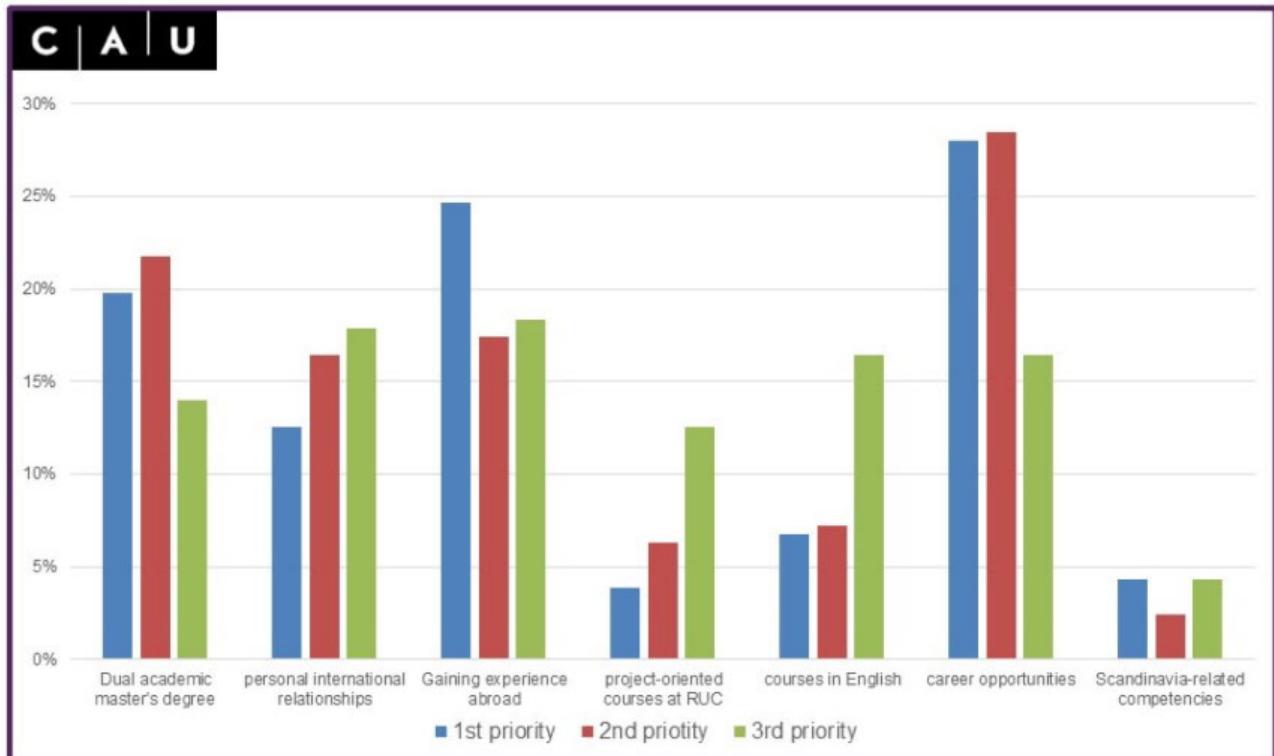


Figure 23: Reasons to choose a double master's degree II.

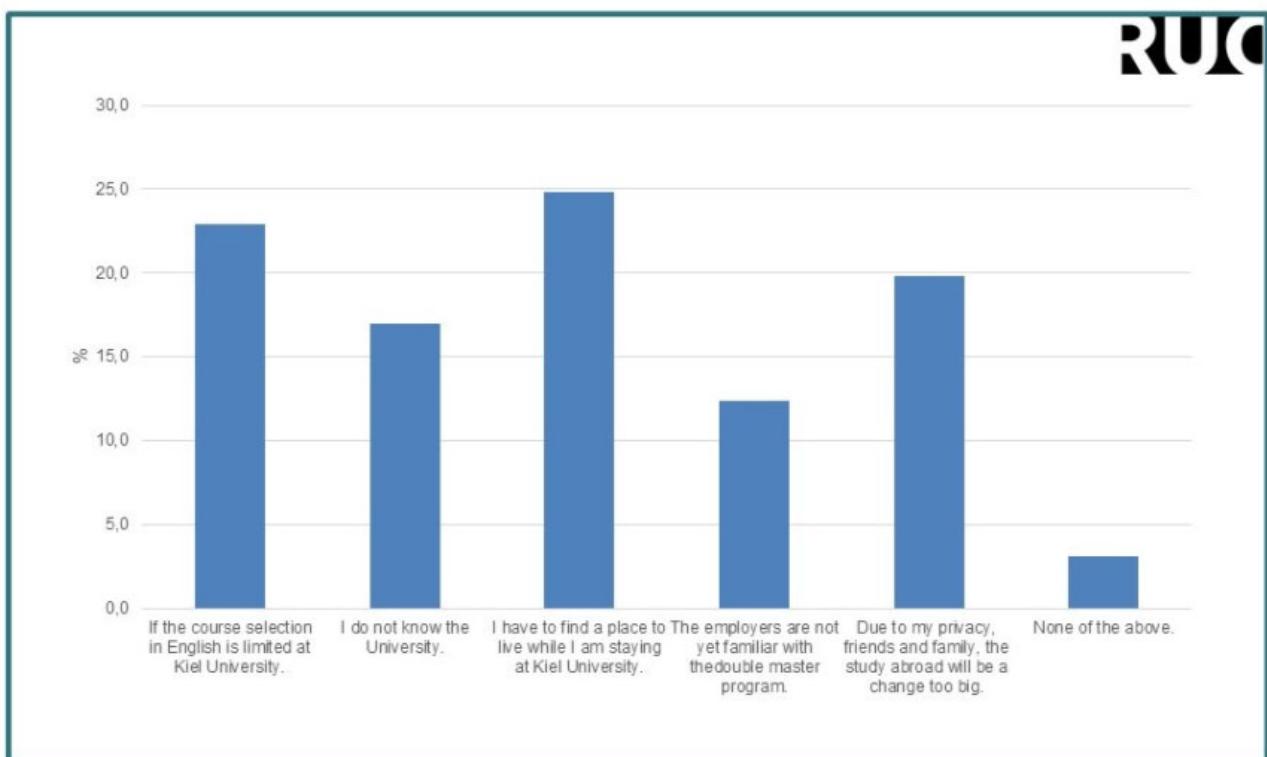


Figure 24: Reasons against choosing a double master's degree I. #

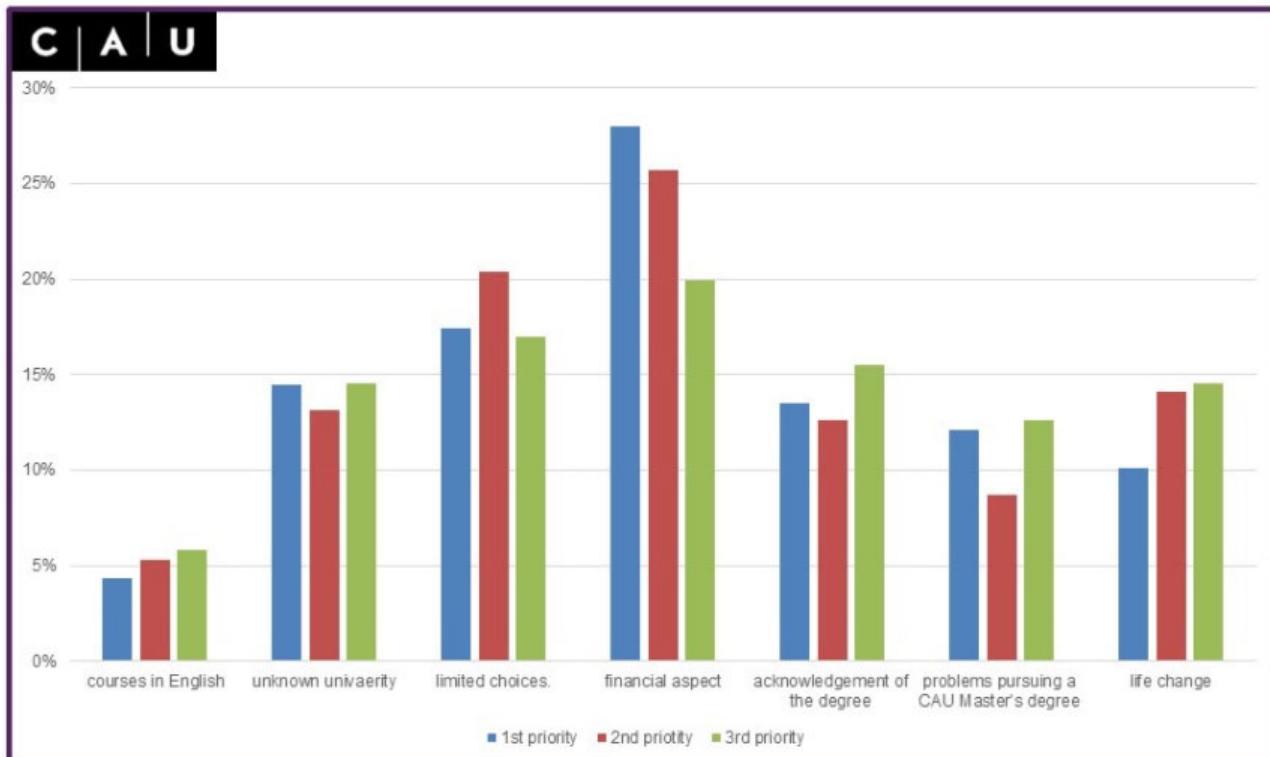


Figure 25: Reasons against choosing a double master's degree.

## Main conclusions

- More than 50% of the participating companies in both countries are already connected to resp. Denmark and Germany.
- More than 60% of companies already employ staff with an MSc. Economics
- The participating companies want to hire graduates in project management, marketing, international business, and business development.
- The companies fairly emphasize that the candidates have close connections to resp. Denmark and Germany
- There is a potential market for candidates with a different profile, as some of the companies currently do not have access to the candidates with the desired abilities and competencies
- More than 30% of students plan a stay abroad in both countries in connection with their current study.
- The German and Danish students also find Denmark and Germany relevant as targets for a stay abroad, as 9% of the students find Denmark and Germany relevant. Furthermore, about a third of the students planning a stay abroad from RUC's study finds Northern Germany particularly relevant and would choose a double MSc. Economics, where CAU was one of the universities.
- About 50% of the students surveyed in both countries want to start a master's degree after their current education.
- Opportunities
  - Building and strengthen personal international relationships
  - Gaining experience abroad and increase knowledge of Germany and Denmark
  - Receiving a double degree
- Threats
  - Finance
  - Accommodation
  - Selection of courses taught in English
  - Having to leave friends
  - Knowledge of the university

Figure 26: Main conclusions of surveys.

## Appendix E: Recommended Study Plan (winter admission) – from RUC perspective

| 4th semester        |  | Master's thesis  |   |                              |                        |
|---------------------|--|--|---|------------------------------|------------------------|
| <b>3rd semester</b> | 5 ECTS project seminar (D)                   | 10 ECTS mandatory quantitative course (2 x 5-ECTS courses) | 5 ECTS Elective course                        | 5 ECTS Elective course       | 5 ECTS Elective course |
| <b>2nd semester</b> | 5 ECTS project seminar (D)                   | 5 ECTS Elective course: Advanced study course              | 5 ECTS Elective course: Advanced study course | 15 ECTS Project B/Internship |                        |
| <b>1st semester</b> | 10 ECTS mandatory theory course (Leadership) | 10 ECTS mandatory theory course (Innovation management)    |   | 10 ECTS project A            |                        |

### First semester (RUC)

- Leadership (10 ECTS)
- Innovation management (10 ECTS)
- Project A (10 ECTS)

### Second semester (RUC)

- Elective course: Advanced study course (5 ECTS)
- Elective course: Advanced study course (5 ECTS)
- Project D (5 ECTS)
- Project B/Internship (15 ECTS)

### Third semester (CAU)

- Mandatory quantitative course (5 ECTS)
- Mandatory quantitative course (5 ECTS)
- Elective course (5 ECTS)
- Elective course (5 ECTS)
- Elective course (5 ECTS)
- Project D (5 ECTS)

### Fourth semester (RUC or CAU)

- Master thesis (30 ECTS)

## Appendix F: Course descriptions

### RUC perspective

#### First semester

The purpose of the semester is to give the student insight into analytical perspectives on the company's management and knowledge of how innovation and renewal are organized in companies. The student gains insights into theories of management and innovation management. The semester provides an understanding of complex management and innovation processes in and between companies and organizations and the outside world.

| Course                | Description  | Language | ECTS | Semester |
|-----------------------|--|----------|------|----------|
| Leadership            | <p>Overall objective Students gain knowledge and insight into both classic and more recent theories and perspectives on management that seek to answer current management issues. Through the use of management theory perspectives, students learn to identify and analyse practical organisational and management issues. Knowledge is also acquired of both classic and more recent analytical perspectives on companies and management processes in the light of complex and evolving business and organisational conditions, and in relation to the surrounding world.</p> <p>Through critical analysis, empirical evidence is translated into a relevant discussion of management activity. The analytical work must demonstrate analytical and reflective assessment skills by being able to justify the choice of theories and analysis design in order to understand the special characteristics of the chosen organisational situation.</p>    | DK/EN    | 10   | WS/SS    |
| Innovation management | <p>The course introduces students to recent knowledge on processes of innovation and their complexity. Insight is provided into how innovation takes place within companies, among employees, and between companies and organisations in networks, in interaction with other actors, including users, and in a broader, complex, societal context.</p> <p>The course also discusses how a company's innovation leads to value creation in the interaction between the company and its environment.</p> <p>There is also a focus on the role of management in promoting and organising innovation and innovation processes in companies. The course introduces management- and employee-oriented tools that can promote innovation and support innovation processes. The course is organised as a process-oriented course in which the knowledge acquired is continuously translated into a practical innovation process carried out by the students.</p> | DK/EN    | 10   | WS/SS    |
| Project A             | <p>Students participate in a facilitated and framed course, on the basis of which they draw up a project report on a self-selected issue within the programme's fields of study, such as management processes and/or innovation management. The project must produce clear, management-relevant knowledge and provide students with in-depth insight into a defined topic, and result in reflective considerations on the relevant problem and theory area, the project's scientific-theoretical stance, methodological and analytical approach, and implications for management.</p> <p>The project is supported by seminars, with input from organisations and/or secondary empirical material, in which relevant issues are developed and guidance sessions are offered. The seminars thus provide a framework for an intensive course of problem-based project learning within the field of business administration.</p>                             | DK/EN    | 10   | WS/SS    |

## Second semester

The student gets insight into business economics specialization areas within various activities pointed out by the study board among the offered optional courses.

| <b>Quantitative courses (select 2)</b>         |  |    |   |      |
|--|--|----|---|------|
| Univariate Time Series Analysis (elective)     | The aim of the course is to provide students with the theoretical basis for working with time series models. It starts with an overview of basic notions of time series analysis, and continues with the simple component model distinguishing between deterministic and random components. For the random components, we introduce linear models for the conditional mean (in particular ARMA) and justify them by the Wold decomposition theorem. Estimation and model selection is discussed in detail for the auto-regressive process. We also examine briefly GARCH models for the conditional variance and integrated models for stochastically trending variables.  | EN | 5 | WiSe |
| Computational Modeling for Business (elective) | Computational business modelling considers the design and implementation of algorithms to automate or simulate business processes. By modelling processes and decision rules and implementing them in code, programmers can tap into computational resources to make tasks such as handling and analysing business data more efficient and consistent. By systematically modelling business interactions and implementing these models in dynamic simulations, modellers can evaluate assumptions about, for example, the behaviour of customers and service personnel, as well as implications of process changes. To enable this, this course introduces the topics of process modelling, software system design, programming and testing. | EN | 5 | WiSe |
| Empirical Finance (elective)                   | Many university courses convey theoretical knowledge and/or discuss empirical results in an excellent manner. This course provides an introduction to independent empirical work.  | EN | 5 | WiSe |

|  |  |    |   |      |
|--|--|----|---|------|
| Multivariate Methods (elective)                      | introduction to the various multivariate techniques with an emphasis on geometrical intuition and understanding. application with Stata-Software<br>Analysis of Variance<br>Eigenvalues<br>Principal Components Analysis<br>Factor Analysis<br>Canonical Correlation Analysis<br>Discriminant Analysis<br>Cluster Analysis<br>Multidimensional Scaling<br>Correspondence Analysis  | EN | 5 | SuSe |
| <b>Recommended courses<sup>13</sup></b>              |  |    |   |      |
| Cooperation and Networks                             | Definitions and the concept of embeddedness<br>Collaborative value creation and relationship outcomes<br>Inter-organizational governance<br>Inter-organizational relationship models<br>Cooperation in strategic alliances<br>Network capability and relationship championing  | EN | 5 | WS   |
| Organisation Internationalization and Organization I | Quantitative and qualitative trends in the international business environment<br>- Modes of foreign market entry<br>- Theoretical approaches for the explanation of different modes of foreign market entry<br>- Conceptual and methodological approaches to country culture   | EN | 5 | SS   |
| Internationalization and Organization II             | Conceptual and methodological approaches to country culture<br>- Strategies of international companies<br>- Organization of international companies I: Arche-types of macro structures<br>- Organization of international companies II: Empirical studies referring to strategy and structure of international companies<br>- Organization of international companies III: Technocratic and person-oriented coordination of international companies<br>- Strategies and Instruments of International Human Resource Management | EN | 5 | WS   |

<sup>13</sup> From Roskilde University's side, it is recommended that students follow these courses, as they are within the purpose and competence section of the current study regulation.

|   |  |    |   |    |
|---|--|----|---|----|
| Advanced Human Resource Management                              | <p>Part I: Strategic HRM: Theories &amp; Evidence, e.g. Strategic HRM, Evidence-based HRM</p> <p>Human capital perspective &amp; Resource-based view</p> <p>Universalistic perspective, Contingency perspective, Configurational perspective</p> <p>HR Transformation, HR and Line Manager Roles, HR Delivery</p> <p>Impact on Organizational Performance and Employee Well-being</p> <p>Part II: Putting (S)HRM into Effect: HR Policies &amp; Practices, e.g.</p> <p>Job Analysis &amp; Job Design</p> <p>HR Planning &amp; Recruitment</p> <p>Selection</p> <p>Performance Management &amp; Incentives</p> <p>Training &amp; Development</p>            | EN | 5 | WS |
| Organizational Behavior   | <p>Attitudes, Job Performance</p> <p>Moods, Emotions, and Motivation</p> <p>Personality, Ability</p> <p>Perceptions, Biases, and Stereotypes</p> <p>Group Work,</p> <p>Team Composition, Diversity</p> <p>Leadership</p>   | EN | 5 | WS |
| Change Management   | <p>Change Models and Theories</p> <p>Resistance to Change &amp; Change Readiness</p> <p>Effective Change Management Practices</p> <p>The Role of Organizational Culture</p> <p>The Role of HR</p> <p>The Role of Upper and Middle Management</p> <p>The Role of Leadership</p> <p>The Role of the Individual</p>   | EN | 5 | SS |
| Research Seminar: Applied Research in Organizational Behavior A | <p>Research Seminar: after this course, students should be able to:</p> <p>independently compile state-of-the art knowledge on a new research topic;</p> <p>apply their knowledge on the research process to new research questions;</p> <p>analyze the demands of empirical research questions;</p> <p>anticipate and understand the challenges of scientific work;</p> <p>translate a theoretical model into a research design</p> <p>implement the research;</p> <p>answer a research question by the use of quantitative methods of data analysis; present study findings in a comprehensible and thoughtful manner (in oral and in written form).</p> | EN | 5 | SS |

|  |  |    |   |                                  |
|--|--|----|---|----------------------------------|
| Research Seminar:<br>Applied Research in<br>Organizational Be-<br>havior B | Different dimensions of employee well-being and health<br>Different leadership behaviors, such as considerate, directive & autocratic leadership<br>Substitutes for leadership<br>State-of-the-art empirical research methods in social sciences - research process - experimental research designs - classical test theory - quantitative methods for data analysis   | EN | 5 | WS                               |
| <b>Electives</b>   |  |    |   |                                  |
| Advanced Manage-<br>ment Accounting  | Operational decision calculations: Basics of decision calculations; program decisions in the presence of certainty; program decisions in the presence of uncertainty<br>Control calculations: Methods for allocation of higher-order cost variances according to cause; splitting of cost variances; analysis of revenue variances   | DE | 5 | WiSe/SuSe<br>every<br>third term |
| Cost management  | Cost management as a task of the management: Conceptual bases of the cost management; efficiency organization as problem of the cost management; cost management after the guidance-referred conception<br>Tasks of the cost management: Factual tasks; structure-related tasks; person-related tasks<br>Fields of activity of the cost management: Rationalization; continuous improvement<br>Product-oriented cost management: Delimitation of product-oriented cost management; product cost targets in the process of cost-oriented product planning; instruments of cost-oriented design<br>Process-oriented cost management: Delimitation of process-oriented cost management; process improvement in the overhead cost area; process innovation for goal-oriented efficiency design; process optimization through continuous improvement<br>Potential-oriented cost management: Delimitation of potential-oriented cost management; cross-company cost management | DE | 5 | WiSe/SuSe<br>every<br>third term |

|   |   |    |   |                            |
|---|---|----|---|----------------------------|
| Advanced Controlling                          | <p>Coordination as a problem of controlling: Controlling concepts as a mental framework; decision-oriented conception of controlling</p> <p>Fact-oriented concepts of decision coordination: Alternative design forms of planning systems; alternative design forms of budgeting systems; alternative design forms of coordination through target setting</p> <p>Person-oriented concepts of decision coordination: Alternative design forms for incentive systems; behavioral orientation of budgeting</p> | DE | 5 | WiSe/SuSe every third term |
| Research Seminar Management Control           | Changing topics on recent developments in controlling (e.g. performance measurement; controlling and integrated reporting, sustainability controlling), management accounting (e.g. digitalization and cost accounting) and cost management (cost management and behavior, cost management and sustainability).   | DE | 5 | WiSe                       |
| Theory of corporate finance/ financing theory | <ol style="list-style-type: none"> <li>1. project or start-up financing: risk sharing, diversification and signaling.</li> <li>2. equity financing and management incentives</li> <li>3. loan financing</li> <li>4. capital increase</li> <li>5. capital structure</li> <li>6. distribution policy</li> </ol>   | DE | 5 | SuSe                       |
| Corporate Finance                             | <ol style="list-style-type: none"> <li>1. Capital structure and project value under conditions of perfect capital market</li> <li>2. Capital structure and project value under conditions of perfect capital market with tax</li> <li>3. The German tax regime</li> <li>4. Free cash flow</li> <li>5. DCF-methods at a first glance</li> <li>6. APV</li> <li>7. WACC</li> <li>8. Capital-Cashflow</li> <li>9. Equity-approach</li> <li>10. Cost of Capital</li> </ol>                                       | EN | 5 | WiSe                       |

|  |   |    |   |   |
|--|---|----|---|---|
| Firm Valuation and Applied Investment Theory | 1. the present value calculus in project and company valuation on the perfect capital market without taxes<br>2. valuation relevant payments and taxes<br>3. overview of DCF methods in business valuation<br>4. APV method<br>5. WACC method<br>6. equity method (capitalized earnings value method)<br>7. cost of capital<br>8. the Preinreich/Lücke theorem and the company valuation on the basis of residual income<br>9. valuation of fixed-interest financing instruments  | DE | 5 | Alternating with the module "Theory of Capital Budgeting". At least one of these modules is offered in each academic year.                  |
| Theory of Capital Budgeting                  | 1. investment decisions under security: Fisher separation and Hirshleifer case.<br>2. valuation under non-flat interest rate structure (the market interest rate method)<br>3. interdependencies between financing and investment decisions<br>3.1 Capital Rationing<br>3.2 Simultaneous Planning<br>4. investment decisions under uncertainty<br>4.1 Subjective Valuation<br>4.2 Market-oriented Valuation, Extended Fisher Separation<br>4.3 Alternative Approaches to Market Equilibrium Valuation: CAPM and TSPM<br>5. investment calculation with inclusion of taxes | DE | 5 | Alternating with the module "Firm Valuation and Applied Investment Theory". At least one of these modules is offered in each academic year. |
| Empirical Finance                            | Students receive a brief introduction to a widely used open source software (R and/or Python). Building on this, students should carry out their own small empirical analysis of a classic topic in finance. Examples are:<br>Event studies, performance measurement, beta estimations, numerical analyses on a theoretical model, or the rule-based construction of long-short portfolios.   | EN | 5 | SoSe  |

|  |   |  |   |   |
|--|---|--|---|---|
| Research Seminar Financing and Investment Theory | In this module, selected issues from financing or investment theory are dealt with within the framework of changing topics. An application to questions from practice can also be the subject.  | DE   | 5 | At least every 2nd semester (all research seminars together). |
| Forschungsseminar Selected Topics in Finance     | Students discuss a new or a classic paper from the field of finance. They review the relevant literature, illustrate intuitions with a small numerical example, discuss alternative methodologies, and/or conduct a small empirical study   | EN   | 5 | At least every 2nd semester (all research seminars together). |
| Innovation Management: Strategies and Actors     | <ul style="list-style-type: none"> <li>• Definitions and concepts of innovativeness</li> <li>• Innovation radicalness</li> <li>• Innovation strategies</li> <li>• Innovation communication</li> <li>• Innovation championing</li> <li>• Teams in innovation processes</li> </ul>  | DE<br>(Slides and literature are in English) | 5 | WiSe  |
| Cooperation and Networks                         | Definitions and the concept of embeddedness<br>Collaborative value creation and relationship outcomes<br>Inter-organizational governance<br>Inter-organizational relationship models<br>Cooperation in strategic alliances<br>Network capability and relationship championing   | EN   | 5 | WiSe  |
| Entrepreneurship                                 | Basic entrepreneurship theories and role of the entrepreneur.<br>Business Model Canvas - structure, explanation and examples<br>Theoretical foundations of sustainable competitive advantage in the context of a business startup<br>Identification and evaluation of technology-based business opportunities<br>Customer value and value proposition<br>Market entry strategies of technology-based startups and spin-offs (spin-outs)<br>Entrepreneurial orientation and company growth | DE   | 5 | SoSe  |

|   |  |       |   |           |
|---|--|-------|---|-----------|
| Research Seminar:<br>Applied Research in<br>Innovation Management A | specific questions from start-up and innovation management will be developed within the framework of changing main topics on the basis of the fundamental and the latest scientific literature.  | DE/EN | 5 | irregular |
| Research Seminar:<br>Applied Research in<br>Innovation Management B | specific questions from start-up and innovation management will be developed within the framework of changing main topics on the basis of the fundamental and the latest scientific literature.  | DE    | 5 | irregular |
| Cross-cultural Marketing  | standardization/differentiation debate and the conceptualization of culture (e.g. Hofstede, GLOBE)<br>Adaption possibilities of product, price, distribution and communication policies to different country markets and cultures<br>basics of comparative research  | EN    | 5 | SoSe      |
| Marketing-Research  | general basics of quantitative marketing research (e.g. test theory)<br>discussion of different multivariate analysis methods (e.g. regression analysis, factor analysis, structural equation models)<br>handling of statistical analysis software (especially SPSS)   | DE    | 5 | WiSe      |
| Marketing Communication   | psychological and communication-theoretical fundamentals of influence strategies that companies use in their communication policy (in advertising, sales promotion, public relations, Internet communication, direct communication, complaint management, sponsoring)<br>conceptual and conceptual foundations<br>the practice of corporate communication policy<br>advertising effectiveness research | EN    | 5 | WiSe      |
| Research Seminar<br>Markting  | Students work independently in groups on a topic from the field of marketing (e.g. health marketing, intercultural marketing, communication policy, etc.). They conduct their own survey. They then write a seminar paper and present it in an oral presentation, which is then discussed.   | DE/EN | 5 | irregular |
| Internationalization<br>and Organization I                          | Quantitative and qualitative trends in the international business environment<br>- Modes of foreign market entry<br>- Theoretical approaches for the explanation of different modes of foreign market entry<br>- Conceptual and methodological approaches to country culture   | EN    | 5 | SoSe      |

|  |   |    |   |      |
|--|---|----|---|------|
| Internationalization and Organization II | <p>Conceptual and methodological approaches to country culture</p> <ul style="list-style-type: none"> <li>- Strategies of international companies</li> <li>- Organization of international companies I: Arche-types of macro structures</li> <li>- Organization of international companies II: Empirical studies referring to strategy and structure of international companies</li> <li>- Organization of international companies III: Technocratic and person-oriented coordination of international companies</li> <li>- Strategies and Instruments of International Human Resource Management</li> </ul>  | EN | 5 | WiSe |
| Organization Theories                    | <p>Theories, approaches, paradigms and schools of thought and their significance for the scientific enterprise.</p> <p>Content of theories / Stages of theory building / Minimum requirements for theories / Paradigms and schools of thought / Explanatory vs. understanding science</p> <ul style="list-style-type: none"> <li>- Foundations of organizational theory</li> <li>Systems theory / Situation theory / Behavioral science theory / Power and resource dependency theory</li> <li>- Current lines of development in organization theory</li> <li>Information processing approach / new institutional economics / evolution theory / self-organization theory / Gestalt approach / interpretive approach / institutionalist approach / resource-based approach / path dependency theory</li> <li>- Concepts for systematizing the content of organizational theories</li> </ul> | DE | 5 | WiSe |
| Corporate Management                     | <p>Corporate-environment coordination as a core task of corporate management</p> <ul style="list-style-type: none"> <li>- Corporate constitution and corporate governance</li> <li>- Development of corporate goals and principles</li> <li>- Formulation of strategies</li> <li>- Strategies and organizational forms of international companies</li> <li>- Intercultural corporate management</li> <li>- Decision-making processes in corporate reality</li> <li>- Design concepts of corporate management</li> </ul>   | DE | 5 | SoSe |

|  |  |    |   |      |
|--|--|----|---|------|
| Research Seminar Organization (Design) | Changing topics from the field of organizational theory, such as<br>- Organization of virtual companies<br>- Organization of international companies<br>- Core competence oriented organizational design<br>- Organizational theory concepts and their relevance for business practice<br>- Country cultures and intercultural training<br>- Top executives and their influence on corporate strategies  | DE | 5 | WiSe |
| Advanced Human Resource Management     | Part I: Strategic HRM: Theories & Evidence, e.g.<br>Strategic HRM, Evidence-based HRM<br>Human capital perspective & Resource-based view<br>Universalistic perspective, Contingency perspective,<br>Configurational perspective<br>HR Transformation, HR and Line Manager Roles, HR Delivery<br>Impact on Organizational Performance and Employee Well-being<br>Part II: Putting (S)HRM into Effect: HR Policies & Practices, e.g.<br>Job Analysis & Job Design<br>HR Planning & Recruitment<br>Selection<br>Performance Management & Incentives<br>Training & Development | EN | 5 | WiSe |
| Organizational Behavior                | Attitudes, Job Performance<br>Moods, Emotions, and Motivation<br>Personality, Ability<br>Perceptions, Biases, and Stereotypes<br>Group Work,<br>Team Composition, Diversity<br>Leadership  | EN | 5 | WiSe |
| Change Management                      | Change Models and Theories<br>Resistance to Change & Change Readiness<br>Effective Change Management Practices<br>The Role of Organizational Culture<br>The Role of HR<br>The Role of Upper and Middle Management<br>The Role of Leadership<br>The Role of the Individual  | EN | 5 | SoSe |

|  |   |    |   |   |
|--|---|----|---|---|
| Research Seminar:<br>Applied Research in<br>Organizational Be-<br>havior A | Research Seminar: after this course, students should be able to:<br>independently compile state-of-the art knowledge on a new research topic;<br>apply their knowledge on the research process to new research questions;<br>analyze the demands of empirical research questions;<br>anticipate and understand the challenges of scientific work;<br>translate a theoretical model into a research design<br>implement the research;<br>answer a research question by the use of quantitative methods of data analysis; present study findings in a comprehensible and thoughtful manner (in oral and in written form). | EN | 5 | SoSe  |
| Research Seminar:<br>Applied Research in<br>Organizational Be-<br>havior B | Different dimensions of employee well-being and health<br><br>Different leadership behaviors, such as considerate, directive & autocratic leadership<br><br>Substitutes for leadership<br><br>State-of-the-art empirical research methods in social sciences - research process - experimental research designs - classical test theory - quantitative methods for data analysis  | EN | 5 | WiSe  |
| Consolidated Accou-<br>nting   | The obligation to prepare consolidated financial statements<br><br>Delimitation of the scope of consolidation<br><br>The principle of uniformity<br><br>Full consolidation: consolidation of investments, elimination of intercompany profits and losses, consolidation of income and expenses.<br><br>Proportionate consolidation<br><br>The equity method   | DE | 5 | Every sec-<br>ond or<br>third se-<br>mester |
| Theory of External<br>Accounting   | Accounting purposes<br>- Distribution measurement function<br>- Decision support: measurement perspective, information content perspective<br>- Accountability and incentives<br><br>Further theoretical considerations on the functioning of external accounting<br>- Accounting policy<br>- Auditing<br>- Publicity   | DE | 5 | Every sec-<br>ond or<br>third se-<br>mester |

|   |   |    |   |                                |
|---|---|----|---|--------------------------------|
| Financial Statement Analysis                | <p>Selection of a valuation model: Dividend Capitalization Model, DCF Model, Residual Earnings Model, Ab-normal Earnings Growth Model.</p> <ul style="list-style-type: none"> <li>- Reformulating financial statements: financial vs. operating activities, reformulating financial statement elements</li> <li>- Identification of value drivers: analysis of profitability and growth</li> <li>- Forecasting and valuation</li> <li>- Analysis of accounting standards</li> </ul> | DE | 5 | Every second or third semester |
| Research seminar on accounting and auditing | <p>Topics may vary, possible areas covered include: "Theory of External Accounting", "International Accounting", "Balance Sheet Analysis", "Company Valuation", "Annual Audit" and current topics in the field of commercial accounting (e.g. digitalization, sustainability reporting, corporate governance, etc.). A broad spectrum of current issues and theoretical contributions to research in external accounting are covered.</p>   | DE | 5 | SoSe                           |
| Research Seminar External Accounting        | <p>Possible topics covered include: "Theory of External Accounting", "International Accounting", "Balance Sheet Analysis", "Company Valuation" and "Annual Audit". The participants deal with a broad spectrum of current issues and theoretical contributions to research in external accounting.</p>  | DE | 5 | WiSe                           |
| Green Logistics                             | <ol style="list-style-type: none"> <li>1. Introduction to the transport economy</li> <li>2. Cost and service oriented logistics planning</li> <li>3. Emission oriented transportation planning</li> <li>4. Intermodal freight transportation</li> <li>5. Location planning and reverse logistics</li> </ol>   | EN | 5 | SoSe                           |
| Value Chain Management                      | <p>Theory of the goods transformation in industrial enterprises</p> <p>Selected aspects of the procurement: e.g. Make or Buy decisions, order quantity planning, supplier management</p> <p>Selected aspects of production: e.g. organization of production systems for variant production, Lean Production, quality management, ecology orientation</p>  | DE | 5 | WiSe                           |
| Supply Chain Management                     | <p>Network theories on the emergence of supply chains</p> <p>Strategic alignment and design of supply chains</p> <p>Cross-company inventory management and contract design</p> <p>Risk reduction through inventory pooling</p>  | DE | 5 | WiSe                           |

|  |   |    |   |      |
|--|---|----|---|------|
|  | Coordination tools such as vendor managed inventory and collaborative planning  |    |   |      |
| Economics and Management of Global Supply Chains | 1. Introduction to Global Supply Chain Management<br>2. Supplier Network Development<br>3. Trade Flows and Transportation Logistics<br>4. Volatility in Global Supply Chains<br>5. Risk Management  | EN | 5 | SoSe |
| Supply Chain Management Research Seminar         | changing research topics from the fields of supply chain management, production, logistics and operations research  | DE | 5 | WiSe |
| Strategic Technology Management                  | We will discuss the strategic challenges arising from the dynamics of technological development and provide suitable instruments for the definition and implementation of technology strategies. The following contents will be covered:<br>1. relevance of technology management and types of technologies<br>2. technological and industrial dynamics<br>3. technology strategy<br>4. strategic foresight<br>5. property right strategies and patent management<br>6. open innovation and innovation ecosystems   | EN | 5 | SoSe |
| Management of Service Innovation                 | The following chapters will be covered in the lecture:<br>- Fundamentals and specifics of services<br>- service engineering<br>- User Integration / User Innovation<br>- Modeling of services<br>- Service Quality<br>- Adoption and diffusion of services<br>- Success factors of service innovations<br>- Service strategy & servitization<br><br>In the accompanying exercise, students carry out their own service innovation project in a team, covering the phases from requirements analysis to the design of business models and service processes.<br>Based on the project, students learn concrete tools of service engineering and reflect on the challenges of service development. | DE | 5 | WiSe |

|  |   |       |   |  |
|--|---|-------|---|--|
| Organizing R&D                                   | <p>The course focuses on the requirements of transforming existing organizations and on the organizational embedding of R&amp;D and innovation activities.</p> <p>The following topics will be discussed:</p> <ol style="list-style-type: none"> <li>1. Entrepreneurial Orientation</li> <li>2. Degree of innovativeness</li> <li>3. Organizational challenges of R&amp;D (e.g. Organizational Ambidexterity, Path Dependency)</li> <li>4. Process, project and portfolio management of R&amp;D</li> <li>5. Creativity &amp; Innovative work behavior</li> </ol> <p>In the accompanying exercise, the topics are further elaborated using case studies.</p> | EN    | 5 | WiSe   |
| Research Seminar Applied Innovation Research     | Empirical research projects in teams embedded in current research projects of the chair and in cooperation with the regional economy. topics e.g. innovation potential in Industry 4.0, strategy development, scenario and patent analysis. analysis of the current state of research, collect empirical data as primary data collection, evaluate this with the addition of secondary data and develop implications for practice on this basis.  | DE    | 5 | WiSe   |
| Research Seminar Strategic Technology Management | Scenario analyses and patent analyses are carried out in cooperation with regional companies to analyze long-term technology and market trends, giving strategy recommendations for the companies.<br>Creation of technology and application field profiles and development of software-supported scenarios or patent analyses  | DE/EN | 5 | Every semester at least one out of three research seminars |
| Research Seminar Organizing R&D                  | study conception, data collection and data analysis: empirical questions on the innovative capacity of private and public companies are addressed<br>Based on a theoretical-conceptual derivation of hypotheses, these are tested with data support and the study results are summarized in a seminar paper. Primarily methods of quantitative social research will be used.  | DE/EN | 5 | Every semester at least one out of three research seminars |
| Tax Planning and the Effects of Taxation         | influence of income taxes on capital value and return, the neutrality of taxation and tax effects depending on legal form and financing, illustrated by numerous examples   | DE    | 5 | SoSe   |
| Business Taxation: Tax Types                     | basic knowledge about the taxation of business performance through income tax, corporate income tax and trade tax, the taxation of business assets and transaction taxes. Interdependencies between the tax types   | DE    | 5 | WiSe   |

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| Taxation and Legal Forms of Business                     | tax treatment of German companies depending on their legal form<br>current business activities and individual facts in the context of aperiodic taxation<br>basic corporate legal forms, combinations of the classic legal forms   | DE | 5 | WiSe |
| International Business Taxation                          | basic concepts and basic facts of international taxation (double and reduced taxation, DTAs, EU law)<br>taxation of foreign companies with domestic activities (inbound investments)<br>taxation of German companies with foreign activities (outbound investments) are examined   | DE | 5 | WiSe |
| Business Taxation in Europe                              | principles and systems of business taxation in the European Union are presented.<br>basic concept of the dual system of business taxation<br>taxation of corporations and their shareholders<br>taxation of partnerships<br>impact of different corporation tax systems on financing decisions<br>guiding principles of international taxation regarding inbound and outbound investments<br>tax planning strategies for cross-border investments  | EN | 5 | SoSe |
| Research Seminar on the Effects of Business Taxation     | Selected current, relevant tax norms or legal developments in Germany or abroad and their effect on business decisions (consistent economic foundation, methodical approach, evaluation of results and critical reflection)  | DE | 5 | WiSe |
| Research Seminar on Selected Issues in Business Taxation | selected issues of business taxation: Specific tax problems (also on an international comparative law basis) with regard to their relevance for tax planning, tax system of the selected regulatory areas and the implications and risks associated with them from the company's point of view   | DE | 5 | SoSe |
| Service Operations Management                            | relevant topics of service operations management:<br><ul style="list-style-type: none"> <li>- New service development</li> <li>- Managing service experiences: Analyzing processes</li> <li>- Service quality management and sentiment analysis</li> <li>- Predictive service analytics</li> <li>- Location and district problems</li> <li>- Resource allocation and workforce scheduling for services</li> <li>- Workforce planning</li> <li>- Waiting time management and customer scheduling</li> <li>- Yield and inventory management</li> <li>- Service Operations Management Case Studies</li> </ul> | EN | 5 | WiSe |

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| Revenue Management                   | <ul style="list-style-type: none"> <li>- Revenue management objectives, conditions, and planning process</li> <li>- Concepts of price differentiation</li> <li>- Capacity Controls: For single and multiple resources as well as given independent and dependent demand models</li> <li>- Demand estimation and forecasting</li> <li>- Customer choice modeling</li> <li>- Overbooking</li> <li>- Dynamic Pricing</li> </ul>   | EN | 5 | WiSe |
| Computational Modelling for Business | <ul style="list-style-type: none"> <li>- Process modelling in UML and ARIS</li> <li>- General algorithmic concepts such as variables, loops, and conditional tests</li> <li>- Specific programming concepts based on the language Python</li> <li>- Approaches to software systems design and testing</li> </ul>   | EN | 5 | WiSe |
| Advanced Business Analytics          | <ul style="list-style-type: none"> <li>- The role of data in the firm and to support operational, tactical, and strategic decision making</li> <li>- Standard data management concepts, OLAP</li> <li>- Relational versus non-relational data bases</li> <li>- Data “munging”</li> <li>- Datamining: supervised and unsupervised methods</li> <li>- Evaluation of predictive models: Splitting data sets and cross-validation</li> <li>- The interplay of simulation and predictive analytics</li> <li>- Conceptual modeling for simulation models</li> <li>- Validation and calibration of simulation models</li> <li>- Data visualization and communication</li> </ul>   | EN | 5 | WiSe |
| Research Seminar Service Analytics   | selected topics of current interest from the areas service science, service operations management, business analytics and revenue management. Exemplary application domains include health care, tourism, and transport.   | EN | 5 | WiSe |
| Research Seminar Demand Management   | This research seminar considers topics from the area of demand management. Demand management describes the formulation and solution of tactical and operative pricing and assortment problems based on methods of demand modelling and estimation, forecasting, and optimisation. It is based on the sophisticated implementation of quantitative, computer-based planning approaches aiming to, e.g., maximize short- or long-term revenue. Major application areas are in the service sector, particularly airlines, car rental companies as well as hotels and restaurants. Other application areas include peak-load pricing for energy or telecommunication suppliers as well as mark-down management in the retail industry. | EN | 5 | WiSe |

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| Research Seminar:<br>Data driven Planning<br>for Business | Work scientifically, new area of research through an extensive literature review, documenting and present the approach and findings  | DE      | 5 | WiSe |
| Process Mining I  | 1. basics of process modeling<br>2. analysis of business process models (soundness)<br>3. introduction to process mining<br>4. introduction to conformance checking<br>5. process mining enhancement<br>6. process mining on event streams   | DE      | 5 | WiSe |
| Seminar Process<br>Analytics                              | methods of process analysis for digital traces and event streams as well as procedures for anonymizing data and preserving privacy.  | DE      | 5 | WiSe |
| Foreign Exchange<br>Markets - Theory<br>and Empirics      | <p>An introduction to market microstructure of foreign exchange trading. The role of order flow and inventory risk management is analyzed in a theoretical and an empirical framework. In addition, the trading perspectives of importers/exporters, international investors are discussed by deriving and empirically testing equilibrium relationships in foreign exchange markets. Finally, recent approaches in FX research are covered.</p> <p>1. Description of Foreign Exchange Trading<br/>           1.1. FX Instruments<br/>           1.2. FX Market Segments<br/>           1.3. FX Market Participants</p> <p>2. The Dealers' Perspective<br/>           2.1. The Single Dealer Approach<br/>           2.2. Dealer Trading in Segmented Markets<br/>           2.3. The Multiple Dealer Approach</p> <p>3. The Customers' Perspective<br/>           3.1. Importers / Exporters<br/>           3.2. International Investors</p> <p>4. Recent approaches in FX research</p> | English | 5 | WiSe |
| Seminar in Applied<br>Financial Economics                 | Changing Topics  |         | 5 | WiSe |

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|--|--|---------|---|------|
| Corporate Finance  | <ol style="list-style-type: none"> <li>1. Capital structure and project value under conditions of perfect capital market</li> <li>2. Capital structure and project value under conditions of perfect capital market with tax</li> <li>3. The German tax regime</li> <li>4. Free cash flow</li> <li>5. DCF-methods at a first glance</li> <li>6. APV</li> <li>7. WACC</li> <li>8. Capital-Cashflow</li> <li>9. Equity-approach</li> <li>10. Cost of Capital</li> </ol>  | English | 5 | WiSe |
| Forschungsseminar:<br>Selected Topics in<br>Behavioral Finance | Changing Topics  | English | 5 | WiSe |
| Statistics of Financial Markets                                | <ol style="list-style-type: none"> <li>1. Introduction: Asset Returns and Their Properties</li> <li>2. The random walk hypothesis</li> <li>3. GARCH models with application to Value-at-Risk and Expected Shortfall estimation and backtesting</li> <li>4. Regime-switching models</li> </ol>  | English | 5 | WiSe |
| Portfolio Analysis   | <p>econometric aspects of modern portfolio analysis. Building on the classical approach to portfolio optimization due to Markowitz, estimation of the input parameters and resulting consequences for estimated optimal portfolio weights in situations where a large number of assets is involved is discussed in-depth. Techniques such as factor models, shrinkage estimation, and Bayesian approaches are considered that may help to reduce the estimation error. Alternative approaches to portfolio selection based on downside risk considerations, such as maximizing the expected return subject to Value-at-Risk or expected shortfall constraints, are also motivated and presented.</p> <ol style="list-style-type: none"> <li>1. Foundations</li> <li>2. The Portfolio Selection Problem</li> <li>3. Mean-Variance Portfolio Theory</li> <li>4. Portfolio Selection based on Down-Side Risk</li> <li>5. Estimation of the Mean-Variance Model</li> <li>6. Testing the Efficiency of a Given Portfolio</li> <li>7. Performance Evaluation with the Sharpe Ratio</li> <li>8. Further Topics</li> </ol> | English | 5 | WiSe |

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| Applied Econometrics of Foreign Exchange Markets         | <p>empirical analysis of modern exchange rate economics. After providing an introduction to R programming important concepts of exchange rate economics such as purchasing power parity, uncovered interest parity, ARCH effects in FX returns are econometrically tested using data from various sources. In addition, a variety of nonlinear models are introduced. At the end of this practitioners' course participants will be able to derive empirical results from their own econometric programs.</p> <ol style="list-style-type: none"> <li>1. Introduction to R programming</li> <li>2. The linear regression model</li> <li>3. ARCH/GARCH in FX returns</li> <li>4. The Markov switching model</li> <li>5. The Threshold autoregression model</li> <li>6. The smooth transition regression model</li> </ol> | English | 5 | SoSe |
| International Monetary Policy                            | a brief overview of the historical developments in the field of monetary policy. Starting point is the discussion of the basic theoretical foundations in an open economy environment. Afterwards the theory of optimum currency areas with a particular focus on the recent Euro Area experience is introduced. International policy measures include international policy coordination, central bank intervention, target zones and currency boards. If appropriate an empirical assessment of the effectiveness of such measures is performed.  | English | 5 | SoSe |
| Seminar in Foreign Exchange Markets                      | Changing Topics  | English | 5 | SoSe |
| Behavioral Finance                                       | providing an overview of the field. We will discuss experimental and empirical evidence in addition to the theoretical underpinnings of behavioral finance. This course aims to describe and analyze behavioral aspects of individual decision making and its impact on financial markets. Major topics include heuristics and biases in individual decision making, prospect theory, individual investor behavior, capital market anomalies, and behavioral theories on asset pricing.  | English | 5 | SoSe |
| Research Seminar "Selected Topics in Behavioral Finance" | Changing Topics  | English | 5 | SoSe |

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| Econometrics for Financial Markets   | <p>special econometric techniques required to work with financial market data. Main topics include a thorough analysis and discussion of approaches for modeling conditional volatilities and correlations of financial assets. Applications to risk management and portfolio optimization are considered, among others.</p> <ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. The stable hypothesis</li> <li>3. Time series concepts</li> <li>4. Univariate volatility modelling and forecasting (GARCH, stochastic volatility dynamic score models, realized volatility, evaluating volatility forecasts)</li> <li>5. Multivariate volatility models</li> </ol> | English | 5 | SoSe                   |
| Applied Time Series Analysis   | <p>theoretical basics and the most important methods of time series analysis. They will learn to identify properties and characteristics of a time series, to determine and estimate a suitable model, and to make optimal predictions. After taking this course, students shall be in a position to perform their own empirical investigations of dynamic processes.</p> <ol style="list-style-type: none"> <li>1. Characteristics of Time Series</li> <li>2. Univariate Time Series Models</li> <li>3. Estimation and Model Diagnostics</li> <li>4. Unit Root and Stationarity Tests</li> <li>5. Forecasting and Forecast Evaluation</li> <li>6. Further Topics</li> </ol>       | English | 5 | SoSe                   |
| Seminar in Financial Economics: "Empirical Finance and Financial Econometrics" | Changing Topics  | English | 5 | SoSe                   |
| several  | project report for an internship of at least 9 weeks, alternatively, modules of a semester abroad can be credited here   |         | 5 | WiSe/<br>SoSw variable |

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|------------------------|--|---------|---|------|
| Econometrics I         | estimation and inference techniques for cross-sectional data and use of the econometric software packages Gretl and Stata.<br>1. Linear Models:<br>1.1 The Single-Equation Model and OLS Estimation<br>1.2 Instrumental Variables Estimation of Single-Equation Models<br>1.3 Additional Single-Equation Topics<br>1.4 The SUR model<br>1.5 The Simultaneous Equations Model<br>2. Nonlinear Models:<br>2.1 M-Estimation<br>2.2 Maximum Likelihood Estimation<br>2.3 Generalized Method of Moments Estimation  | English | 5 | WiSe |
| Econometrics II        | extensions of the baseline regression model: non-constant parameters, multiple equations, multivariate cointegration models and limited dependent variables<br><br>M-estimation<br>Maximum likelihood estimation (application: binary choice models)<br>General methods of moments estimation<br>Stationary time series regressions<br>Nonstationary time series regressions<br>Vector autoregressive and error correction models  | English | 5 | SoSe |
| Econometrics III       | advanced and computational intensive estimation and inference techniques with an emphasis on hands-on exercises using the econometric software Matlab<br><br>Introduction to Bayesian statistics<br>Bayesian estimation of the linear regression model: closed form solutions<br>Bayesian estimation of the linear regression model: numerical solutions<br>Bayesian estimation of the nonlinear regression model: the Metropolis-Hastings algorithm<br>Bayesian estimation of VAR models with natural conjugate prior<br>Bayesian estimation of VAR models with DSGE prior (if time allows) | English | 5 | WiSe |
| European antitrust law | corporate law, private international law and international civil procedure law: intellectual property and competition law in view of new economic goods and forms of distribution antitrust law, copyright law, intellectual property law and competition law, corporate and commercial law and the relevant international references in this area of concentration  | German  | 5 | WiSe |

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| Seminar on antitrust law               |  |        |   | SoSe |
| Corporate law                          | The nature of partnerships: civil law partnership (GbR), commercial law general partnership (OHG) and limited partnership (KG), limited liability company (GmbH)   | German | 5 |      |
| Capital company law                    | law of corporations in Germany<br>stock corporation (AG)<br>limited liability company (GmbH).<br>similarities and differences of the respective legal forms<br>European influences on law of corporations in Germany   | German | 5 |      |
| Labor and Organizational Psychology I  | Analyse<br>- Bewertung und Gestaltung von Arbeitstätigkeiten, Arbeitsmitteln und der Arbeitsumgebung<br>- Mensch-Maschine Systeme<br>- Gesundheitsförderung in Organisationen<br>- Arbeitsmotivation und -zufriedenheit<br>- Eignungsdiagnostik<br>- Personalentwicklung<br>- Interaktions- und Gruppenprozesse in Organisationen, Organisationsstrukturen, Organisationsdiagnose und Organisationsentwicklung<br>- Methoden der Arbeits- und Organisationspsychologie | German | 5 | WiSe |
| Labor and Organizational Psychology II | Analyse<br>- Bewertung und Gestaltung von Arbeitstätigkeiten, Arbeitsmitteln und der Arbeitsumgebung<br>- Mensch-Maschine Systeme<br>- Gesundheitsförderung in Organisationen<br>- Arbeitsmotivation und -zufriedenheit<br>- Eignungsdiagnostik<br>- Personalentwicklung<br>- Interaktions- und Gruppenprozesse in Organisationen, Organisationsstrukturen, Organisationsdiagnose und Organisationsentwicklung<br>- Methoden der Arbeits- und Organisationspsychologie | German | 5 | SoSe |
| Informatics I (2F/NF)                  | Origins of computer science<br>Computer architecture<br>Number systems, especially the binary system<br>syntax description using the (extended) Backus-Naur form<br>Term representations and evaluations<br>Programming concepts using Python as an example<br>expressions, statements, simple data types, control structures, recursion, object identity<br>object-oriented modeling  | German | 5 | WiSe |

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|-------------------------------------|--|--------|---|------|
|                                     | relational databases, modeling and SQL (especially SQLite3)<br>sorting methods and their runtime complexities<br>devide-and-conquer<br>P/NP and decidability of problems   |        |   |      |
| Operating and communication systems | operation of a multitasking operating system<br>advantages and disadvantages of different physical and logical network technologies and select suitable technology for use cases<br>differences between various scheduling and communication algorithms and implementation<br>Analyzing protocol data streams<br>Implementation of simple algorithms and communication protocols | German | 5 | SoSe |
| Advanced programming concepts       | advanced programming concepts<br>handling of the concepts of the most important programming paradigms using various programming languages<br>Modern functional programming techniques using the Haskell language<br>Logical and constraint-oriented programming using the Prolog language  | German | 5 | WiSe |
| Software Technology                 | Configuration Management<br>Requirements elicitation<br>Structure modeling<br>Dynamics modeling<br>Design patterns<br>Components and interfaces<br>Quality assurance<br>Process models and project management  | German | 5 | SoSe |
| Algorithms and data structures      | Runtime analysis of algorithms<br>Pessimal and average runtimes<br>Algorithmic methods<br>Basic data structures<br>sorting algorithms, search methods, graph algorithms<br>Outlook: approximative algorithms   | German | 5 | SoSe |
| E-Commerce                          | basic concepts of e-commerce<br>understanding of the use of eCommerce systems<br>examination of selected business management procedures and their implementation in eCommerce systems<br>specific application cases of eCommerce systems, electronic marketplaces and auction systems, store systems and portal systems with embedded store systems                              | German | 5 | WiSe |

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|   | modeling concepts for describing eCommerce systems<br>typical patterns in electronic commerce systems and basic architectural patterns<br>high-performance eCommerce system  |         |   |         |
| Standard operational software in cooperations | basic functions of important systems of business informatics (enterprise resource planning systems, production planning and control systems or mobile systems)<br>examination of the systems in a typical business environment and an understanding of the use of these systems<br>modeling concepts commonly used in business informatics, such as ARIS | German  | 5 | SoSe    |
| Introduction to Operations Research           | methods of Operations Research for:<br>Linear optimization problems<br>Linear equilibrium problems<br>Nonlinear optimization problems<br>Network flow problems   | German  | 5 | WiSe    |
| Computer Graphics                             | methods of representing 3-D scenes, rendering, visualization and modeling<br>Geometric transformations and mapping<br>The rendering pipeline<br>Local and global lighting models<br>3-D visualization, shading and texturing<br>Approximation and interpolation of curves and surfaces<br>Spline functions<br>Surface refinement and mesh adaptation     | English | 5 | unknown |

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|--|--|---------|---|---------|
| Nonlinear Optimization                 | Problem statement and classification<br>Existence and uniqueness results<br>Optimality conditions of first and second order<br>Convex problems<br>General descent methods<br>Gradient and conjugate gradient methods<br>Newton and Quasi-Newton methods<br>Trust region methods<br>Derivative-free methods<br>Lagrange multiplier rules<br>Penalty and barrier methods<br>Lagrange methods   | English | 5 | unknown |
| Concurrent and Distributed Programming | problems, techniques and concepts of concurrent and distributed programming<br>Semaphores, Monitors, Actors, Message Passing, RMI and Transactional Memory their integration into different programming languages are compared and they are prototypically implemented within another language context<br>Concepts with several programming languages, like Java, Python, Erlang and Haskell (Most implementations of other concepts will be done in Erlang)<br>possible bugs, like race conditions, deadlocks and lifelocks<br>Systematic testing and formal verification | English | 5 | unknown |
| Machine Learning                       | Machine learning basics<br>Supervised classification: Support vector machines, decision trees, multi-layer perceptrons<br>Unsupervised learning / clustering<br>Dimensionality reduction: Linear discriminant analysis, principal component analysis<br>Model selection<br>Ensemble methods: Bagging, boosting<br>Introduction to deep learning  | English | 5 | unknown |
| Pattern Recognition                    | Basics of probability calculus<br>Random variables, marginal distribution, conditional probability, Bayes rule, multivariate normal density, ...<br>Bayesian decision theory<br>Discriminant functions, Bayes theorem, Bayes risk, decision boundaries<br>Maximum-likelihood parameter estimation<br>Theory and practical applications<br>Non-parametric techniques<br>Parzen windows, nearest neighbor classification   | English | 5 | unknown |

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|------------------------|--|--------|---|------|
| Competition policy     | industrial economic basics<br>classic cartels<br>coordinated behavior<br>horizontal mergers<br>joint ventures<br>abuse of power: price level<br>abuse of power: price discrimination<br>vertical agreements<br>vertical (and diagonal) mergers<br>public tenders   | German | 5 | SoSe |
| Financial Science      | efficiency in the market economy<br>public goods<br>external effects<br>asymmetric information<br>justice<br>collective will formation<br>taxation<br>income distribution and redistribution<br>federalism   | German | 5 | SoSe |
| Real foreign economics | 1. Development trends in international trade<br>2. Current trade policy issues<br>3. WTO and other institutions<br>4. foreign trade under perfect competition: General Equilibrium, Comparative advantages and international division of labor in the Ricardo model, Sector-specific factors of production, Heckscher-Ohlin model and income distribution<br>5. foreign trade under imperfect competition: International Oligopolies, Dumping, Monopolistic Competition<br>6. trade policy: Effect of tariffs and non-tariff trade barriers, Trade conflicts and the role of the WTO<br>7. international factor markets: Intertemporal trade and the balance of trade, International capital movements | German | 5 | WiSe |

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|---------------------------|--|----------|---|------|
| Environmental Economics   | 1. economy vs. ecology<br>2. externalities and market failure<br>3. strategies to internalize externalities<br>4. instruments of environmental policy: levies, taxes, and certificates<br>5. regulation with imperfect information<br>6. effects of regulation on the national economy<br>7. regulation and international competition<br>8. international environmental problems<br>9. environmental assessment: direct and indirect assessment methods<br>10. environmental assessment: assessment methods  | German   | 5 | WiSe |
| Regional Economics        | 1. Questions of regional economics<br>2. Stylized facts of spatial development<br>3. Methods of Regional Economics: Indices Specialization and Concentration, Shift-share analysis<br>4. Location theory: Location factors, Location decisions, Explanatory approaches: neoclassical, behaviorist, structural<br>5. Agglomeration effects: Centripetal and centrifugal forces, economies of scale, fixed cost sharing; Agglomeration advantages and disadvantages<br>6. Regional policy: Goals and instruments of German regional policy, Goals and instruments of EU regional policy, Effectiveness and evaluation of regional policy | German   | 5 | SoSe |
| Risk and Entrepreneurship | 1. Theory of choice under uncertainty: Neumann-Morgenstern (NM)Model, Spreading risk: diversification scenario, Entrepreneurs: risk loving?<br>2. Criticisms of the NM Model: Allais and Ellsberg paradoxes, Framing, Heuristics, Deal or No Deal experiments<br>3. Market Entry: motivations for entrepreneurship (endogenous entrepreneurship, DNA, biased profit expectations), Empirical evidence for different models<br>4. Firm survival risk: Hazard survival model, Factors affecting survival<br>5. Enterprise credit and risk: Theory of credit rationing, Are start-ups debt rationed?                                      | Englisch | 5 | SoSe |

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|---------------------------------|---|---------|---|------|
| Poverty, Equity and Development | 1. Development Indicators: Concepts and Measurement: Poverty, Inequality, Pro-Poor Growth, Human Development<br>2. Rural (Under-)Development: Rural Household Behaviour<br>3. Coping with Risk and Shocks<br>4. Globalization and Development: Foreign Trade, Migration and Remittances<br>5. Development Policy and Development Cooperation: Anti-Poverty Programs, Evaluating Anti-Poverty Programs, Assessing the Effectiveness of Foreign Aid   | English | 5 | SoSe |
| Trade policy and distribution   | 1. development of a system of distribution structures<br>2. classification of distributional changes caused by trade policy<br>3. operationalization and measurement of income and goods distributions under consideration of trade policy measures (with basic features of SAM compilation and use).<br>4. partial analyses of the household and firm sector (with introduction to GAMS)<br>5. disturbances of macroeconomic equilibria by trade policy measures and their distributional and poverty effects (with introduction to microsimulation model for poverty analysis)                | German  | 5 | SoSe |
| Sustainability Economics        | 1. Introduction to sustainability economics<br>2. Concepts and criteria of sustainability<br>3. Economics of natural resource use and capital accumulation<br>4. Measuring sustainable development, methods of accounting<br>5. Governing the commons<br>6. Inclusive wealth as a measure of sustainability<br>7. Sustainability as distributive justice: Poverty and inequality analysis<br>8. Human-environmental interactions: Economics of biodiversity and ecosystem services<br>9. Climate change as a problem of sustainability economics<br>10. The Sustainable Development Goals (SDG) | English | 5 | WiSe |

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|--------------------------------|--|--------|---|------|
| Economics of the welfare state | 1. inequality<br>2. The Insurance Function of the State<br>3. adverse selection<br>4. moral hazard<br>5. pension insurance<br>6. health insurance<br>7. unemployment insurance<br>8. education   | German | 5 | WiSe |
| History of economic thinking   | introduction to the development of economic thought and the development of economics as an independent discipline<br><br>1) Early economic thought: antiquity, scholasticism, Middle Ages; among others Plato, Aristotle, Thomas Aquinas, Morus<br>2) Mercantilism and Cameralism, including Colbert.<br>3) Economic classicism: among others Quesnay, Smith, Malthus, Say, Ricardo, von Thünen, List, Cournot, Mill,<br>4) Marxism and Socialism<br>5) Marginalism: among others: Jevons, Menger, Walras, Gossen, Vienna and Lausanne School.<br>6) Theory of partial equilibrium: among others: Marshall, Sraffa.<br>7) Utilitarianism and welfare theory: Edgeworth, Pareto, Pigou, among others.<br>8) Imperfect competition: e.g. Commons, Hotelling, Chamberlain, Joan Robinson, Bertrand, von Stackelberg, Eucken, among others.<br>9) Schumpeter and the principle of creative destruction: including Schumpeter, Minski, Aghion, Howitt,<br>10) Keynes and the principle of effective demand: including Keynes, Stone, Fritsch, Musgrave<br>11) Post-Keynesianism and neoclassicism: including Hicks, Kaldor, Robinson, Philipps, Solow, Samuelson, Fischer, Akerlof, Stiglitz, Woodford, Taylor.<br>12) General equilibrium and welfare theory: including Hicks, Samuelson, Arrow, Debreu, Sen<br>Game theory, growth theory, Spatial economics and new economic geography, development economics, public choice theory, Behavioral economics and experimental economics, institutional economics, Financial market theory | German | 5 | SoSe |
| Economic policy                | areas of economics from the perspective of economic policy, such as foreign trade, migration, the environment and distribution   | German | 5 | SoSe |

|                                       |   |                 |   |           |
|---------------------------------------|---|-----------------|---|-----------|
| Special issues in microeconomics      | Methods and concepts of microeconomic research  | German /English | 5 | WiSe/SoSe |
| Money and credit theory               | <ol style="list-style-type: none"> <li>1. money demand theories: The portfolio theory approach, The Monetarist Approach</li> <li>2. theory of money supply: Theory of money supply, The money and credit creation potential of banking systems, Credit supply and money supply function</li> <li>3. equilibrium analysis of the monetary sphere: The money market-credit market model, Transition to a Three-Market Model</li> <li>4. real effects of monetary impulses: Consideration of the market for real capital, Transmission of monetary impulses, Monetary shocks in New Keynesian models with money</li> </ol> | German          | 5 | SoSe      |
| Monetary Economics                    | <ol style="list-style-type: none"> <li>1. Introduction: Emergence and Measurement of 'Money'</li> <li>2. Money Demand</li> <li>3. Money Supply: Constrained or Endogenous?</li> <li>4. The Policy Instruments of Central Banks</li> <li>5. Strategies of Monetary Policy and their Development over Time</li> <li>6. The Problem of Credibility of Central Banks</li> <li>7. Current Issues of Monetary Policy</li> </ol>   | English         | 5 | SoSe      |
| New macroeconomics                    | <ol style="list-style-type: none"> <li>1. main features of the neo-Keynesian theory</li> <li>2. monetarism and further developments</li> <li>3. basic model of New Keynesian Macroeconomics</li> <li>4. fully microfounded New Keynesian macroeconomics</li> </ol>  | German          | 5 | SoSe      |
| Labor Market Economics                | <ol style="list-style-type: none"> <li>1. basic functioning of the labor market</li> <li>2. empirical methods of labor economics</li> <li>3. education</li> <li>4. matching and mobility</li> <li>5. compensating wage differentials</li> <li>6. wage formation</li> <li>7. inequality</li> <li>8. unemployment</li> </ol>  | German          | 5 | WiSe      |
| Macroeconomic transmission mechanisms | <ol style="list-style-type: none"> <li>1. transmission channels in traditional Keynesian theory</li> <li>2. the credit channel in money market-credit market models</li> <li>3. the expectations channel in New Keynesian macroeconomics</li> <li>4. neo-Keynesian macroeconomics of small open economies</li> </ol>  | German          | 5 | SoSe      |

|  |   |        |   |           |
|--|---|--------|---|-----------|
| Stabilization Policy in Open Economies | 1. comparative-statistical analysis of stabilization policy measures in a small open economy<br>2. monetary, fiscal and supply-side policies in a large open economy<br>3. static approaches of New Keynesian macroeconomics<br>4. dynamic effects of monetary and fiscal policy measures in open economies<br>5. New Keynesian Macroeconomics  | German | 5 | WiSe      |
| Growth and development                 | 1. Growth and Real Capital<br>2. growth and population<br>3. growth and human capital<br>4. growth and productivity<br>5. growth and openness<br>6. growth and institutions<br>7. growth and geography<br>8. growth and resources<br>9. growth and happiness  | German | 5 | WiSe      |
| Economics of European Integration      | 1. history of European integration, European institutions, decision-making rules<br>2. microeconomic aspects: Preferential trade liberalization, economies of scale, Factor market integration<br>3. macroeconomic aspects: Exchange rate regime, optimal currency area<br>4. sectoral and regional policies, competition policy, foreign trade policy<br>5. monetary and fiscal policy, European monetary union                  | German | 5 | WiSe      |
| Methods of empirical regional research | 1. tasks and characterization of empirical regional analyses<br>2. delimitation and classification of regions<br>3. structural adjustment<br>4. description of spatial structures: specialization, spatial concentration and segregation<br>5. cluster analysis<br>6. potential and distance indicators<br>7. linear regression model<br>8. convergence regression<br>9. shift-share regression<br>10. spatial interaction models | German | 5 | WiSe/SoSe |
| Special topics of macroeconomics       |   | German | 5 | WiSe/SoSe |
| Seminar on competition policy          | Changing topics from the field of competition policy  | German | 5 | WiSe      |
| Finance seminar                        | Changing topics from the field of finance   | German | 5 | WiSe      |

|   |  |                |   |      |
|---|--|----------------|---|------|
| Real Foreign Economics Seminar                              | Changing topics from the field of spatial development and regional policy  | German         | 5 | SoSe |
| Seminar on Environmental Economics                          | Changing topics from the field of environmental economics  | German         | 5 | SoSe |
| Seminar on Regional Economics                               | Changing topics from the field of spatial development and regional policy  | German         | 5 | WiSe |
| Seminar on Risk and Entrepreneurship                        |  | English        | 5 | WiSe |
| Seminar on Poverty, Equity and Development                  | Selected development economics topics  | English/German | 5 | WiSe |
| Seminar on trade policy and distribution                    |  | German         | 5 | WiSe |
| Seminar on Urban Economics                                  | Changing topics from the field of urban economics  | German         | 5 | SoSe |
| Business Ethics Seminar                                     | Changing topics from the field of business ethics  | German         | 5 | SoSe |
| Seminar on Experimental Economic Research                   | Changing topics from the field of experimental economic research   | German         | 5 | WiSe |
| Seminar on money and credit theory                          | Changing topics from the field of labor economics  | German         | 5 | WiSe |
| Seminar on Monetary Economics                               | Changing Topics from money and credit  | English        | 5 | WiSe |
| Seminar on New Macroeconomics                               | Changing topics from the field of macroeconomics   | German         | 5 | WiSe |
| Seminar on Labor Market Economics                           | Changing topics from the field of labor economics  | German         | 5 | SoSe |
| Seminar on Macroeconomic Transmission Mechanisms            | Changing topics from the field of macroeconomics   | German         | 5 | WiSe |
| Seminar on Stabilization Policy in Open Economies           | Current economic aspects of European integration   | German         | 5 | SoSe |
| Seminar on Economics of European Integration                | Current economic aspects of European integration   | German         | 5 | SoSe |
| Growth and Development Seminar                              | Changing topics from the area of growth and development  | German         | 5 | SoSe |
| Seminar on Current Issues in Economic Policy                | Economic policy aspects of foreign trade, migration, environmental and financial policy.   | German         | 5 | WiSe |
| Seminar on Applied Econometrics and Empirical Data Analysis | Changing topics from the field of applied econometrics and empirical Data Analysis<br>Examples: Business cycle forecasting, customer behavior prediction, causal analysis. | German         | 5 | WiSe |

### Third semester

The objective of the semester is to equip the student with specialised, advanced research-based knowledge in the fields of business administration. On the basis of courses that are linked to and build upon the Institute's specialised research knowledge and competencies, the student works with in-depth insights into current research and leadership issues of relevance to the labour market. The course content is continuously adjusted by the researchers responsible for the course on the basis of their insight into current research, business and societal developments in the subject and academic area.

| Course                    | Description  | Language  | ECTS | Semester |
|---------------------------|--|-----------|------|----------|
| Ethics and responsibility | Via the course, students gain a critical insight into and understanding of the ethics and responsibilities of companies in relation to business and society. The student gains knowledge and understanding of corporate ethics and responsibility in relation to topical dilemmas concerning the relationship of companies with the outside world and democratic legitimacy. The course provides insight into the principal theories of business ethics and corporate social responsibility (CSR) and legitimacy, with in-depth case studies of companies in an international and global perspective.  | DK/E<br>N | 5    | WS       |
| Strategic Management      | Through this course, the student gains a critical insight into strategic management, including how the firm relates itself to the environment, through planning and organizing strategic processes. The course therefore aims to provide students with a broad understanding of strategic management. It also aims to provide a range of tools of analysis with which they can analyze specific firms and their challenges, and develop strategic actions.   | DK/E<br>N | 5    | WS       |
| Project A                 | Students participate in a facilitated and framed course, on the basis of which they draw up a project report on a self-selected issue within the program's fields of study, such as management processes and/or innovation management. The project must produce clear, management-relevant knowledge and provide students with in-depth insight into a defined topic, and result in reflective considerations on the relevant problem and theory area, the project's scientific-theoretical stance, methodological and analytical approach, and implications for management. The project is supported by seminars, with input from organisations and/or secondary empirical material, in which relevant issues are developed and guidance sessions are offered. The seminars thus provide a framework for an intensive course of problem-based project learning within the field of business administration. | DK/E<br>N | 5    | WS       |

|                                   |  |    |   |    |
|-----------------------------------|--|----|---|----|
| Advanced Marketing                | Via the course, students gain insight into advanced marketing theory and practice. Within a defined area such as digital marketing or experience marketing, the course introduces students to relevant marketing theory at a high level, and provides them with concrete tools that can be applied in relation to marketing tasks in organisations or companies.   | EN | 5 | WS |
| Service and Experience Management | The course provides students with knowledge about the central role of services and experiences in the value creation of companies and consumers in the economy and society as a whole. The course provides insight into management aspects relating to value creation through service and experience development in traditional sectors as well as in dedicated service and experience industries. This includes tourism-based businesses as well as various creative industries, such as modern, ITbased entertainment companies. The course provides insight into the latest academic knowledge on management, innovation and value creation in the production and consumption of services and experiences. On the basis of the latest relevant theories on how value creation should be understood and takes place, the course focuses on the specific characteristics of value creation in services and experience products, and on the role of both companies and consumers in value creation, including in co-creative processes. The course also focuses on the importance of other resources in value creation, such as knowledge and network resources. | EN | 5 | WS |
| Entrepreneurial Leadership        | Via the course, students gain insight into the interplay between leadership and entrepreneurship. The course focuses on starting and running one's own business, as well as on entrepreneurship in existing companies. The course provides students with insights into entrepreneurial leadership as a field that exists between two different domains, namely leadership as an entrepreneurial activity and entrepreneurship as a leadership process. The course also provides students with methods for managing and organising innovative opportunities in both new and existing companies and in both a private and public sector organisational context. The course also enables students to analyse entrepreneurial issues and develop relevant management actions to contribute to the decision-making process when starting their own business or solving tasks in an existing one.  | EN | 5 | WS |

|                     |  |    |   |    |
|---------------------|--|----|---|----|
| Digital Innovation  | Overall objective Via the course, students gain critical insight into theories of innovation and digital transformation processes, including how digitalisation affects different types of organisations. The course provides students with an in-depth understanding of business technology through perspectives on digital transformation and digital innovation, together with relevant analytical tools to enable them to analyse the complexity of digitalisation, and thereby create a basis for management decisions. Students acquire a deep understanding of the complex interplay between the organisational and innovative processes of companies and the use of digital technologies.  | EN | 5 | WS |
| Advanced Finance    | The course covers core concepts and theories within modern financial economics. It includes methods of project and investment evaluations, mainly with focus on capital markets and asset-pricing. It involves students in advanced discussions on the applications of capital budgeting techniques as well as analysis of the relationship between risk and return of single investment projects or portfolios (portfolio theory). Main topics include, but are not restricted to asset valuation, capital budgeting, investment diversification, portfolio selection, pricing of risky assets and equilibrium prices under different assumptions of market efficiency.   | EN | 5 | WS |
| Advanced Accounting | The purpose of the Advanced Accounting course is to provide the students with the rigorous tools that are needed to carry out financial statement analysis from a decision-making perspective. The course aims at enabling the students to analyse a firm's profitability, growth and risks, calculate and interpret financial ratios that describe a firm's economic well-being and demonstrate the ability to value firms using different valuation techniques. The baseline objective of the course is to enable the students to read and understand financial statements. Also, the students will learn how to conduct profitability, growth, and liquidity risk analyses using financial ratios. Finally, the course will enable the students to prepare financial statements and conduct firm value estimations. | EN | 5 | WS |

|                                 |   |    |    |    |
|---------------------------------|---|----|----|----|
| Project C: Project with product | Overall objective Students write a project report based on a self-selected topic and research question. Students search and select the relevant academic literature and generate the empirical data needed to answer the research question. The project must address a topic that falls within one or more of the themes covered in the program, and must produce clear, management-relevant knowledge. The project must provide students with in-depth insight into a defined topic, and result in reflective considerations on the relevant theory area, the project's scientific-theoretical stance, methodological and analytical approach, and implications for management. The report should include a business plan, prototype, project plan, involvement plan, communication plan, and dissemination of the results to the public, or a similar product aimed at one or more of the project's relevant stakeholders or the public. The project is supported by a group formation process, cluster seminars and guidance sessions. | EN | 15 | WS |
| Internship                      | The project-oriented internship allows students to acquire first-hand knowledge about academic practices at the relevant labor market and tests their academic qualifications in relation to the work functions they are expected to undertake upon graduation.<br><br>The internship consists of a stay with a relevant employer as well as internship supporting activities that in total sum to 400 hours work. The student is responsible for securing the internship position and the practical matters associated with the internship.<br><br>The internship must be pre-approved by the Study Board before it is started. The intern's main tasks must be described, and they must lie within the subject area of the programme.   | EN | 15 | WS |

#### Fourth Semester

The thesis is written within the academic area of the study program. The thesis is written in the teaching and examination language of the program. The Head of Studies must approve the thesis statement.

## CAU perspective

The module guide of the CAU Master in Business Administration, which lists all SBWL courses and electives as well as quantitative courses, can be found here:

<https://www.wiso.uni-kiel.de/de/studium/dateien-studienfaecher/modulhandbuecher/mhb-msc-bwl-21-eng>

### First semester:

3 SBWL courses and 3 electives are chosen from the module guide (i.e. list of recommended courses and electives above).

### Second semester:

One SBWL course, two SBWL research seminar courses, two quantitative courses are chosen from the module guide (i.e. list of quantitative courses, recommended courses and electives above).

Moreover, the students must execute a project (Project D) based on a self-selected topic and research question with a business focus. This project is continued at RUC in the third semester and continuously supported by feedback from both CAU and RUC professors.

### Third semester (CAU students will study at RUC):

Students will write a research paper or paper based on an internship at a Danish company. They will continue their Project D at RUC and choose two elective courses at RUC.

### Fourth semester:

The thesis is written within the academic area of the study program. The thesis is written in the teaching and examination language of the program. The Head of Studies must approve the thesis statement.

## Appendix G: Example of the incorporation of a double degree option in the existing study regulation for Business Administration and Leadership

All changes are marked in yellow.

### 1.3 Title

Graduates of the programme are awarded the degree: Master of Science (MSc) in Economics and Business Administration. Graduates of the programme are awarded the Danish title: cand.merc.

Graduates entering a double degree program will receive a double degree. I.e., each of the two universities that the student has completed his/her studies at will give a degree. The name of the master's degree from Roskilde University is the same as stated above. The double degree program is described in an appendix.

## 2. The programme's objective, employment and competency profile

### 2.1 Objective

With reference to Section 3 of the Education Order, the programme provides students with knowledge, skills and competencies in the fields of management and organisation in companies in a modern context. Through the programme, the student acquires in-depth knowledge of relevant scientific theories and methods in the field of business management, which includes the company's organisation, management, strategy, economics, innovation and value creation. The student has the possibility of specialising in these areas, for example with an emphasis on innovation and value creation, economic organisation or organisational management, and is also trained to apply theories and methods through the analysis of real-life issues.

Students who become part of a double degree program gain in continuation of the above knowledge on specific issues related to the country and cultural area in which the partner university is located.

### 2.2 Employment

The programme is organised with a particular view to qualifying the student for employment in:

- Organizational and management tasks at various levels and in various fields in private and public companies and organisations.
- Mapping and analysis of organisational and management issues in companies and organisations
- Leadership, planning, support and implementation of change and innovation projects with a focus on, among other things, value creation, business models, markets, technologies and resources.
- Establishment and further development of own company as well as new activities and development projects in an existing company.
- Consultancies advising on leadership, strategy, organisation, marketing and digitalisation.
- Analytical institutions documenting business developments and societal issues.
- Public authorities regulating business and enterprise issues.

- The Master's programme also provides graduates with the academic qualifications to commence a PhD programme.
- life issues.

Students who become part of a double degree program are in continuation of the above, specifically qualified for employment in the country and cultural area in which the partner university is located.

### 2.3 Competency profile

The student gains insight into classic as well as more recent theoretical perspectives on management and organisation, including on processes, practices and business strategies. This may be in relation to innovation and value creation, economic organisation or organisational leadership.

Through the application of scientific theories, methods and problem views, the student learns to work independently, critically and analytically with interdisciplinary business administration and related social scientific issues. Students also acquire action competencies through course exercises and workshops, and in realistic project courses, where specific problems are observed and analysed in a close interplay between theory and practice. This also provides the student with skills to identify organisational challenges and opportunities, and to develop and implement solutions.

Through the project work form, students develop and hone their skills in presentation and argumentation, problem and task solving, project organisation and leadership, and the use of advanced analytical tools. This is supported by a varied and business-relevant range of courses and teaching methods.

Through project work and courses, the student achieves an academic progression and specialisation that enables the practical application of research-based knowledge within the subject areas of the programme. The Master's programme thus prepares students to perform complex and variable managerial and organisational tasks.

In addition to the above, students who become part of a double degree program also gain insight into and understanding of specific issues related to the country and cultural area in which the partner university is located.

### Knowledge and understanding

- The ability to understand and reflect on business theories and methods in relation to managerial and organisational processes in companies
- The ability to critically assess, on a scientific basis, perspectives on organisation, management, strategy, innovation and value creation, as well as the company's relationship with the outside world
- The ability to understand and apply business and related social scientific theories independently, critically, analytically and in an interdisciplinary manner
- Skills
- Skills to plan and carry out business analyses in companies and organisations, and to formulate and communicate the associated issues and solutions
- Skills to analyse, on a scientific basis, the organisation, management, strategy, innovation, resources and value creation of a company and its relationship with the outside world

- Mastery of management-relevant methods and tools of qualitative and quantitative analysis
- The ability to communicate and discuss business issues on a scientific basis with both colleagues and nonspecialist
- Skills to identify and apply relevant information technologies in connection with analysis, communication and development
- Competencies
- Competency to provide a decision-making basis for the management and control of organisational processes in private and public sector enterprises
- Competency to develop and implement solutions independently and in co-operation with others by applying concrete business methods
- Competency to take independent responsibility for the technical, personal and social aspects of project work, project administration and project management
- Competency to initiate and implement both discipline-specific and interdisciplinary co-operation

Students who become part of a double degree program gain, in addition to the above, knowledge, skills, and competencies specific to the country and cultural area in which the partner university is located.

### **3. Language**

The programme is offered in English.

The examination language is identical to the teaching language.

For students who are part of a double degree program, the language of instruction is English, but students can choose parts of the program in the local language of the partner university.

## Appendix H: Cooperation Agreement

The cooperation agreement constitutes a legal requirement at national and/or institutional level as well as a key instrument to ensure institutional commitment of the participating universities at the highest level. The cooperation agreement will be signed by the rectors of Roskilde University and the University of Kiel (CAU) prior to the first student intake and will cover all relevant academic, operational, administrative and financial aspects related to the implementation of the double master's degree program, i.e.:

- definition of the roles and responsibilities of the partners
- definition of governing bodies, incl. communication channels and frequency of meetings
- description of the academic program of study and the timetable of courses run by each partner
- description of the program/semester structure and mobility paths for students
- description of tuition fees and budget for program implementation, if applicable
- human and financial resources allocated by each partner for program development and implementation
- definition of roles and responsibilities related to promotion and marketing of the program
- detailed regulation of student application, selection and admission criteria, and procedures, incl. any joint mechanisms to run this process effectively
- Indication of criteria for distribution of students that ensures an equal distribution of students and costs between both partner universities and across a specified period
- procedures for student performance monitoring and evaluation (including use of ECTS credits, transcripts, certificates and diploma supplement, organisation of exams and re-sit conditions, grade conversion, etc.)
- description of student services offered by each partner (e.g. administrative support, health insurance scheme, induction, learning facilities, internship opportunities, language courses, etc.)
- description of provisions related to degree award and joint recognition procedures (name, type, form)
- Indication of the period of validity of the agreement and matters concerning the termination of the agreement
- Indication of criteria and frequency for evaluation of the program and criteria for how the contract can be modified.

**Fachprüfungsordnung (Satzung)  
der Wirtschafts- und Sozialwissenschaftlichen Fakultät  
der Christian-Albrechts-Universität zu Kiel für Studierende der  
Betriebswirtschaftslehre mit dem Abschluss Master of Science (M.Sc.) 2021  
(Fachprüfungsordnung Betriebswirtschaftslehre M.Sc. 2021)**

**Vom 25. Februar 2021**

Veröffentlichung vom 22.April 2021 (NBI. HS MBWK Schl.-H. S. 16)

Aufgrund des § 52 Absatz 1 Satz 1 des Hochschulgesetzes (HSG) in der Fassung der Bekanntmachung vom 5. Februar 2016 (GVOBI. Schl.-H. S. 39), zuletzt geändert durch Artikel 8 des Gesetzes vom 1. September 2020 (GVOBI. Schl.-H. S. 508), wird nach Beschlussfassung durch den Konvent der Wirtschafts- und Sozialwissenschaftlichen Fakultät vom 2. Dezember 2020 und nach Eilentscheiden des Dekans der Wirtschafts- und Sozialwissenschaftlichen Fakultät vom 10. Dezember 2020 und vom 21. Januar 2021 die folgende Satzung erlassen:

**Inhaltsübersicht**

- § 1 Geltungsbereich
- § 2 Studienziel
- § 3 Akademischer Grad
- § 4 Studienaufbau
- § 5 Studienjahr
- § 6 Zugang zum Masterstudium
- § 7 Beschränkung der Zulassung zu Pflicht- oder Wahlpflichtlehrveranstaltungen
- § 8 Zweck der Prüfung
- § 9 Unterrichts- und Prüfungssprache
- § 10 Prüfungsbereiche und Leistungspunkte
- § 11 Modulprüfungen, Modulnoten sowie Bonusleistungen
- § 12 Prüfungsvorleistungen
- § 13 Wiederholung von Modulprüfungen
- § 14 Doppelabschluss-Programme
- § 15 Masterarbeit
- § 16 Bildung der Gesamtnote
- § 17 Übergangsbestimmungen
- § 18 Inkrafttreten, Außerkrafttreten

- Anlage 1 Studienverlaufsplan für den Masterstudiengang Betriebswirtschaftslehre
- Anlage 2 Studienplan für den Masterstudiengang Betriebswirtschaftslehre
- Anlage 3 Praktikumsordnung

Anhang: Modulübersicht (Nicht Bestandteil der Satzung)

## **§ 1 Geltungsbereich**

- (1) Diese Fachprüfungsordnung regelt in Verbindung mit der Prüfungsverfahrensordnung der Christian-Albrechts-Universität zu Kiel für Studierende der Bachelor- und Masterstudiengänge (PVO) das Studium des Masterstudiengangs Betriebswirtschaftslehre.
- (2) Für importierte Module, insbesondere für die Zulassung zu und die Durchführung von Prüfungen gelten die Bestimmungen der Fachprüfungsordnung des anbietenden Fachs.

## **§ 2 Studienziel**

Der Abschluss im Masterstudiengang ist ein weiterer berufsqualifizierender Abschluss des wissenschaftlichen Studiums der Betriebswirtschaftslehre. Er soll die Absolventinnen und Absolventen zur Übernahme verantwortungsvoller Aufgaben in Unternehmen oder im höheren Dienst der öffentlichen Verwaltung, zur Ausübung einer freiberuflichen Tätigkeit sowie zum selbständigen wissenschaftlichen Arbeiten befähigen.

## **§ 3 Akademischer Grad**

Aufgrund der bestandenen Masterprüfung wird von der Wirtschafts- und Sozialwissenschaftlichen Fakultät der Grad Master of Science (M.Sc.) vergeben.

## **§ 4 Studieneinheit**

Das Masterstudium hat eine Regelstudienzeit von vier Semestern. Das Studienvolumen umfasst etwa 35 Semesterwochenstunden und 120 Leistungspunkte inklusive 10 Leistungspunkte für das Praktikum und 30 Leistungspunkte für die Masterarbeit. Der Studienablaufplan mit Mobilitätsfenstern kann Anlage 1; der Studieneinheit, sowie Art und Umfang von Modulen, Lehrveranstaltungen und Prüfungen kann Anlage 2 entnommen werden.

## **§ 5 Studienjahr**

- (1) Einschreibungen in den Masterstudiengang sind sowohl für gerade als auch für ungerade Fachsemester zum Winter- und zum Sommersemester möglich.
- (2) Der Masterstudiengang dieser Fachprüfungsordnung ist nach Studienjahren mit Beginn im Wintersemester organisiert. Eine Lehrveranstaltung wird in der Regel jährlich einmal angeboten: Lehrveranstaltungen, die studienplanmäßig für ein ungerades Semester vorgesehen sind, werden in der Regel im Wintersemester angeboten; Lehrveranstaltungen, die studienplanmäßig für ein gerades Semester vorgesehen sind, werden in der Regel im Sommersemester angeboten.

## **§ 6 Zugang zum Masterstudium**

(1) Die Zugangsvoraussetzungen für das Masterstudium erfüllt, wer

1. zuvor nach einem betriebswirtschaftlichen oder einem fachlich verwandten Studium mit einer Regelstudienzeit von mindestens drei Jahren an einer Hochschule in der Bundesrepublik Deutschland oder einer gleichwertigen ausländischen Hochschule einen Bachelorabschluss mit mindestens 180 Leistungspunkten erworben hat, der nach Inhalt, Umfang und wissenschaftlichen Anforderungen mindestens dem Bachelorabschluss nach der Fachprüfungsordnung der Wirtschafts- und Sozialwissenschaftlichen Fakultät der Christian-Albrechts-Universität zu Kiel für Studierende der Betriebswirtschaftslehre mit dem Abschluss Bachelor of Science (B.Sc.) entspricht und
2. in seinem Studium nach Nummer 1
  - a. mindestens 40 Leistungspunkte aus sich inhaltlich nicht überschneidenden Lehrveranstaltungen in Betriebswirtschaftslehre, die insbesondere Kenntnisse zum internen und externen Rechnungswesen, zur betrieblichen Finanzwirtschaft, zu betriebswirtschaftlichen Fragestellungen in den Funktionsbereichen der Unternehmung und des Managements vermittelt haben,
  - b. mindestens 20 Leistungspunkte aus sich inhaltlich nicht überschneidenden Lehrveranstaltungen in Volkswirtschaftslehre, die insbesondere Kenntnisse der mikro- und makroökonomischen Theorie vermittelt haben,
  - c. mindestens 20 Leistungspunkte aus sich inhaltlich nicht überschneidenden Lehrveranstaltungen in den quantitativen Grundlagen, die Kenntnisse in Analysis, Algebra, Statistik und Ökonometrie vermittelt haben, erworben hat und
3. im Ranking ihres oder seines Abschlussjahrganges unter den 65 % besten Absolventinnen und Absolventen ist. Sofern kein Ranking vorliegt, wird der Zugang gewährt, wenn nach dem European Credit Transfer System mindestens die relative ECTS Note C im Hochschulabschluss erreicht worden ist. Liegen kein Ranking und keine relative ECTS-Note vor, kann zugelassen werden, wenn das Studium mit mindestens der Note 2,5 abgeschlossen worden ist.

(2) Sprachvoraussetzungen ergeben sich aus der Studienqualifikationssatzung.

## **§ 7 Beschränkung der Zulassung zu Pflicht- oder Wahlpflichtlehrveranstaltungen**

- (1) Die Zahl der für die einzelnen Pflicht- oder Wahlpflichtlehrveranstaltungen zur Verfügung stehenden Plätze wird durch den Fakultätskonvent festgestellt. Melden sich zu den Seminaren und Übungen erstmalig mehr Studierende an als Plätze vorhanden sind, so prüft die oder der Modulverantwortliche, ob der Überhang durch andere oder zusätzliche Lehrveranstaltungen abgebaut werden kann.
- (2) Ist ein Abbau des Überhangs nicht möglich, so trifft die oder der Modulverantwortliche die Auswahl unter denjenigen Studierenden, die in einem Studiengang eingeschrieben sind, in dem die Lehrveranstaltung studienplanmäßig vorgesehen ist, die sich rechtzeitig bis zu dem von der oder dem Modulverantwortlichen festgesetzten Termin angemeldet haben und die Voraussetzungen für die Teilnahme erfüllen, wie folgt: Für die Vergabe der Hälfte der zur Verfügung stehenden Plätze ist die Länge der Wartezeit maßgeblich. Dabei sind diejenigen Studierenden zu bevorzugen, deren Fachsemesterzahl sich durch Nichtzulassung verlängern würde. Über die Vergabe der übrigen Plätze entscheidet das Los. Um Härtefälle zu vermeiden, kann die oder der Modulverantwortliche auf Antrag von dieser Reihenfolge abweichen.
- (3) Bei Forschungsseminaren werden die Bewerber bevorzugt, die bereits mindestens ein Modul in der entsprechenden Speziellen Betriebswirtschaftslehre (SBWL) erfolgreich absolviert haben und noch kein Forschungsseminar in der jeweiligen SBWL belegt haben.

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**§ 8**  
**Zweck der Prüfung**

Durch die Masterprüfung soll festgestellt werden, ob die Prüfungskandidatin oder der Prüfungskandidat

1. die grundlegenden Konzepte und Methoden der Betriebswirtschaftslehre erläutern und interpretieren kann,
2. ein breites, detailliertes und kritisches Wissen auf dem neuesten Stand in mehreren Teilgebieten der Betriebswirtschaftslehre erworben hat,
3. in der Lage ist, sich neues Wissen und Können selbstständig anzueignen,
4. die wichtigen Forschungsmethoden der Betriebswirtschaftslehre bewerten kann,
5. das Wissen auf die selbständige Lösung komplexer, multidisziplinärer Situationen anwenden kann und
6. fähig ist, eigene Ideen zu entwickeln und anzuwenden.

**§ 9**  
**Unterrichts- und Prüfungssprache**

Unterrichts- und Prüfungssprache ist Deutsch. Die Unterrichts- und Prüfungssprache in den Modulen des Wahlpflichtbereichs Quantitative Methoden ist Englisch. In den übrigen Wahlpflichtveranstaltungen kann die Unterrichts- und Prüfungssprache Englisch sein.

**§ 10**  
**Prüfungsbereiche und Leistungspunkte**

- (1) Modulprüfungsleistungen sind in folgenden Bereichen zu erbringen:
  1. Spezialisierungsbereich Betriebswirtschaftslehre: mindestens 40 Leistungspunkte
  2. Quantitativer Wahlpflichtbereich: 10 Leistungspunkte
  3. Ergänzungsbereich: bis zu 30 Leistungspunkte
  4. Praktikum: 10 Leistungspunkte (Näheres ergibt sich aus Anlage 3 Praktikumsordnung)
- (2) Im Spezialisierungsbereich und im Ergänzungsbereich müssen in der Summe 70 Leistungspunkte erbracht werden.
- (3) Im Spezialisierungsbereich Betriebswirtschaftslehre sind mindestens zwei Spezielle Betriebswirtschaftslehren zu wählen, in denen jeweils mindestens 20 Leistungspunkte einzubringen sind. Eine spezielle Betriebswirtschaftslehre (SBWL) teilt sich in einen Wahlpflichtbereich und einen Wahlbereich auf. Im Wahlpflichtbereich müssen mindestens 15 Leistungspunkte erzielt werden, wobei mindestens 5 Leistungspunkte in einem Forschungsseminar zu absolvieren sind. In jeder SBWL sind mindestens 10 Leistungspunkte in den Vorlesungsmodulen zu der jeweiligen SBWL zu erbringen. Näheres zur Struktur der angebotenen SBWLs kann Anlage 2 entnommen werden. Die konkrete Zusammensetzung der einzelnen SBWLs wird in geeigneter Weise bekanntgegeben.
- (4) Im Quantitativen Wahlpflichtbereich müssen zwei Module absolviert werden. Die innerhalb des Quantitativen Wahlpflichtbereichs im Einzelnen zu erbringenden Module werden rechtzeitig vor Veranstaltungsbeginn in geeigneter Weise bekanntgegeben.
- (5) Im Ergänzungsbereich können folgende Leistungen eingebracht werden:
  1. Module aus weiteren, nicht gemäß Absatz 3 abgeschlossenen Speziellen Betriebswirtschaftslehren,
  2. Module aus dem Lehrangebot des Institutes für Volkswirtschaftslehre (VWL), die im Masterstudiengang Economics (Bereich Elective Economics) enthalten sind,
  3. Module aus dem Lehrangebot des Institutes für Statistik und Ökonometrie,
  4. bestimmte Module aus dem Lehrangebot anderer Fakultäten,

5. anerkannte Leistungen, die an einer anderen Hochschule erbracht wurden, sofern sie nicht in den Speziellen Betriebswirtschaftslehren oder dem quantitativen Wahlpflichtbereich anerkannt wurden.

Die innerhalb des Ergänzungsbereichs im Einzelnen zu erbringenden Module werden rechtzeitig vor Veranstaltungsbeginn in geeigneter Weise bekanntgegeben.

- (6) Art und Zahl der im Rahmen der Module zu erbringenden Modulprüfungsleistungen ergeben sich aus der Anlage 1 (Studienverlaufsplan für den Masterstudiengang Betriebswirtschaftslehre).
- (7) Module, die sowohl im quantitativen Wahlpflichtbereich als auch in einer der Speziellen Betriebswirtschaftslehren wählbar sind, werden nur in dem Bereich angerechnet, in dem die Prüfungsanmeldung erfolgt ist.

## **§ 11** **Modulprüfungen, Modulnoten sowie Bonusleistungen**

- (1) In den vom Institut für Betriebswirtschaft für die Bereiche „Spezialisierungsbereich Betriebswirtschaftslehre, „Quantitativer Wahlpflichtbereich“ und „Ergänzungsbereich“ angebotenen Modulen sind folgende Prüfungsformen, auch in aus bis zu zwei miteinander verschränkten Teilen, zulässig:
  1. Klausur (Dauer: mindestens 45 Minuten und maximal 120 Minuten)
  2. Mündliche Prüfung (Dauer: 30 bis 35 Minuten je Kandidatin oder Kandidat)
  3. Kolloquium
  4. Projektarbeit
  5. Online-Tests
  6. Take Home Klausur
  7. Portfolio
  8. Empirisches Projekt
  9. Protokoll
  10. Hausarbeit
  11. Referat
  12. Ko-Referat
  13. Diskussionsleitung
  14. Programmieraufgaben
  15. Datenauswertung
  16. Essay

Einzelheiten zu den je Modul zu erbringenden Prüfungsleistungen und deren Zusammensetzung werden durch die für das Modul verantwortliche Person festgelegt und zu Veranstaltungsbeginn in geeigneter Weise bekannt gemacht.

- (2) In Seminarmodulen setzt sich die Note aus der Leistung einer schriftlichen Hausarbeit, eines mündlichen Vortrags und weiterer Leistungen (zum Beispiel Ko-Referat, Diskussionsleitung, mündliche Beteiligung) zusammen, die vor Semesterbeginn per Aushang in geeigneter Weise bekannt zu geben sind.
- (3) Setzt sich die Modulprüfung aus mehreren Prüfungsleistungen zusammen, errechnet sich die Modulnote aus den Gewichtungen der einzelnen Prüfungsleistungen. Die Gewichtung wird durch die für das Modul verantwortliche Person festgelegt und zu Veranstaltungsbeginn in geeigneter Weise bekannt gemacht.
- (4) Zusätzliche Studienleistungen (sogenannte Bonusleistungen), die während der Durchführung eines Moduls erbracht werden, können sich positiv auf die Bewertung einer Prüfungsleistung auswirken. Diese Bonusleistungen werden bei der Berechnung der Modulnote nur dann berücksichtigt, wenn die Prüfungsleistung ohne die zusätzlichen Studienleistungen bestanden wurde und wenn sie zu einer besseren Modulnote führen. Das Erreichen der Bestnote ist auch ohne zusätzliche Studienleistungen möglich ist. Art und Umfang von Bonusleistungen werden jeweils zu Beginn der Veranstaltungen eines

Moduls von der modulverantwortlichen Person festgelegt und in geeigneter Weise bekannt gegeben. Bonusleistungen können nur zur Verbesserung der Prüfungsleistung bei dem ersten Prüfungsversuch im ersten oder zweiten Prüfungszeitraum eines Semesters verwendet werden. Bonusleistungen verfallen, wenn die Prüfung nicht in dem Semester angetreten und bestanden wird, in dem die Bonusleistungen erworben wurden. Verfallene Bonusleistungen können beim erneuten Angebot des zugrundeliegenden Moduls erneut erworben werden. Eine Wiederholung von Bonusleistungen ist ausgeschlossen, nachdem die zugehörige Prüfung bestanden wurde.

## **§ 12 Prüfungsvorleistungen**

Die Zulassung zu Prüfungen kann von Voraussetzungen, den Prüfungsvorleistungen abhängig gemacht werden. Als Prüfungsvorleistungen kommen in Betracht: bestandene Übungen, empirische Projekte, Referate, Hausaufgaben, Testate oder Tests. Bestehen Zulassungsvoraussetzungen zu Prüfungen, so werden diese von der oder dem Modulverantwortlichen festgelegt und bis zwei Wochen vor Veranstaltungsbeginn in geeigneter Weise bekannt gemacht.

## **§ 13 Wiederholung von Modulprüfungen**

Die Wiederholungsmöglichkeiten für Prüfungen ergeben sich aus der PVO.

## **§ 14 Doppelabschluss-Programme**

- (1) Hat die Fakultät mit einer ausländischen Partnerhochschule ein Doppelabschluss-Programm vereinbart, so kann teilnehmenden Studierenden der Partnerhochschule der akademische Grad „Master of Science“ verliehen werden. Voraussetzung dafür ist, dass
1. sie die für den Erwerb des Mastergrades an der Partnerhochschule insgesamt erforderlichen Leistungspunkte erbracht und den erfolgreichen Abschluss des Studienganges nachgewiesen haben und
  2. zusätzlich im Masterstudiengang der CAU die nach dem Vertrag über den doppelten Abschluss erforderliche Anzahl an Leistungspunkten erworben haben.

Die Leistungspunkte und Noten, die zur Vervollständigung des Studienganges der CAU zusätzlich zu den nach dem Kooperationsvertrag erbrachten Leistungen erforderlich sind, werden aus dem Masterstudiengang an der Partnerhochschule angerechnet. Näheres regelt der Kooperationsvertrag.

- (2) Studierende der CAU, die an dem Doppelabschluss-Programm teilnehmen, können zusätzlich zu dem Abschlussgrad „Master of Science“ an der CAU von der ausländischen Partnerhochschule einen Mastergrad in einem von der Kooperationsvereinbarung erfassten Masterstudiengang verliehen bekommen, wenn
1. sie die für den Erwerb des Mastergrades an der CAU insgesamt erforderlichen Leistungspunkte erbracht und den erfolgreichen Abschluss des Studienganges nachgewiesen haben und
  2. zusätzlich im Masterstudiengang an der Partnerhochschule die nach dem Vertrag über den doppelten Abschluss erforderliche Anzahl an Leistungspunkten erworben haben.

Die Leistungspunkte und Noten, die zusätzlich zu den nach dem Kooperationsvertrag erbrachten Leistungen für den Abschluss des Studienganges an der Partnerhochschule erforderlich sind, werden aus dem Masterstudiengang der CAU angerechnet. Näheres regeln der Kooperationsvertrag und die Prüfungsordnung der Partnerhochschule.

- (3) Im Rahmen der Kooperationsvereinbarung sind die Voraussetzungen des § 53 Absatz 3 Hochschulgesetz (HSG) zu beachten.

**§ 15  
Masterarbeit**

- (1) Zur Masterarbeit kann zugelassen werden, wer durch Modulprüfungen mindestens 60 Leistungspunkte erworben hat.
- (2) Die Masterarbeit kann mit Zustimmung der Gutachterin oder des Gutachters auch in englischer Sprache verfasst werden.
- (3) Die Masterarbeit ist fristgemäß in zweifacher schriftlicher Ausfertigung und in einer auf einem für die elektronische Datenverarbeitung geeigneten Medium gespeicherten Fassung bei dem zuständigen Prüfungsamt einzureichen.
- (4) Das Thema der Masterarbeit wird von der Gutachterin oder dem Gutachter festgelegt und durch die Vorsitzende oder den Vorsitzenden des Prüfungsausschusses ausgegeben. Die Kandidatin oder der Kandidat kann einen Themenvorschlag einreichen, ohne dass ein Anspruch auf Berücksichtigung des Vorschlags besteht.
- (5) Die Zeit von der Ausgabe des Themas bis zur Abgabe der Masterarbeit beträgt sechs Monate.
- (6) Das Thema der Masterarbeit kann nur einmal und nur innerhalb der ersten zwei Monate zurückgegeben werden.
- (7) Der Umfang der Masterarbeit soll 80 Seiten nicht übersteigen. Näheres regelt der Prüfungsausschuss und gibt es in geeigneter Weise bekannt.
- (8) Die Masterarbeit ist innerhalb von sechs Wochen nach Abgabe durch die Gutachterinnen und Gutachter zu bewerten.

**§ 16  
Bildung der Gesamtnote**

- (1) In die Gesamtnote gehen die Note der Masterarbeit sowie die Modulnoten der folgenden Module ein:
  1. Module der gewählten Speziellen Betriebswirtschaftslehren
  2. Module des quantitativen Wahlpflichtbereichs und
  3. Module des Ergänzungsbereichs.
- (2) Für die Berechnung der Gesamtnote werden die Modulnoten und die Note für die Masterarbeit mit den in Anlage 1 (Studienverlaufsplan für den Masterstudiengang Betriebswirtschaftslehre) zugeordneten Leistungspunkten gewichtet.
- (3) Hat eine Kandidatin oder ein Kandidat aus einem Angebot von mehreren Wahlpflichtveranstaltungen oder Wahlpflichtmodulen mehr als die nach dem Studienplan erforderliche Anzahl absolviert, sind für die Bildung der Gesamtnote die Noten der zuerst bestandenen Prüfungen oder Module maßgeblich. Dies gilt gleichermaßen für die Anerkennung bereits bestandener Studienleistungen.

**§ 17  
Übergangsbestimmungen**

- (1) Für Studierende, die zum Zeitpunkt des Inkrafttretens dieser Satzung an der Christian-Albrechts-Universität zu Kiel für den Studiengang Betriebswirtschaftslehre mit dem Abschluss Master of Science eingeschrieben sind, ist ein Studienabschluss nach der gemäß § 18 Absatz 2 außer Kraft getretenen Fachprüfungsordnung bis zum Ende des Wintersemesters 2023/24 möglich. Sofern Pflichtmodule und Prüfungen aus der Fachprüfungsordnung nach § 18 Absatz 2 nicht mehr angeboten werden, bestimmt der Prüfungsausschuss Ersatzmodule und -prüfungen. Werden Module und Prüfungen in geänderter Form angeboten, sind sie in der neuen Fassung zu absolvieren; die oder der Prüfungsausschussvorsitzende legt fest, welche Anpassungen im Hinblick auf die Lernziele und die zu erwerbenden Leistungspunkte gegebenenfalls erforderlich sind.

- (2) Studierende, die ihr Studium nach der alten Fachprüfungsordnung fortführen, wechseln automatisch zum Sommersemester 2024 in die neue Fachprüfungsordnung, sofern ausgeschlossen ist, dass der Studienabschluss nach der alten Fachprüfungsordnung bis zur Frist in Absatz 1 erlangt werden wird.
- (3) Fehlversuche, die im Rahmen von Prüfungen nach der alten Fachprüfungsordnung unternommen wurden, werden auf die Anzahl der Versuche nach der neuen Prüfungsordnung angerechnet, sofern sich die Anrechnung nicht nach der Struktur der neuen Modulprüfung verbietet.
- (4) Über Härtefälle, die vom Studierenden nicht zu vertreten sind, entscheidet der Prüfungsausschuss auf Antrag.

### **§ 18 Inkrafttreten, Außerkrafttreten**

- (1) Diese Satzung tritt am 1. Oktober 2021 in Kraft und findet Anwendung auf alle Personen, die sich zum Wintersemester 2021/22 oder später an der Christian-Albrechts-Universität zu Kiel für den Studiengang Betriebswirtschaftslehre mit dem Abschluss Master of Science bewerben und einschreiben.
- (2) Gleichzeitig tritt die Fachprüfungsordnung (Satzung) der Wirtschafts- und Sozialwissenschaftlichen Fakultät der Christian-Albrechts-Universität zu Kiel für Studierende der Betriebswirtschaftslehre mit dem Abschluss Master of Science (M.Sc.) vom 6. Februar 2014 (NBI. HS MBW Schl.-H. S. 34), zuletzt geändert durch Satzung vom 19. Dezember 2019 (NBI. HS MBWK Schl.-H. 2020, S. 3), außer Kraft.

Die Genehmigung nach § 52 Absatz 1 des Hochschulgesetzes wurde durch das Präsidium der Christian-Albrechts-Universität zu Kiel mit Schreiben vom 24. Februar 2021 erteilt.

Kiel, den 25. Februar 2021

Prof. Dr. Kai Carstensen  
Dekan der Wirtschafts- und Sozialwissenschaftlichen Fakultät  
der Christian-Albrechts-Universität zu Kiel

**Anlage 1**  
**Studienverlaufsplan für den Masterstudiengang Betriebswirtschaftslehre**

|   | Lehrveranstaltung                  | Lehrform  | Pfl / WP | PL            | LP          |              |
|---|------------------------------------|-----------|----------|---------------|-------------|--------------|
|   |                                    |           |          |               | Sem.        | Jahr         |
| <b>1.<br/>Semester</b>  | SBWL A/1                           | V+Ü       | WP       | P             | 5           |              |
|   | SBWL B/1                           | V+Ü       | WP       | P             | 5           |              |
|   | Ergänzungsbereich 1*               | V+Ü/ S    | WP       | P             | 5           |              |
|   | Ergänzungsbereich 2*               | V+Ü/ S    | WP       | P             | 5           |              |
|   | Ergänzungsbereich 3*               | V+Ü/ S    | WP       | P             | 5           |              |
|   | Modul I Quantitativer WPF-Bereich  | V+Ü       | WP       | P             | 5           |              |
|   |                                    |           |          |               | $\Sigma 30$ |              |
| <b>2.<br/>Semester</b>  | SBWL A/2                           | V+Ü       | WP       | P             | 5           |              |
|   | SBWL B/2                           | V+Ü       | WP       | P             | 5           |              |
|   | SBWL A/3 Forschungsseminar         | S         | WP       | P             | 5           |              |
|   | SBWL B/3 Forschungseminar          | S         | WP       | P             | 5           |              |
|   | Modul aus Wahlbereich zur SBWL A/4 | V+Ü/ S    | WP       | P             | 5           |              |
|   | Modul II Quantitativer WPF-Bereich | V+Ü       | WP       | P             | 5           |              |
|   |                                    |           |          |               | $\Sigma 30$ | $\Sigma 60$  |
| <b>3.<br/>Semester</b><br>-<br><b>Mobilitäts-<br/>fenster</b> | Modul aus Wahlbereich zur SBWL B/4 | V+Ü/ S    | WP       | P             | 5           |              |
|   | Praktikum                          | Praktikum | P        | Projektarbeit | 10          |              |
|   | Ergänzungsbereich 4*               | V+Ü/ S    | WP       | P             | 5           |              |
|   | Ergänzungsbereich 5*               | V+Ü/ S    | WP       | P             | 5           |              |
|   | Ergänzungsbereich 6*               | V+Ü/ S    | WP       | P             | 5           |              |
|   |                                    |           |          |               | $\Sigma 30$ |              |
| <b>4.<br/>Semester</b>  | Masterarbeit                       |           | P        |               | 30          |              |
|   |                                    |           |          |               | $\Sigma 30$ | $\Sigma 60$  |
|   |                                    |           |          |               |             | $\Sigma 120$ |

**Erläuterungen:** Pfl / WP: Status des Moduls: Pflicht / Wahlpflicht, PL: Prüfungsleistung, LP: Leistungspunkte, P: Modulprüfung, V: Vorlesung, Ü: Übung; \* z. T. importierte Module, SBWL: Spezielle Betriebswirtschaftslehre,

## Anlage 2

### Studienplan im Masterstudiengang Betriebswirtschaftslehre

|                                    | Bereich  | Modul   | SWS           | LP Modul     | LP Bereich      |
|------------------------------------|--|---|---------------|--------------|-----------------|
| Spezielle Betriebswirtschaftslehre | Spezielle Betriebswirtschaftslehre A                 | SBWL A/1                                      | 2V + 1Ü       | 5            | 20 <sup>1</sup> |
|                                    |  | SBWL A/2                                      | 2V + 1Ü       | 5            |                 |
|                                    |  | SBWL A/3 Forschungsseminar                    | 2 S           | 5            |                 |
|                                    |  | SBWL A/4 aus WPF- oder Wahlbereich der SBWL A | 2V + 1Ü / 2 S | 5            |                 |
|                                    | Spezielle Betriebswirtschaftslehre B                 | SBWL B/1                                      | 2V + 1Ü       | 5            | 20 <sup>2</sup> |
|                                    |  | SBWL B/2                                      | 2V + 1Ü       | 5            |                 |
|                                    |  | SBWL B/3 Forschungsseminar                    | 2 S           | 5            |                 |
|                                    |  | SBWL B/4 aus WPF- oder Wahlbereich der SBWL B | 2V + 1Ü / 2 S | 5            |                 |
| Quantitativer Wahlpflichtbereich   | WPF-Modul I Quantitativer Wahlpflichtbereich         |   | 2V + 1Ü       | 5            | 10              |
|                                    | WPF-Modul II Quantitativer Wahlpflichtbereich        |   | 2V + 1Ü       | 5            |                 |
| Ergänzungsbereich                  | Weitere Module aus SBWL (nicht A und B)              | SBWL-Module                                   | 2V + 1Ü / 2 S | 5-6          | 30 <sup>3</sup> |
|                                    | Angebot des Institutes für Statistik und Ökonometrie | Statistik-Module                              | 2V + 1Ü / 2 S | 6            |                 |
|                                    | Angebot des Institutes für VWL                       | VWL-Module aus dem Bereich Elective Economics | 2V + 1Ü / 2 S | 5-6          |                 |
|                                    | Angebote anderer Fakultäten                          | Module aus dem Angebot anderer Fakultäten     | Je nach Wahl  | Je nach Wahl |                 |
| Praktikum                          |  |   |               | 10           | 10              |
| Masterarbeit                       |  |   |               | 30           | 30              |
| <b>Summe</b>                       |  |   |               | <b>120</b>   |                 |

<sup>1</sup> In den SBWL können auch mehr als 20 LP eingebracht werden. Maximal kann der Bereich der Speziellen Betriebswirtschaftslehren 70 LP umfassen.

<sup>2</sup> Siehe Fußnote 1.

<sup>3</sup> Der Ergänzungsbereich verringert sich, wenn die SBWL mit mehr als jeweils 20 LP abgeschlossen werden, entsprechend. Der Ergänzungsbereich kann auch 0 LP aufweisen.

**Folgende SBWL können gewählt werden:**

- Controlling
- Finanzwirtschaft
- Gründungs- und Innovationsmanagement
- Marketing
- Organisation Rechnungslegung und Wirtschaftsprüfung
- Supply Chain Management
- Technologiemanagement
- Personal und Organisation
- Unternehmensbesteuerung
- Service Analytics
- Business Processes and Data [interdisziplinäre SBWL aus BWL und Informatik]

**Struktur der Speziellen Betriebswirtschaftslehren**

Es müssen mindestens zwei Spezielle Betriebswirtschaftslehren gewählt werden:

|   | Spezielle Betriebswirtschaftslehre A |  |           |                           |       | WPF                                      |
|---|--------------------------------------|--|-----------|---------------------------|-------|--|
| Semesterlage  | LP                                   | Bewer-tungsart   |           | Workload                  |       | Dauer                                    |
| 1.-3. Semester  | Mindestens 20                        | benotet  |           | Für 20 LP – 600 Stunden   |       | 1-3 Semester                             |
| Module  |                                      | LP   | Wahl/ WPF | Lehrform                  | SWS   | Prüfungsleistung                         |
| <b>Wahlpflichtbereich</b><br>Hier müssen mind. 15 LP erbracht werden.   | SBWL A/1                             | 5  | WPF       | Vorlesung+Übung           | 3     | Modulprüfung                             |
|   | SBWL A/2                             | 5  | WPF       | Vorlesung+Übung           | 3     | Modulprüfung                             |
|   | SBWL A/3                             | 5  | WPF       | Seminar                   | 2     | Hausarbeit + Präsentation                |
| Hier kann ein weiteres Modul aus dem WPF-Bereich der jeweiligen SBWL gewählt werden, um diese mit 20 LP abzuschließen.  | SBWL A/4                             | 5  | WPF       | Vorlesung+Übung / Seminar | 3 / 2 | Modulprüfung / Hausarbeit + Präsentation |
| <b>Wahlbereich</b><br>Diese Module können in die SBWL A als Baustein SBWL A/4 eingebracht werden bzw. muss hieraus gewählt werden, wenn im WPF-Bereich nicht bereits 20 LP erbracht wurden. Zudem können hier weitere Module eingebracht werden um die SBWL mit mehr als 20 LP abzuschließen; vgl. die Anmerkungen zu Anlage 2. |                                      | Das Angebot in der jeweiligen SBWL kann weitere Module aus der betreffenden SBWL umfassen, aber auch Module aus anderen SBWLs oder anderen Instituten. |           |                           |       |  |

## **Anlage 3 Praktikumsordnung**

### Inhaltsübersicht

- § 1 Geltungsbereich
- § 2 Ziel des Praktikums
- § 3 Art, Umfang und Organisation
- § 4 Rechte und Pflichten der Praktikantinnen und Praktikanten
- § 5 Bescheinigung und Praktikumsbericht
- § 6 Anrechnungsmöglichkeiten und Ausnahmeregelungen
- § 7 Praktikumsvergütung

### **§ 1 Geltungsbereich**

Die Praktikumsordnung regelt auf der Grundlage der Fachprüfungsordnung für den Master-Studiengang „Betriebswirtschaftslehre“ der Wirtschafts- und Sozialwissenschaftlichen Fakultät der Christian-Albrechts-Universität zu Kiel Inhalt und Durchführung von Berufspraktika.

### **§ 2 Ziel des Berufspraktikums**

Ziel des Berufspraktikums ist es, den Studierenden einen Einblick in mögliche Berufs- und Tätigkeitsfelder zu eröffnen. Es vermittelt fachbezogene Kenntnisse und Erfahrungen aus der beruflichen Praxis, die dem besseren Verständnis des Lehrangebots dienen, die Motivation für das Studium fördern, individuelle Schwerpunkte im Studium zu setzen helfen und den Berufsübergang erleichtern. Das Berufspraktikum hat damit eine Orientierungsfunktion für eine praxisnahe Ausrichtung des Studiums.

### **§ 3 Art, Umfang und Organisation**

- (1) Das Praktikum kann insbesondere in privaten Unternehmen im In- und Ausland durchgeführt werden. Für die Abstimmung des Themas und zur Sicherstellung der Anerkennung nehmen die Studierenden Kontakt mit derjenigen Professur auf, die thematisch einen Bezug zum geplanten Praktikum hat. Die betreffende Professur entscheidet über die Eignung des Praktikumsplatzes. Abgelehnt wird ein Praktikumsplatz, wenn dieser nicht dem Erreichen der in § 2 formulierten Ziele des Berufspraktikums dienlich ist.
- (2) Das Praktikum hat einen Umfang von mindestens neun Wochen in Vollzeit.
- (3) Die Semesterlage des Praktikums im Studienplan hat nur empfehlenden Charakter. Die zeitliche Lage des Praktikums kann an die individuellen Bedürfnisse und Möglichkeiten der Studierenden angepasst werden.

### **§ 4 Rechte und Pflichten der Praktikantinnen und Praktikanten**

- (1) Die Studierenden bewerben sich eigenständig als Praktikantin oder Praktikant bei einer Praktikumseinrichtung gemäß § 3 Absatz 1.
- (2) Die Studierenden sind für die ordnungsgemäße Ausgestaltung ihres Praktikumsvertrages selbst verantwortlich.
- (3) Zur Anmeldung der Projektarbeit, die im Anschluss an das Praktikum bearbeitet werden muss, reichen die Studierenden das entsprechende Anmeldeformular bei der betreuenden Professur ein.
- (4) Die Projektarbeit ist in schriftlicher Ausfertigung innerhalb der von der Prüferin oder dem Prüfer festgelegten Frist bei der Prüferin oder dem Prüfer abzugeben oder in einem Kolloquium zu präsentieren. Die Prüferin oder der Prüfer geben die Form, in der die Projektarbeit zu erbringen ist, rechtzeitig bekannt.

- (5) Die Praktikantinnen oder Praktikanten bleiben während der Zeit der Absolvierung ihres Berufspraktikums Mitglieder der Wirtschafts- und Sozialwissenschaftlichen Fakultät der Christian-Albrechts-Universität zu Kiel mit allen Rechten und Pflichten.

### **§ 5 Voraussetzungen für die Vergabe der Leistungspunkte**

- (1) Die Studierenden lassen sich von der Einrichtung (Praktikumsstelle) bei der das Praktikum absolviert wurde, eine Bescheinigung über das absolvierte Praktikum ausstellen. Diese enthält auf offiziellem Briefpapier der Firma/Institution mindestens Name und Geburtsdatum der Praktikantin oder des Praktikanten, Dauer und Art der Tätigkeit sowie Stempel und Unterschrift.
- (2) Das Thema der Projektarbeit wird auf Vorschlag der Kandidatin oder des Kandidaten durch die Prüferin oder den Prüfer ausgegeben. Die Projektarbeit wird nach Abschluss des Praktikums angefertigt.
- (3) Der Umfang der Projektarbeit in Form eines Berichtes wird von der betreuenden Professur festgelegt. Ziel des Berichtes ist es, erkennbar zu machen, wie die Studierenden ihr Tätigkeitsfeld wahrgenommen haben und wie und in welchem Umfang sie selbst tätig waren. Zudem soll der Bericht eine eigenständige Reflexionsleistung aufweisen und somit einen Bezug zwischen der in der Praktikumseinrichtung geleisteten Arbeit und dem wissenschaftlichen Hintergrund herstellen. An die Stelle des Projektberichtes kann auch ein Vortrag von 20 bis 30 Minuten treten, in dem das Projekt sowie die Projektergebnisse vorgestellt und diskutiert werden.
- (4) Die Projektarbeit wird von der betreuenden Professorin oder dem betreuenden Professor mit „bestanden“ oder „nicht bestanden“ bewertet.
- (5) Das Praktikumsmodul ist bestanden, wenn
1. die oder der Studierende die Praktikumsbescheinigung nach Absatz 1 eingereicht hat,
  2. die Projektarbeit oder der Vortrag mit „bestanden“ bewertet wurde und
  3. die Dauer des Praktikums dem in § 3 Absatz 2 festgelegten Zeitraum entspricht.

### **§ 6 Anrechnungsmöglichkeiten und Ausnahmeregelungen**

- (1) Zeiten beruflicher Praxis, die die Studierenden unmittelbar vor und/oder während ihres Studiums nachweisen, können als Praktikum anerkannt werden, wenn sie im Sinne dieser Ordnung als äquivalent einzustufen sind. Darüber entscheidet die betreuende Professur.
- (2) In Ausnahmefällen, beispielsweise wenn ein geeigneter Praktikumsplatz nicht gefunden werden konnte, kann auf Antrag der oder des Studierenden eine Aufgabe aus einem Projekt einer Professur bearbeitet werden. Dann ist ein Ergebnisbericht nach den Vorgaben der betreuenden Professur mit einem Umfang von maximal 40 Seiten vorzulegen. Über mögliche Aufgabenstellungen informieren die Professuren per Aushang oder im persönlichen Gespräch. An die Stelle des Ergebnisberichtes kann auch ein Vortrag von 20 bis 30 Minuten treten, in dem das Projekt sowie die Projektergebnisse vorgestellt und diskutiert werden. Über die Anerkennung befindet die betreuende Professur.
- (3) Auf Antrag des oder der Studierenden an das Prüfungsamt kann der Prüfungsausschuss im Ausnahmefall die Ersetzung des Praktikums durch Studienleistungen in entsprechendem Umfang gestatten, die an einer anerkannten Hochschule im Ausland erbracht wurden. Der Prüfungsausschuss kann die Entscheidungsbefugnis auf die oder den Vorsitzenden oder auf die Studienfachberaterin oder den Studienfachberater übertragen.

### **§ 7 Praktikumsvergütung**

Ein rechtsverbindlicher Anspruch auf eine Vergütung des Praktikums besteht nicht.

**Anhang: Modulübersicht für den Masterstudiengang Betriebswirtschaftslehre**  
(nicht Bestandteil der Satzung)

1. Module der Speziellen Betriebswirtschaftslehren
2. Module im „Quantitativen Wahlpflichtbereich“
3. Module im Ergänzungsbereich

## 1. Module der Speziellen Betriebswirtschaftslehren

(Stand: 17.11.2020)

| SBWL 1   | Controlling (1010100)                        |               |          |                        |     | WPF                                 |
|--|--|---------------|----------|------------------------|-----|-------------------------------------|
| Semesterlage   | LP   | Bewertungsart |          | Workload               |     | Dauer                               |
| 1.-3. Semester   | Mindestens 20                                | benotet       |          | Mindestens 600 Stunden |     | 1-3 Semester                        |
| Modulcode  | Modultitel                                   | LP            | Wahl/WPF | Lehrform               | SWS | Prüfungsleistung                    |
| <b>Wahlpflichtbereich</b>  |  |               |          |                        |     |                                     |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden. |  |               |          |                        |     |                                     |
| BWL-AdvManAcc  | Advanced Management Accounting               | 5             | WPF      | VL+Ü                   | 2+1 | Klausur (2010110)                   |
| BWL-KostMan  | Kostenmanagement                             | 5             | WPF      | VL+Ü                   | 2+1 | Klausur (31210)                     |
| BWL-AdvCont  | Advanced Controlling                         | 5             | WPF      | VL+Ü                   | 2+1 | Klausur (2010310)                   |
| BWL-FSem1Cont  | Forschungsseminar zum Controlling            | 5             | WPF      | Seminar                | 2   | Hausarbeit + Präsentation (2018110) |
| <b>Wahlbereich</b>   |  |               |          |                        |     |                                     |
| Diese Module können in die SBWL Controlling eingebracht werden.                  |  |               |          |                        |     |                                     |
| BWL-InvTheo  | Investitionstheorie (Prof. Nippel)           | 5             | Wahl     | VL+Ü                   | 2+1 | Klausur (31610)                     |
| bwlAdvBusAnalytics-01a   | Advanced Business Analytics (Prof. Cleophas) | 5             | Wahl     | VL+Ü                   | 2+2 | Klausur (2080310)                   |

| SBWL 2  | Finanzwirtschaft (1010200)   |   |             |                        |         | WPF              |                                     |
|---|--|---|-------------|------------------------|---------|------------------|-------------------------------------|
| Semesterlage  | LP   | Bewertungsart   |             | Workload               |         | Dauer            |                                     |
| 1.-3. Semester  | Mindestens 20  | benotet   |             | Mindestens 600 Stunden |         | 1-3 Semester     |                                     |
| Modulcode   | Modultitel   | LP  | Wahl/WPF/PF | Lehrform               | SWS     | Prüfungsleistung |                                     |
| <b>Wahlpflichtbereich</b>   |  |   |             |                        |         |                  |                                     |
| Es müssen mind. 15 LP absolviert werden.  |  |   |             |                        |         |                  |                                     |
| Mind. eines der beiden Vorlesungsmodule und ein Seminar aus diesem Angebot müssen gewählt werden. (Mind. 10 LP) | BWL-FinTheo  | Theorie der Unternehmensfinanzierung                            | 5           | WPF                    | VL+Ü    | 2+1              | Klausur (2020110)                   |
|   | BWL-CorpFin  | Corporate Finance (Prof. Klos)                                  | 5           | WPF                    | VL+Ü    | 2+1              | Klausur (2020410)                   |
|   | ForschSe mSelTopFi n-01a   | Forschungsseminar Selected Topics in Finance (Prof. Klos) (NEU) | 5           | WPF                    | Seminar | 2                | Hausarbeit + Präsentation ()        |
|   | bwlForsch SemFinInv-01a  | Forschungsseminar Finanzierungs- und Investitionstheorie (NEU)  | 5           | WPF                    | Seminar | 2                | Hausarbeit + Präsentation ()        |
|   | BWL-UntBew   | Unternehmensbewertung und angewandte Investitionstheorie        | 5           | WPF                    | VL+Ü    | 2+1              | Klausur (2020310)                   |
|   | BWL-InvTheo  | Investitionstheorie   | 5           | WPF                    | VL+Ü    | 2+1              | Klausur (2020810)                   |
|   | bwlEmpFi n-01a   | Empirical Finance (Prof. Klos)                                  | 5           | WPF                    | VL+Ü    | 2+1              | Modulprüfung (...)                  |
|   | VWLaemPo An-02a  | Portfolio Analysis (Prof. Haas)                                 | 6           | WPF                    | VL+Ü    | 2+1              | Module Exam (...)                   |
|   | VWLfelFM-02a   | Pricing in Derivative Markets (Prof. Lux)                       | 6           | WPF                    | VL+Ü    | 2+1              | Module Exam (...)                   |
|   | <b>Wahlbereich</b>   |   |             |                        |         |                  |                                     |
| Diese Module können in die SBWL Finanzwirtschaft eingebracht werden.  |  |   |             |                        |         |                  |                                     |
| BWL-BilAna  | Bilanzanalyse (Prof. Blecher)  |   | 5           | WPF                    | VL+Ü    | 2+1              | Klausur (31760)                     |
| BWL-FSem1RLWP   | Forschungsseminar zur Rechnungslegung und Wirtschaftsprüfung (Prof. Blecher) |   | 5           | WPF                    | Seminar | 2                | Hausarbeit + Präsentation (2068110) |

|                             |   |   |      |         |     |                                     |
|-----------------------------|---|---|------|---------|-----|-------------------------------------|
| BWL-FSemExtRew<br>eRLWP-01a | Forschungsseminar zum externen Rechnungswesen (Prof. Blecher)                           | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (...)     |
| BWL-SteuRefo                | Steuern und Rechtsformen (Prof. Heckemeyer)   | 5 | WPF  | VL+Ü    | 2+1 | Klausur (2120110)                   |
| BWL-IntUntbest              | Grundlagen der internationalen Unternehmensbesteuerung (Prof. Heckemeyer)               | 5 | WPF  | VL+Ü    | 2+2 | Klausur (2120210)                   |
| BWL-FSem1Steu               | Forschungsseminar zur Steuerwirkungsanalyse (Prof. Heckemeyer)                          | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (2128210) |
| BWL-FSem2Steu               | Forschungsseminar zu ausgewählten Fragen der Unternehmensbesteuerung (Prof. Heckemeyer) | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (2128110) |
| VWLamStaF<br>M-02a          | Statistics for Financial Markets  | 6 | Wahl | VL+Ü    | 2+2 | Module exam (...)                   |
| VWLamEco<br>FM-02a          | Econometrics for Financial Markets  | 6 | Wahl | VL+Ü    | 2+2 | Module exam (...)                   |
| VWLfeEmFiS<br>em-02a        | Seminar in Empirical Finance  | 6 | Wahl | Seminar | 2   | Contribution to seminar (...)       |
| VWLfeFEM-<br>02a            | Foreign Exchange Markets - Theory and Empirics ()                                       | 6 | Wahl | VL+Ü    | 2+2 | Module exam (...)                   |
| VWLfeAEFE<br>M-02a          | Applied Econometrics of Foreign Exchange Markets  | 6 | Wahl | VL+Ü    | 2+2 | Moduel exam (...)                   |
| VWLfeAFESem-<br>02a         | Seminar in Applied Financial Econometrics   | 6 | Wahl | Seminar | 2   | Contribution to seminar (...)       |
| VWLfeTFM-<br>02a            | Theory of Financial Markets   | 6 | Wahl | VL+Ü    | 2+2 | Module exam (...)                   |

| <b>SBWL 3</b>  | <b>Gründungs- und Innovationsmanagement (1010300)</b>               |                      |           |                        |                       | <b>WPF</b>   |  |  |
|--|---|----------------------|-----------|------------------------|-----------------------|--------------|--|--|
| <b>Semesterlage</b>  | <b>LP</b>   | <b>Bewertungsart</b> |           | <b>Workload</b>        |                       | <b>Dauer</b> |  |  |
| 1.-3. Semester   | Mindestens 20   | benotet              |           | Mindestens 600 Stunden |                       | 1-3 Semester |  |  |
| <b>Modulcode</b>   | <b>Modultitel</b>   |                      | <b>LP</b> | <b>Wahl/<br/>WPF</b>   | <b>Lehr-<br/>form</b> | <b>SWS</b>   | <b>Prüfungsleistung</b>                        |  |
| <b>Wahlpflichtbereich</b>  |   |                      |           |                        |                       |              |  |  |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden.         |   |                      |           |                        |                       |              |  |  |
| BWL-InnoMStrat   | Innovation Management:<br>Strategies and Actors                     |                      | 5         | WPF                    | VL mit Ü              | 3            | Klausur oder<br>mündliche Prüfung<br>(2030210) |  |
| BWL-CoopNet  | Cooperation and Networks  |                      | 5         | WPF                    | VL mit Ü              | 3            | Klausur oder<br>mündliche Prüfung<br>(31520)   |  |
| BWL-Entre2   | Entrepreneurship  |                      | 5         | WPF                    | VL mit Ü              | 3            | Klausur oder<br>mündliche Prüfung<br>(31510)   |  |
| bwlResSemGul1-01a  | Forschungsseminar:<br>Entrepreneurship and Innovation<br>Management |                      | 5         | WPF                    | Seminar               | 2            | Hausarbeit +<br>Präsentation<br>(2038410)      |  |
| bwlResSemGul2-01a  | Forschungsseminar: Cooperation<br>and Networks                      |                      | 5         | WPF                    | Seminar               | 2            | Hausarbeit +<br>Präsentation<br>(2038510)      |  |
| <b>Wahlbereich</b>   |   |                      |           |                        |                       |              |  |  |
| Diese Module können in die SBWL Gründungs- und Innovationsmanagement eingebracht werden. |   |                      |           |                        |                       |              |  |  |
| BWL-SchlOrga   | Organisationstheorien (Prof. Wolf)                                  |                      | 5         | WPF                    | VL+Ü                  | 2+1          | Klausur (2050310)                              |  |
| BWL-ManSrv   | Management von<br>Serviceinnovationen<br>(Prof. Schultz)            |                      | 5         | Wahl                   | VL+Ü                  | 2+1          | Klausur (2080310)                              |  |
| VWLamInEc-02a  | Innovation Economics (Dr. Dohse)                                    |                      | 6         | Wahl                   | VL+Ü                  | 2+1          | Klausur (41140)                                |  |
| bwlChangeMan-01a   | Change Management<br>(Prof. Buengeler)                              |                      | 5         | Wahl                   | VL+Ü                  | 2+1          | Modulprüfung<br>(2110410)                      |  |

| <b>SBWL 4</b>  | <b>Marketing (1010400)</b>                                      |                      |           |                        |                       | <b>WPF</b>   |  |  |
|--|---|----------------------|-----------|------------------------|-----------------------|--------------|--|--|
| <b>Semesterlage</b>  | <b>LP</b>   | <b>Bewertungsart</b> |           | <b>Workload</b>        |                       | <b>Dauer</b> |  |  |
| 1.-3. Semester   | Mindestens 20   | benotet              |           | Mindestens 600 Stunden |                       | 1-3 Semester |  |  |
| <b>Modulcode</b>   | <b>Modultitel</b>   |                      | <b>LP</b> | <b>Wahl/<br/>WPF</b>   | <b>Lehr-<br/>form</b> | <b>SWS</b>   | <b>Prüfungsleistung</b>                |  |
| <b>Wahlpflichtbereich</b>  |   |                      |           |                        |                       |              |  |  |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden. |   |                      |           |                        |                       |              |  |  |
| BWL-MarkFor  | Marketing-Forschung   |                      | 5         | WPF                    | VL+Ü                  | 2+1          | Modulprüfung (31150)                   |  |
| bwlCrossCulMark-01a  | Cross-cultural Marketing  |                      | 5         | WPF                    | VL+Ü                  | 2+1          | Modulprüfung (2040510)                 |  |
| BWL-MarkComm   | Marketing Communication   |                      | 5         | WPF                    | VL+Ü                  | 2+1          | Modulprüfung (31170)                   |  |
| BWL-FSem1Mark  | Forschungsseminar zum Marketing: Konsumentenverhalten           |                      | 5         | WPF                    | Seminar               | 2            | Modulprüfung (2048110)                 |  |
| BWL-FSem2Mark  | Forschungsseminar zum Marketing: Marketing-Konzeption           |                      | 5         | WPF                    | Seminar               | 2            | Modulprüfung (2048210)                 |  |
| BWL-FSem3Mark  | Forschungsseminar zum Marketing: Sustainability Marketing       |                      | 5         | WPF                    | Seminar               | 2            | Modulprüfung (2048310)                 |  |
| BWL-FSem4Mark  | Forschungsseminar zum Marketing: Angewandte Marketing-Forschung |                      | 5         | WPF                    | Seminar               | 2            | Modulprüfung (2048410)                 |  |
| <b>Wahlbereich</b>   |   |                      |           |                        |                       |              |  |  |
| Diese Module können in die SBWL Marketing eingebbracht werden.                   |   |                      |           |                        |                       |              |  |  |
| bwlServOperMan-01a   | Service Operations Management (Prof. Cleophas)                  |                      | 5         | Wahl                   | VL+Ü                  | 2+2          | Klausur (2130310)                      |  |
| BWL-ManSrv   | Management von Serviceinnovationen (Prof. Schultz)              |                      | 5         | Wahl                   | VL+Ü                  | 2+1          | Klausur (2080310)                      |  |
| BWL-Entre2   | Entrepreneurship (Prof. Walter)                                 |                      | 5         | Wahl                   | VL mit Ü              | 3            | Klausur oder mündliche Prüfung (31510) |  |
| BWL-OrgBeh   | Organizational Behavior (Prof. Buengeler)                       |                      | 5         | Wahl                   | VL+Ü                  | 2+1          | Modulprüfung (2110210)                 |  |
| BWL-IntlOrgal  | Internationalization and Organization I (Prof. Wolf)            |                      | 5         | Wahl                   | VL+Ü                  | 2+1          | Klausur (31620)                        |  |

| <b>SBWL 5</b>  | <b>Organisation (1010500)</b>           |                      |           |                        |                       | <b>WPF</b>   |                                     |  |
|--|---|----------------------|-----------|------------------------|-----------------------|--------------|-------------------------------------|--|
| <b>Semesterlage</b>  | <b>LP</b>                               | <b>Bewertungsart</b> |           | <b>Workload</b>        |                       | <b>Dauer</b> |                                     |  |
| 1.-3. Semester   | Mindestens 20                           | benotet              |           | Mindestens 600 Stunden |                       | 1-3 Semester |                                     |  |
| <b>Modulcode</b>   | <b>Modultitel</b>                       |                      | <b>LP</b> | <b>Wahl/<br/>WPF</b>   | <b>Lehr-<br/>form</b> | <b>SWS</b>   | <b>Prüfungsleistung</b>             |  |
| <b>Wahlpflichtbereich</b>  |   |                      |           |                        |                       |              |                                     |  |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden. |   |                      |           |                        |                       |              |                                     |  |
| BWL-SchlOrga   | Organisationstheorien                   |                      | 5         | WPF                    | VL+Ü                  | 2+1          | Klausur (2050310)                   |  |
| BWL-UntFhrg  | Unternehmensführung                     |                      | 5         | WPF                    | VL+Ü                  | 2+1          | Klausur (31640)                     |  |
| BWL-IntlOrgal  | Internationalization and Organization I |                      | 5         | WPF                    | VL+Ü                  | 2+1          | Klausur (31620)                     |  |
| BWL-FSem1Orga  | Forschungsseminar zur Organisation      |                      | 5         | WPF                    | Seminar               | 2            | Hausarbeit + Präsentation (2058110) |  |

| <b>Wahlbereich</b>   |  |   |      |             |     |  |
|--|--|---|------|-------------|-----|--|
| Diese Module können in die SBWL Organisation eingebracht werden. |  |   |      |             |     |  |
| BWL-IntlOrgall   | Internationalization and Organization II<br>(Prof. Wolf) | 5 | Wahl | VL+Ü        | 2+1 | Klausur (2050710)                            |
| BWL-OrgBeh   | Organizational Behavior<br>(Prof. Buengeler)             | 5 | Wahl | VL+Ü        | 2+1 | Modulprüfung<br>(2110210)                    |
| BWL-CoopNet  | Cooperation and Networks<br>(Prof. Walter)               | 5 | Wahl | VL mit<br>Ü | 3   | Klausur oder<br>mündliche Prüfung<br>(31520) |
| BWL-OrgaRnD  | Organizing R&D (Prof. Schultz)                           | 5 | Wahl | VL+Ü        | 2+1 | Klausur (31920)                              |

| <b>SBWL 6</b>       | <b>Rechnungslegung- und Wirtschaftsprüfung (1010600)</b> |                      |           |                      |                           | <b>WPF</b>   |                         |
|---------------------|--|----------------------|-----------|----------------------|---------------------------|--------------|-------------------------|
| <b>Semesterlage</b> | <b>LP</b>  | <b>Bewertungsart</b> |           | <b>Workload</b>      |                           | <b>Dauer</b> |                         |
| 1.-3. Semester      | Mindestens 20  | benotet              |           |                      | Mindestens 600<br>Stunden | 1-3 Semester |                         |
| <b>Modulcode</b>    | <b>Modultitel</b>  |                      | <b>LP</b> | <b>Wahl/<br/>WPF</b> | <b>Lehr-<br/>form</b>     | <b>SWS</b>   | <b>Prüfungsleistung</b> |

#### **Wahlpflichtbereich**

Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden.

|                             |  |   |     |         |     |   |
|-----------------------------|--|---|-----|---------|-----|---|
| BWL-KonzRL                  | Konzernrechnungslegung   | 5 | WPF | VL+Ü    | 2+1 | Klausur (31750)                           |
| BWL-TheoExRL                | Theorie der externen<br>Rechnungslegung                            | 5 | WPF | VL+Ü    | 2+1 | Klausur (2060210)                         |
| BWL-BilAna                  | Bilanzanalyse  | 5 | WPF | VL+Ü    | 2+1 | Klausur (31760)                           |
| BWL-FSem1RLWP               | Forschungsseminar zur<br>Rechnungslegung und<br>Wirtschaftsprüfung | 5 | WPF | Seminar | 2   | Hausarbeit +<br>Präsentation<br>(2068110) |
| BWL-FSemExtReweRLW<br>P-01a | Forschungsseminar zum externen<br>Rechnungswesen                   | 5 | WPF | Seminar | 2   | Hausarbeit +<br>Präsentation (...)        |

#### **Wahlbereich**

Diese Module können in die SBWL Rechnungslegung- und Wirtschaftsprüfung eingebracht werden.

|                            |  |   |      |         |     |   |
|----------------------------|--|---|------|---------|-----|---|
| BWL-UntBew                 | Unternehmensbewertung und<br>angewandte Investitionstheorie<br>(Prof. Nippel)                    | 5 | Wahl | VL+Ü    | 2+1 | Klausur (2020310)                         |
| BWL-SteuRefo               | Steuern und Rechtsformen<br>(Prof. Heckemeyer)   | 5 | Wahl | VL+Ü    | 2+1 | Klausur (2120110)                         |
| ForschSemSelTopFin-01a     | Forschungsseminar Selected<br>Topics in Finance (Prof. Klos)<br>(NEU)                            | 5 | WPF  | Seminar | 2   | Hausarbeit +<br>Präsentation ()           |
| bwlForschSemFinIn<br>v-01a | Forschungsseminar<br>Finanzierungs- und<br>Investitionstheorie (NEU)                             | 5 | WPF  | Seminar | 2   | Hausarbeit +<br>Präsentation ()           |
| BWL-FSem1Steu              | Forschungsseminar zur<br>Steuerwirkungsanalyse<br>(Prof. Heckemeyer)                             | 5 | Wahl | Seminar | 2   | Hausarbeit +<br>Präsentation<br>(2128210) |
| BWL-FSem2Steu              | Forschungsseminar zu<br>ausgewählten Fragen der<br>Unternehmensbesteuerung<br>(Prof. Heckemeyer) | 5 | Wahl | Seminar | 2   | Hausarbeit +<br>Präsentation<br>(2128110) |

| <b>SBWL 7</b>       | <b>Supply Chain Management (1010700)</b> |                      |           |                      |                           | <b>WPF</b>   |                         |
|---------------------|--|----------------------|-----------|----------------------|---------------------------|--------------|-------------------------|
| <b>Semesterlage</b> | <b>LP</b>                                | <b>Bewertungsart</b> |           | <b>Workload</b>      |                           | <b>Dauer</b> |                         |
| 1.-3. Semester      | Mindestens 20                            | benotet              |           |                      | Mindestens 600<br>Stunden | 1-3 Semester |                         |
| <b>Modulcode</b>    | <b>Modultitel</b>                        |                      | <b>LP</b> | <b>Wahl/<br/>WPF</b> | <b>Lehr-<br/>form</b>     | <b>SWS</b>   | <b>Prüfungsleistung</b> |

#### **Wahlpflichtbereich**

Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden.

|             |                          |   |     |      |     |                   |
|-------------|--------------------------|---|-----|------|-----|-------------------|
| BWL-WertMan | Wertschöpfungsmanagement | 5 | WPF | VL+Ü | 2+1 | Klausur (2070210) |
| BWL-SCM     | Supply Chain Management  | 5 | WPF | VL+Ü | 2+1 | Klausur (2070310) |
| BWL-GrnLog  | Green Logistics          | 5 | WPF | VL+Ü | 2+1 | Klausur (2070410) |

|   |  |   |     |         |     |                                     |
|---|--|---|-----|---------|-----|-------------------------------------|
|   | Economics and Management of Global Supply Chains | 6 | WPF | VL+Ü    | 2+1 | Klausur (...)                       |
| BWL-FSem1SCM  | Forschungsseminar zum Supply Chain Management    | 5 | WPF | Seminar | 2   | Hausarbeit + Präsentation (2078110) |
| <b>Wahlbereich</b>  |  |   |     |         |     |                                     |
| Diese Module können in die SBWL Supply Chain Management eingebracht werden. |  |   |     |         |     |                                     |

| <b>SBWL 8</b>       | <b>Technologiemanagement (1010800)</b> |                      |           |                        |                 | <b>WPF</b>   |                         |
|---------------------|--|----------------------|-----------|------------------------|-----------------|--------------|-------------------------|
| <b>Semesterlage</b> | <b>LP</b>                              | <b>Bewertungsart</b> |           | <b>Workload</b>        |                 | <b>Dauer</b> |                         |
| 1.-3. Semester      | Mindestens 20                          | benotet              |           | Mindestens 600 Stunden |                 | 1-3 Semester |                         |
| <b>Modulcode</b>    | <b>Modultitel</b>                      |                      | <b>LP</b> | <b>Wahl/ WPF</b>       | <b>Lehrform</b> | <b>SWS</b>   | <b>Prüfungsleistung</b> |

**Wahlpflichtbereich**

Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden.

|               |  |   |     |         |     |                                     |
|---------------|--|---|-----|---------|-----|-------------------------------------|
| BWL-StraTechM | Strategic Technology Management  | 5 | WPF | VL+Ü    | 2+1 | Modulprüfung (31910)                |
| BWL-OrgaRnD   | Organizing R&D   | 5 | WPF | VL+Ü    | 2+1 | Modulprüfung (31920)                |
| BWL-ManSrv    | Management von Serviceinnovationen   | 5 | WPF | VL+Ü    | 2+1 | Modulprüfung (2080310)              |
| BWL-FSem1TecM | Forschungsseminar zum Technologiemanagement: Strategisches Technologiemanagement | 5 | WPF | Seminar | 2   | Hausarbeit + Präsentation (2088110) |
| BWL-FSem2TecM | Forschungsseminar zum Technologiemanagement: Organizing R&D                      | 5 | WPF | Seminar | 2   | Hausarbeit + Präsentation (2088210) |
| BWL-FSem3TecM | Forschungsseminar zum Technologiemanagement: Applied Innovation Research         | 5 | WPF | Seminar | 2   | Hausarbeit + Präsentation (2088310) |

**Wahlbereich**

Aus diesem Angebot können in die SBWL Technologiemanagement eingebracht werden.

|                  |   |   |      |          |     |  |
|------------------|---|---|------|----------|-----|--|
| BWL-CoopNet      | Cooperation and Networks (Prof. Walter) | 5 | Wahl | VL mit Ü | 3   | Klausur oder mündliche Prüfung (31520) |
| bwlChangeMan-01a | Change Management (Prof. Buengeler)     | 5 | Wahl | VL+Ü     | 2+1 | Modulprüfung (2110410)                 |
| BWL-UntFhrg      | Unternehmensführung (Prof. Wolf)        | 5 | Wahl | VL+Ü     | 2+1 | Klausur (31640)                        |
| BWL-MarkFor      | Marketing-Forschung (Prof. Hoffmann)    | 5 | Wahl | VL+Ü     | 2+1 | Modulprüfung (31150)                   |

| <b>SBWL 9</b>  | <b>Personal und Organisation (1011000)</b> |                      |           |                        |                 | <b>WPF</b>   |                         |  |
|--|--|----------------------|-----------|------------------------|-----------------|--------------|-------------------------|--|
| <b>Semesterlage</b>  | <b>LP</b>                                  | <b>Bewertungsart</b> |           | <b>Workload</b>        |                 | <b>Dauer</b> |                         |  |
| 1.-3. Semester   | Mindestens 20                              | benotet              |           | Mindestens 600 Stunden |                 | 1-3 Semester |                         |  |
| <b>Modulcode</b>   | <b>Modultitel</b>                          |                      | <b>LP</b> | <b>Wahl/ WPF</b>       | <b>Lehrform</b> | <b>SWS</b>   | <b>Prüfungsleistung</b> |  |
| <b>Wahlpflichtbereich</b>  |  |                      |           |                        |                 |              |                         |  |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden. |  |                      |           |                        |                 |              |                         |  |

|   |  |   |      |         |     |                                     |
|---|--|---|------|---------|-----|-------------------------------------|
| bwlFSemAOrgPers-01a   | Research Seminar: Applied Research in Organizational Behavior A (Sommersemester) | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (2118210) |
| bwlFSemBOrgPers-01a   | Research Seminar: Applied Research in Organizational Behavior B (Wintersemester) | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (2118310) |
| <b>Wahlbereich</b>  |  |   |      |         |     |                                     |
| Diese Module können in die SBWL Personal und Organisation eingebracht werden. |  |   |      |         |     |                                     |
| bwlAdvBusAnalytics-01a  | Advanced Business Analytics (Prof. Cleophas)                                     | 5 | Wahl | VL+Ü    | 2+2 | Klausur (2130210)                   |
| BWL-OrgaRnD   | Organizing R&D (Prof. Schultz)   | 5 | Wahl | VL+Ü    | 2+1 | Klausur (31920)                     |
| BWL-UntFhrg   | Unternehmensführung (Prof. Wolf)   | 5 | Wahl | VL+Ü    | 2+1 | Klausur (31640)                     |
| BWL-SchlOrga  | Organisationstheorien (Prof. Wolf)   | 5 | Wahl | VL+Ü    | 2+1 | Klausur (2050310)                   |
| BWL-MarkFor   | Marketing-Forschung  | 5 | Wahl | VL+Ü    | 2+1 | Modulprüfung (31150)                |
| BWL-MarkComm  | Marketing Communication  | 5 | Wahl | VL+Ü    | 2+1 | Modulprüfung (31170)                |

| <b>SBWL 10</b>   | <b>Unternehmensbesteuerung (1011100)</b>                                     |                      |           |                        |                 | <b>WPF</b>   |  |  |
|--|--|----------------------|-----------|------------------------|-----------------|--------------|--|--|
| <b>Semesterlage</b>  | <b>LP</b>  | <b>Bewertungsart</b> |           | <b>Workload</b>        |                 | <b>Dauer</b> |  |  |
| 1.-3. Semester   | Mindestens 20  | benotet              |           | Mindestens 600 Stunden |                 | 1-3 Semester |  |  |
| <b>Modulcode</b>   | <b>Modultitel</b>  |                      | <b>LP</b> | <b>Wahl/<br/>WPF</b>   | <b>Lehrform</b> | <b>SWS</b>   | <b>Prüfungsleistung</b>                                  |  |
| <b>Wahlpflichtbereich</b>  |  |                      |           |                        |                 |              |  |  |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden. |  |                      |           |                        |                 |              |  |  |
| BWL-SteuRefo   | Steuern und Rechtsformen   |                      | 5         | WPF                    | VL+Ü            | 2+1          | Klausur (2120110)  |  |
| BWL-IntUntbest   | Grundlagen der internationalen Unternehmensbesteuerung                       |                      | 5         | WPF                    | VL+Ü            | 2+2          | Klausur (2120210)  |  |
| BWL-SteuPla  | Steuerplanung und Steuerwirkung  |                      | 5         | WPF                    | VL+Ü            | 2+1          | Kurzreferat als Prüfungsvorleistung<br>Klausur (2120310) |  |
| bwlSteuerarten-01a   | Steuerarten  |                      | 5         | WPF                    | VL+Ü            | 2+1          | Klausur (2120510)  |  |
| bwlBusTaxEurope-01a  | Business Taxation in Europe (in Englisch)                                    |                      | 5         | WPF                    | VL+Ü            | 2+1          | Klausur (2120410)  |  |
| BWL-FSem1Steu  | Forschungsseminar zur Steuerwirkungsanalyse                                  |                      | 5         | WPF                    | Seminar         | 2            | Hausarbeit + Präsentation (2128210)                      |  |
| BWL-FSem2Steu  | Forschungsseminar zu ausgewählten Fragen der Unternehmensbesteuerung         |                      | 5         | WPF                    | Seminar         | 2            | Hausarbeit + Präsentation (2128110)                      |  |
| <b>Wahlbereich</b>   |  |                      |           |                        |                 |              |  |  |
| Diese Module können in die SBWL Unternehmensbesteuerung eingebracht werden.      |  |                      |           |                        |                 |              |  |  |
| BWL-TheoExRL   | Theorie der externen Rechnungslegung (Prof. Blecher)                         |                      | 5         | Wahl                   | VL+Ü            | 2+1          | Klausur (2060210)  |  |
| BWL-UntBew   | Unternehmensbewertung und angewandte Investitionstheorie (Prof. Nippel)      |                      | 5         | Wahl                   | VL+Ü            | 2+1          | Klausur (2020310)  |  |
| BWL-FSem1RLWP  | Forschungsseminar zur Rechnungslegung und Wirtschaftsprüfung (Prof. Blecher) |                      | 5         | Wahl                   | Seminar         | 2            | Hausarbeit + Präsentation (2068110)                      |  |
| BWL-FSemExtReweRLW P-01a   | Forschungsseminar zum externen Rechnungswesen (Prof. Blecher)                |                      | 5         | Wahl                   | Seminar         | 2            | Hausarbeit + Präsentation (...)                          |  |
| ForschSemSelTopFin in-01a  | Forschungsseminar Selected Topics in Finance (Prof. Klos)                    |                      | 5         | Wahl                   | Seminar         | 2            | Hausarbeit + Präsentation (...)                          |  |
| bwlForschSemFinIn v-01a  | Forschungsseminar Finanzierungs- und Investitionstheorie (Prof. Nippel)      |                      | 5         | Wahl                   | Seminar         | 2            | Hausarbeit + Präsentation (...)                          |  |
| bwlCompMBus-01a  | Computational Modeling for Business (Prof. Cleophas)                         |                      | 5         | Wahl                   | VL+Ü            | 2+2          | Klausur (2130410)  |  |
| <b>SBWL 11</b>   | <b>Service Analytics (1011200)</b>   |                      |           |                        |                 | <b>WPF</b>   |  |  |
| <b>Semesterlage</b>  | <b>LP</b>  | <b>Bewertungsart</b> |           | <b>Workload</b>        |                 | <b>Dauer</b> |  |  |
| 1.-3. Semester   | Mindestens 20  | benotet              |           | Mindestens 600 Stunden |                 | 1-3 Semester |  |  |
| <b>Modulcode</b>   | <b>Modultitel</b>  |                      | <b>LP</b> | <b>Wahl/<br/>WPF</b>   | <b>Lehrform</b> | <b>SWS</b>   | <b>Prüfungsleistung</b>                                  |  |
| <b>Wahlpflichtbereich</b>  |  |                      |           |                        |                 |              |  |  |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden. |  |                      |           |                        |                 |              |  |  |
| bwlRevMan-01a  | Revenue Management   |                      | 5         | WPF                    | VL+Ü            | 2+2          | Klausur und Präsentation (2130110)                       |  |
| bwlAdvBusAnalytics -01a  | Advanced Business Analytics  |                      | 5         | WPF                    | VL+Ü            | 2+2          | Klausur (2130210)  |  |
| bwlServOperMan-01a   | Service Operations Management  |                      | 5         | WPF                    | VL+Ü            | 2+2          | Klausur (2130310)  |  |
| bwlCompMBus-01a  | Computational Modeling for Business  |                      | 5         | WPF                    | VL+Ü            | 2+2          | Klausur (2130410)  |  |

|   |  |   |      |         |     |                                     |
|---|--|---|------|---------|-----|-------------------------------------|
| bwlResSemRevMan-01a   | Research Seminar Demand Management   | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (2138110) |
| bwlResSemSerAnalytics-01a   | Research Seminar Service Analytics   | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (2138210) |
| bwlResSemDatenorientPlan-01a  | Forschungsseminar Datenorientierte Planung in der Betriebswirtschaft (auf Deutsch) | 5 | WPF  | Seminar | 2   | Hausarbeit + Präsentation (2138310) |
| <b>Wahlbereich</b>  |  |   |      |         |     |                                     |
| Diese Module können in die SBWL Service Analytics eingebracht werden. |  |   |      |         |     |                                     |
| BWL-WertMan   | Wertschöpfungsmanagement (Prof. Meisel)  | 5 | Wahl | VL+Ü    | 2+1 | Klausur (2070210)                   |
| BWL-GrnLog  | Green Logistics (Prof. Meisel)   | 5 | Wahl | VL+Ü    | 2+1 | Klausur (2070410)                   |
| BWL-StraTechM   | Strategic Technology Management (Prof. Schultz)                                    | 5 | Wahl | VL+Ü    | 2+1 | Klausur (31910)                     |
| bwlChangeMan-01a  | Change Management (Prof. Buengeler)  | 5 | Wahl | VL+Ü    | 2+1 | Modulprüfung (2110410)              |

| SBWL 12 NEU  | Business Processes and Data <sup>4</sup> ()  |               |      |                        |              | WPF                                  |                  |  |
|--|--|---------------|------|------------------------|--------------|--------------------------------------|------------------|--|
| Semesterlage   | LP   | Bewertungsart |      | Workload               | Dauer        |                                      |                  |  |
| 1.-3. Semester   | Mindestens 20  | benotet       |      | Mindestens 600 Stunden | 1-3 Semester |                                      |                  |  |
| Modulcode  | Modultitel   |               | LP   | Wahl/ WPF              | Lehrform     | SWS                                  | Prüfungsleistung |  |
| <b>Wahlpflichtbereich</b>  |  |               |      |                        |              |                                      |                  |  |
| Aus diesem Angebot müssen mindestens 2 VL-Module und ein Seminar gewählt werden. |  |               |      |                        |              |                                      |                  |  |
| bwlAdvBusAnalytics-01a   | Advanced Business Analytics (Prof. Cleophas)   | 5             | WPF  | VL+Ü                   | 2+2          | Klausur (2130210)                    |                  |  |
| bwlCompMBus-01a  | Computational Modeling for Business <sup>5</sup> (Prof. Cleophas)  | 5             | WPF  | VL+Ü                   | 2+2          | Klausur (2130410)                    |                  |  |
| infPM-01a  | Process Mining I (Institut für Informatik, Prof. Koschmider)   | 6             | WPF  | VL+Ü                   | 2+2          | Klausur (...)                        |                  |  |
| bwlResSemDatenorientPlan-01a   | Forschungsseminar Datenorientierte Planung in der Betriebswirtschaft (auf Deutsch) (Prof. Cleophas und Prof. Meisel) | 5             | WPF  | Seminar                | 2            | Hausarbeit + Präsentation (2138310)  |                  |  |
| infSPA-01a   | Seminar Process Analytics (Institut für Informatik, Prof. Koschmider)  | 4             | WPF  | Seminar                | 2            | Hausarbeit + Präsentation (...)      |                  |  |
| <b>Wahlbereich</b>   |  |               |      |                        |              |                                      |                  |  |
| Diese Module können in die SBWL Business Processes and Data eingebracht werden.  |  |               |      |                        |              |                                      |                  |  |
| bwlServOperMan-01a   | Service Operations Management (Prof. Cleophas)   | 5             | Wahl | VL+Ü                   | 2+2          | Klausur (2130310)                    |                  |  |
| BWL-GrnLog   | Green Logistics (Prof. Meisel)   | 5             | Wahl | VL+Ü                   | 2+1          | Klausur (2070410)                    |                  |  |
| infEdP-02a   | Entwicklung von digitalen Plattformen (Institut für Informatik, Prof. Koschmider)                                    | 6             | Wahl | VL+Ü                   | 2+1          | Klausur oder mündliche Prüfung (...) |                  |  |

<sup>4</sup> Sollen sowohl die SBWL Service Analytics als auch die SBWL Business Processes and Data absolviert werden, empfiehlt sich die Belegung der von Prof. Koschmider angebotenen Informatik-Module, da keine doppelte Anrechnung von Modulen möglich ist!

<sup>5</sup> „Computational Modeling for Business“ kann nur entweder im Quantitativen Wahlpflichtbereich oder in einer der SBWLs „Service Analytics“ oder „Business Processes and Data“ eingebracht werden.

## **2. Module im Quantitativen Wahlpflichtbereich**

(Stand: 17.11.2020)

|   |  |                      |                 |                         |              |
|---|--|----------------------|-----------------|-------------------------|--------------|
| <b>bwlCompMBus-01a</b>                    | <b>Computational Modeling for Business<sup>6</sup></b> |                      |                 |                         | <b>WPF</b>   |
| <b>Semesterlage</b>                       | <b>LP</b>  | <b>Bewertungsart</b> | <b>Workload</b> |                         | <b>Dauer</b> |
| 1. oder 2. Semester                       | 5  | benotet              | 150 Stunden     |                         | 1 Semester   |
| <b>Lehrveranstaltungen</b>                |  | <b>Lehrform</b>      | <b>SWS</b>      | <b>Prüfungsleistung</b> |              |
| Computational Modeling for Business       |  | Vorlesung            | 2               | Klausur (2130410)       |              |
| Übung Computational Modeling for Business |  | Übung                | 2               |                         |              |
| <b>VWLaemMuMe-02a</b>                     | <b>Multivariate Methods</b>                            |                      |                 |                         | <b>WPF</b>   |
| <b>Semesterlage</b>                       | <b>LP</b>  | <b>Bewertungsart</b> | <b>Workload</b> |                         | <b>Dauer</b> |
| 1. oder 2. Semester                       | 6  | benotet              | 180 Stunden     |                         | 1 Semester   |
| <b>Lehrveranstaltungen</b>                |  | <b>Lehrform</b>      | <b>SWS</b>      | <b>Prüfungsleistung</b> |              |
| Multivariate Methods                      |  | Vorlesung            | 2               | Module Exam ()          |              |
| Übung Multivariate Methods                |  | Übung                | 1               |                         |              |
| PC-Übung                                  |  | PC-Übung             | 1               |                         |              |
| <b>bwlEmpFin-01a</b>                      | <b>Empirical Finance (NEU)</b>                         |                      |                 |                         | <b>WPF</b>   |
| <b>Semesterlage</b>                       | <b>LP</b>  | <b>Bewertungsart</b> | <b>Workload</b> |                         | <b>Dauer</b> |
| 1. oder 2. Semester                       | 5  | benotet              | 150 Stunden     |                         | 1 Semester   |
| <b>Lehrveranstaltungen</b>                |  | <b>Lehrform</b>      | <b>SWS</b>      | <b>Prüfungsleistung</b> |              |
| Empirical Finance                         |  | Vorlesung            | 2               | Modulprüfung ()         |              |
| Übung Empirical Finance                   |  | Übung                | 1               |                         |              |
| <b>VWLaemUTSA-02a</b>                     | <b>Univariate Time Series Analysis</b>                 |                      |                 |                         | <b>WPF</b>   |
| <b>Semesterlage</b>                       | <b>LP</b>  | <b>Bewertungsart</b> | <b>Workload</b> |                         | <b>Dauer</b> |
| 1. oder 2. Semester                       | 6  | benotet              | 150 Stunden     |                         | 1 Semester   |
| <b>Lehrveranstaltungen</b>                |  | <b>Lehrform</b>      | <b>SWS</b>      | <b>Prüfungsleistung</b> |              |
| Univariate Time Series Analysis           |  | Vorlesung            | 2               | Module Exam ()          |              |
| Übung Univariate Time Series Analysis     |  | Übung                | 2               |                         |              |

<sup>6</sup> Wenn das Modul „Computational Modeling for Business“ im Quantitativen Wahlpflichtbereich eingebracht wird, kann es nicht mehr in den SBWLs „Service Analytics“ und „Business Processes and Data“ absolviert werden.

### **3. Module im Ergänzungsbereich**

(Stand: 24.11.2020)

#### **1. Module aus dem Lehrangebot des Institutes für VWL**

Es dürfen aus dem Masterstudiengang Economics alle Vorlesungsmodule aus „Elective Economics“ in den Ergänzungsbereich eingebracht werden.

|                                       | <b>VWL Modul aus Masterstudiengang Economics Bereich „Elective Economics“</b> |                      |                 |            | <b>Wahl</b> |                         |
|---------------------------------------|---|----------------------|-----------------|------------|-------------|-------------------------|
| <b>Semesterlage</b>                   | <b>LP</b>   | <b>Bewertungsart</b> | <b>Workload</b> |            |             | <b>Dauer</b>            |
| 1.-3. Semester                        | 6   | benotet              | 180 Stunden     |            |             | 1 Semester              |
| <b>Lehrveranstaltungen</b>            |   |                      | <b>Lehrform</b> | <b>SWS</b> | <b>LP</b>   | <b>Prüfungsleistung</b> |
| Vorlesungsmodule „Elective Economics“ |   |                      | VL+Ü            | 2-3        | 6           | Modulprüfung            |

Das Angebot finden Sie in der Modulübersicht der Fachprüfungsordnung für den Masterstudiengang Economics,

#### **2. Module aus dem Lehrangebot des Institutes für Statistik und Ökonometrie**

| <b>Module Code</b> | <b>Module Name (Module Nr.)</b>                      | <b>Module Courses</b>                  | <b>ECTS Credits</b> | <b>Evaluation</b> | <b>Examination (Exam Nr.)</b> | <b>Contact Time</b> |
|--------------------|--|--|---------------------|-------------------|-------------------------------|---------------------|
| VWLaemTS Eco-02a   | Time Series Econometrics ()                          | Lecture + tutorial + computer tutorial | 6                   | Graded            | Written Exam ()               | 2 + 2 + 1           |
| VWLaemEc oMe-02a   | Econometrics Methods ()                              | Lecture + tutorial + computer tutorial | 6                   | Graded            | Written Exam ()               | 2 + 2 + 1           |
| VWLaemBa Eco-02a   | Bayesian Econometrics ()                             | Lecture + tutorial + computer tutorial | 6                   | Graded            | Written Exam ()               | 2 + 2 + 1           |
| VWLaemPr Ca-02a    | Probability Calculus ()                              | Lecture + tutorial + computer tutorial | 6                   | Graded            | Written Exam ()               | 2 + 2 + 1           |
| VWLaemIn Sta-02a   | Inferential Statistics ()                            | Lecture + tutorial + computer tutorial | 6                   | Graded            | Written Exam ()               | 2 + 2 + 1           |
| VWLaemNo Sta-02a   | Nonparametric Statistics III ()                      | Lecture + tutorial + computer tutorial | 6                   | Graded            | Written Exam ()               | 2 + 2 + 1           |
| VWLseSpE co-02a    | Spatial Econometrics ()                              | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |
| VWLaemM TSAF-02a   | Multivariate Time Series Analysis and Forecasting () | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |
| VWLaemAB CAF-02a   | Applied Business Cycle and Forecasting ()            | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2+1 or 2            |
| VWLaemPa Eco-02a   | Panel Econometrics ()                                | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |
| VWLaemMa c-02a     | Macroeconomics ()                                    | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |
| VWLaemMi c-02a     | Microeconomics ()                                    | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |
| VWLaemLa Eco-02a   | Labor Economics ()                                   | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |
| VWLaemAp TSA-02a   | Applied Time Series Analysis ()                      | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |
| VWLaemSt Co-02a    | Statistical Computing (3902400)                      | Lecture (+ tutorial)                   | 6                   | Graded            | Module Exam ()                | 2 (+1 or 2)         |
| VWLaemSt aLe-02a   | Statistical Learning ()                              | Lecture + tutorial                     | 6                   | Graded            | Module Exam ()                | 2 + 1 or 2          |

**3. Module aus dem Lehrangebot der Juristischen Fakultät**

| BWL-JUR_EuKartR-V                   | Europäisches Kartellrecht |               |             |     | WPF                                  |
|-------------------------------------|---------------------------|---------------|-------------|-----|--------------------------------------|
| Semesterlage                        | LP                        | Bewertungsart | Workload    |     | Dauer                                |
| 1.-3. Semester                      | 5                         | benotet       | 150 Stunden |     | 1 Semester                           |
| <b>Lehrveranstaltungen</b>          |                           | LP            | Lehrform    | SWS | <b>Prüfungsleistung</b>              |
| Vorlesung Europäisches Kartellrecht |                           | 5             | Vorlesung   | 2   | Klausur/ mündliche Prüfung (4000110) |

Vor dem Besuch des Seminars sollte das Modul „Europäisches Kartellrecht“ absolviert werden.

| BWL-JUR_EuKartR-S          | Kartellrechtliches Seminar |               |             |     | WPF                                 |
|----------------------------|----------------------------|---------------|-------------|-----|-------------------------------------|
| Semesterlage               | LP                         | Bewertungsart | Workload    |     | Dauer                               |
| 1.-3. Semester             | 5                          | benotet       | 150 Stunden |     | 1 Semester                          |
| <b>Lehrveranstaltungen</b> |                            | LP            | Lehrform    | SWS | <b>Prüfungsleistung</b>             |
| Kartellrechtliches Seminar |                            | 5             | Seminar     | 2   | Hausarbeit + Präsentation (4000120) |

| BWL-JUR_GesR                              | Gesellschaftsrecht (4000200) |               |             |     | WPF                                 |
|---|------------------------------|---------------|-------------|-----|-------------------------------------|
| Semesterlage                              | LP                           | Bewertungsart | Workload    |     | Dauer                               |
| 1.-3. Semester                            | 5                            | benotet       | 150 Stunden |     | 1 Semester                          |
| <b>Lehrveranstaltungen</b>                |                              | LP            | Lehrform    | SWS | <b>Prüfungsleistung</b>             |
| Vorlesung Gesellschaftsrecht im Überblick |                              | 5             | Vorlesung   | 2   | Klausur/mündliche Prüfung (4000210) |

Empfehlung: Vor dem Besuch des Moduls „Kapitalgesellschaftsrecht“ sollte das Modul „Gesellschaftsrecht“ erfolgreich absolviert werden.

| BWL-JUR_KapGesR                     | Kapitalgesellschaftsrecht (4000300) |               |             |     | WPF                                 |
|-------------------------------------|-------------------------------------|---------------|-------------|-----|-------------------------------------|
| Semesterlage                        | LP                                  | Bewertungsart | Workload    |     | Dauer                               |
| 1.-3. Semester                      | 5                                   | benotet       | 150 Stunden |     | 1 Semester                          |
| <b>Lehrveranstaltungen</b>          |                                     | LP            | Lehrform    | SWS | <b>Prüfungsleistung</b>             |
| Vorlesung Kapitalgesellschaftsrecht |                                     | 5             | Vorlesung   | 2   | Klausur/mündliche Prüfung (4000310) |

| NEU                                 | Arbeitsrecht im Überblick |               |             |     | WPF                     |
|-------------------------------------|---------------------------|---------------|-------------|-----|-------------------------|
| Semesterlage                        | LP                        | Bewertungsart | Workload    |     | Dauer                   |
| 1.-3. Semester                      | 5                         | benotet       | 150 Stunden |     | 1 Semester              |
| <b>Lehrveranstaltungen</b>          |                           | LP            | Lehrform    | SWS | <b>Prüfungsleistung</b> |
| Vorlesung Arbeitsrecht im Überblick |                           | 5             | Vorlesung   | 3   | mündliche Prüfung ()    |

**4. Module aus dem Lehrangebot der Informatik und Wirtschaftsinformatik**

Für alle Informatik-Module sind grundlegende Informatikkenntnisse, wie sie bspw. im Modul „Informatik für die Wirtschaftswissenschaften“ erworben werden, erforderlich.

Detaillierte Informationen zu den Modulen und Anforderungen finden Sie unter folgendem Link:  
<http://www.inf.uni-kiel.de/de/studium/studiengaenge/informatik-als-nebenfach>

**Bei Fragen wenden Sie sich bitte an den Studienfachberater für das Nebenfach Informatik.**

| WInf-BetrStan                   |    | Betriebliche Standardsoftware |             |            |                  |
|---------------------------------|----|-------------------------------|-------------|------------|------------------|
| Semesterlage                    | LP | Bewertungsart                 | Workload    | Dauer      |                  |
| 1.-4. Semester                  | 8  | Benotet                       | 240 Stunden | 1 Semester |                  |
| Lehrveranstaltung               |    |                               | Lehrform    | SWS        | Prüfungsleistung |
| Betriebliche Standardsoftware   |    |                               | Vorlesung   | 2          | Klausur (...)    |
| Präsenzübung mit Rechnerübungen |    |                               | Übung       | 3          |                  |

| Inf-IS                           |    | Informationssysteme (evtl. neuer Titel: Datenbanken mit dann 5 LP) |             |            |                  |
|----------------------------------|----|--|-------------|------------|------------------|
| Semesterlage                     | LP | Bewertungsart  | Workload    | Dauer      |                  |
| 1.-4. Semester                   | 8  | Benotet  | 240 Stunden | 1 Semester |                  |
| Lehrveranstaltung                |    |  | Lehrform    | SWS        | Prüfungsleistung |
| Informationssysteme              |    |  | Vorlesung   | 4          | Klausur (...)    |
| Präsenzübung Informationssysteme |    |  | Übung       | 2          |                  |

| infKDDM-01a                                       |    | Knowledge Discovery and Data Mining |             |            |  |
|---|----|-------------------------------------|-------------|------------|--|
| Semesterlage                                      | LP | Bewertungsart                       | Workload    | Dauer      |  |
| 1.-4. Semester                                    | 8  | Benotet                             | 240 Stunden | 1 Semester |  |
| Lehrveranstaltung                                 |    |                                     | Lehrform    | SWS        | Prüfungsleistung                           |
| Knowledge Discovery and Data Mining               |    |                                     | Vorlesung   | 4          | Klausur oder<br>mündliche Prüfung<br>(...) |
| Präsenzübung: Knowledge Discovery and Data Mining |    |                                     | Übung       | 2          |  |
| MS0701  |    | E-Commerce                          |             |            |  |
| Semesterlage                                      | LP | Bewertungsart                       | Workload    | Dauer      |  |
| 1.-4. Semester                                    | 8  | Benotet                             | 240 Stunden | 1 Semester |  |
| Lehrveranstaltung                                 |    |                                     | Lehrform    | SWS        | Prüfungsleistung                           |
| E-Commerce  |    |                                     | Vorlesung   | 4          | Klausur oder<br>mündliche Prüfung<br>(...) |
| Präsenzübung: E-Commerce                          |    |                                     | Übung       | 2          |  |

**Module aus dem Lehrangebot der Psychologie**

Das Modul „Arbeits- und Organisationspsychologie“ kann von Studierenden gewählt werden, die im Bachelor bereits das Modul „Grundlagen der Psychologie für Studierende des Profils Fachergänzung“ erfolgreich absolviert haben. Die Teilnehmerzahl für das Modul ist im Jahr auf 10 Studierende begrenzt.

| <b>Arbeits- und Organisationspsychologie (3601)</b> |           |                      |                 |                |                         |
|---|-----------|----------------------|-----------------|----------------|-------------------------|
| <b>Semesterlage</b>                                 | <b>LP</b> | <b>Bewertungsart</b> | <b>Workload</b> |                | <b>Dauer</b>            |
| 1.-3.<br>Semester                                   | 8         | benotet              | 240 Stunden     |                | 2 Semester              |
| <b>Lehrveranstaltungen</b>                          |           |                      | <b>Lehrform</b> | <b>SWS</b>     | <b>Prüfungsleistung</b> |
| Arbeits- und Organisationspsychologie I             |           | Vorlesung            | 2               | Klausur (3610) |                         |
| Arbeits- und Organisationspsychologie II            |           | Vorlesung            | 2               | Klausur (3620) |                         |

**Fagstudieordning (statut)  
for det økonomiske og socialvidenskabelige fakultet (Wirtschafts- und  
Sozialwissenschaftliche Fakultät)  
på Christian-Albrechts-Universität zu Kiel for driftsøkonomistuderende med  
opnåelse af graden Master of Science (M.Sc.) 2021 (fagstudieordning for  
driftsøkonomi med opnåelse af graden M.Sc. 2021)**

**Udgave af 25. februar 2021**

Offentliggjort den 22.April 2021 (NBI. HS MBWK Schl.-H. s. 16)

Grundet den i § 52, stk. 1, pkt. 1 i loven om højere læreanstalter Hochschulgesetz (HSG) i udgaven fra bekendtgørelsen af 5. februar 2016 (GVOBI. Schl.-H. s. 39), senest ændret af artikel 8 i loven af 1. september 2020 (GVOBI. Schl.-H. s. 508), fastsættes følgende statut i henhold til konventet for det økonomiske og socialvidenskabelige fakultets vedtagelse af 2. december 2020 og i henhold til hastevedtagelsen udgående fra dekanen for det økonomiske og socialvidenskabelige fakultet af 10. december 2020 og af 21. januar 2021:

**Indholdsfortegnelse**

- § 1 Anvendelsesområde
- § 2 Studiets formål
- § 3 Akademisk grad
- § 4 Studiets opbygning
- § 5 Studieår
- § 6 Adgang til masterstudiet
- § 7 Begrænsning af en godkendelse til obligatoriske undervisningsforløb eller valgpligtundervisningsforløb
- § 8 Eksaminationsformål
- § 9 Undervisnings- og eksaminationssprog
- § 10 Eksaminationsområder og ECTS-point
- § 11 Moduleksaminationer, modulkarakterer samt bonuspræstationer
- § 12 Forudgående eksaminationspræstationer
- § 13 Modulomeksaminationer
- § 14 Dobbeltgradsprogrammer
- § 15 Specialeafhandling
- § 16 Grundlag for den samlede karakter
- § 17 Overgangsbestemmelser
- § 18 Ikrafttrædelse, udløb

- Bilag 1 Studieforløbsplan for kandidatstudium i driftsøkonomi
- Bilag 2 Studieplan for kandidatstudium i driftsøkonomi
- Bilag 3 Praktikordning

Bilag: Moduloversigt (ikke en del af statutten)

**§ 1  
Anvendelsesområde**

- (1) Denne fagstudieordning regulerer sammen med eksaminationsbestemmelsen Prüfungsverfahrensordnung (forkortet PVO) fra Christian-Albrechts-Universität zu Kiel for studerende på bachelor- og kandidatstudiet i driftsøkonomi.
- (2) For importerede moduler, særligt vedrørende godkendelse til og udførelse af eksaminationer, gælder bestemmelserne i fagstudieordningen for det udbydende fag.

**§ 2  
Studiets formål**

Beståelsen af kandidatstudiet er en yderligere erhvervskvalificerende afslutning af det økonomiske studie i driftsøkonomi. Beståelsen skal gøre kandidaterne i stand til at udføre ansvarsfulde opgaver i virksomheder eller i højere embeder i den offentlige administration, til at kunne udføre selvstændig virksomhed samt til at kunne udføre selvstændigt videnskabeligt arbejde.

**§ 3  
Akademisk grad**

Det økonomiske og socialvidenskabelige fakultet tildeler graden Master of Science (M.Sc.) for det beståede kandidatstudium.

**§ 4  
Studiets opbygning**

Kandidatstudiet har en ordinære studietid på fire semestre. Studieomfanget omfatter ca. 35 semesterugetimer og 120 ECTS-point inklusive 10 ECTS-point for praktikopholdet og 30 ECTS-point for kandidatafhandlingen. Studieforløbsplanen med mobilitetsvinduer fremgår af bilag 1, Studiets opbygning, og modultype samt -omfang, undervisningsforløb og eksamener fremgår af bilag 2.

**§ 5  
Studieår**

- (1) Det er både muligt at indskrive sig på kandidatstudiet til lige og ulige fagsemestre til efterårs- og forårssemestret.
- (2) Kandidatstudiet for denne fagstudieordning er organiseret efter studieår med begyndelse i efterårssemestret. Et undervisningsforløb udbydes som udgangspunkt én gang årligt: Undervisningsforløb, der i henhold til studieplanen er påtænkt et ulige semester, udbydes som udgangspunkt i efterårssemestret, og undervisningsforløb, der i henhold til studieplanen er påtænkt et lige semester, udbydes som udgangspunkt i forårssemestret.

**§ 6  
Adgang til kandidatstudiet**

(1) Adgangskravene til kandidatstudiet er opfyldt, hvis ansøgeren

1. forinden har bestået en bachelorgrad med mindst 180 ECTS-point efter et driftsøkonomisk eller fagligt relateret studium med en ordinær studietid på mindst 3 år på en højere læreanstalt i Forbundsrepublikken Tyskland eller på en ligebyrdig udenlandsk højere læreanstalt, hvor studiets indholdsmæssige, omfangsmæssige og videnskabelige krav mindst svarer til beståelsen af bachelorgraden i henhold til fagstudieordningen for det økonomiske og socialvidenskabelige fakultet på Christian-Albrechts-Universität zu Kiel for driftsøkonomistuderende med den tildelte grad Bachelor of Science (B.Sc.) og
2. på sit studie i henhold til nummer 1
  - a. har optjent mindst 40 ECTS-point på baggrund af indholdsmæssigt ikke-overlappende undervisningsforløb i driftsøkonomi, som særligt har formidlet viden om intern og ekstern regnskabsføring, om virksomhedsøkonomi, om driftsøkonomiske problemstillinger i en virksomheds og ledelses funktionsområder,
  - b. har optjent mindst 20 ECTS-point på baggrund af indholdsmæssigt ikke-overlappende undervisningsforløb i nationaløkonomi, som særligt har formidlet viden om mikro- og makroøkonomisk teori,
  - c. har optjent mindst 20 ECTS-point på baggrund af indholdsmæssigt ikke-overlappende undervisningsforløb i kvantitative basisområder, som har formidlet viden i analysearbejde, algebra, statistik og økonometri, og
3. som i sin beståelsesårgang er blandt de 65 % bedste beståede. Såfremt der ikke foreligger en ranglistning, tildeles der adgang, hvis ansøgeren i henhold til European Credit Transfer System mindst har opnået den relative ECTS-karakter C på sit eksamensbevis fra den højere læreanstalt. Hvis der ikke foreligger en ranglistning eller en relativ ECTS-karakter, kan ansøgeren godkendes, hvis studiet mindst er afsluttet med karakteren 2,5.

(2) De sproglige forudsætninger fremgår af studiekvalifikationsstatutten.

**§ 7  
Begrænsning af en godkendelse til obligatoriske undervisningsforløb eller valgpligtundervisningsforløb**

- (1) Fakultetskonventet bestemmer det antal pladser, der stilles til rådighed for de enkelte obligatoriske undervisningsforløb eller valgpligtundervisningsforløb. Hvis der til seminarerne og øvelserne tilmeldes flere studerende, end der er pladser til, kontrollerer den modulansvarlige, om de overskydende tilmeldinger kan tilgodeses i form af andre eller ekstra undervisningsforløb.
- (2) Hvis det ikke er muligt at tilgode de overskydende tilmeldinger, vælger den modulansvarlige på følgende måde blandt de studerende, som er tilmeldt en studieretning, hvor undervisningsforløbet er påregnet ordinært i henhold til studieplanen, og som har tilmeldt sig rettidigt inden den af den modulansvarlige definerede frist, og som opfylder betingelserne for at deltage: For tildelingen af halvdelen af de tilgængelige pladser er ventetiden afgørende. I denne forbindelse skal de studerende foretrækkes, hvis fagsemestertal ville blive forlænget grundet en manglende godkendelse. Tildelingen af de øvrige pladser sker ved lodtrækning. Den modulansvarlige kan på opfordring afvige fra denne rækkefølge for at undgå særliflænde.
- (3) I forbindelse med forskningsseminarer foretrækkes ansøgere, der allerede har bestået mindst ét modul inden for den pågældende, specialiserede driftsøkonomistudiedel (SBWL) korrekt, og som endnu ikke har deltaget i et forskningsseminar inden for den pågældende, specialiserede driftsøkonomistudiedel.

**§ 8  
Eksaminationsformål**

Det skal med kandidateksamenen konstateres, om kandidaten

1. kan forklare og fortolke de grundlæggende koncepter og metoder inden for området driftsøkonomi,
2. har tilegnet sig en bred, detaljeret og kritisk aktuel viden inden for flere af driftsøkonomiens delområder,
3. er i stand til selvstændigt at tilegne sig ny viden og nye færdigheder,
4. kan bedømme de fremtrædende forskningsmetoder inden for området driftsøkonomi,
5. kan anvende sin viden til selvstændigt at kunne løse komplekse, multidisciplinære situationer og
6. er i stand til at udvikle og anvende egne idéer.

## § 9 Undervisnings- og eksaminationssprog

Undervisnings- og eksaminationssproget er tysk. Undervisnings- og eksaminationssproget for modulerne for valgpligtområdet kvantitativ metode er engelsk. For de øvrige valgpligtundervisningsforløb kan undervisnings- og eksaminationssproget være engelsk.

## § 10 Eksaminationsområder og ECTS-point

- (1) Der skal aflægges moduleksamen inden for følgende områder:
  1. Specialiseringsområdet driftsøkonomi: mindst 40 ECTS-point
  2. Kvantitativt valgpligtområde: 10 ECTS-point
  3. Suppleringsområde: op til 30 ECTS-point
  4. Praktikophold: 10 ECTS-point (nærmere oplysninger fremgår af bilag 3 Praktikordning)
- (2) På specialiseringsområdet og suppleringsområdet skal der samlet optjenes 70 ECTS-point.
- (3) I driftsøkonomispecialiseringsdelen skal der vælges mindst to specialiserede driftsøkonomistudiedele, hvor der pr. del skal optjenes mindst 20 ECTS-point. En specialiseret driftsøkonomistudiedel (SBWL) er inddelt i et valgpligtområde og en valgfagsdel. For valgpligtområdet skal der opnås mindst 15 ECTS-point, hvoraf mindst 5 ECTS-point skal bestås som led i et forskningsseminar. Der skal for hver specialiserede driftsøkonomistudiedel (SBWL) opnås mindst 10 ECTS-point i forelæsningsmodulerne vedrørende den pågældende, specialiserede driftsøkonomistudiedel. Den nærmere struktur for den udbudte, specialiserede driftsøkonomistudiedel fremgår af bilag 2. Den konkrete sammensætning af de enkelte, specialiserede driftsøkonomistudiedele bekendtgøres på egnet vis.
- (4) I det kvantitative valgpligtområde skal to moduler bestås. De enkelte moduler, der skal gennemgås i det kvantitative valgpligtområde, bekendtgøres rettidigt og på egnet vis inden opstart.
- (5) Følgende kan indgå i suppleringsområdet:
  1. Moduler fra andre ikke i henhold til stk. 3 afsluttede specialiserede driftsøkonomistudiedele,
  2. Moduler fra undervisningsudbudet på institut for nationaløkonomi (Institut für Volkswirtschaftslehre / VWL), som indgår i kandidatstudiet Economics (området Elective Economics),
  3. Moduler fra undervisningsudbudet på institut for statistik og økonometri (Institut für Statistik und Ökonometrie),
  4. visse moduler fra undervisningsudbudet på andre fakulteter,
  5. Anerkendte resultater, der er blevet opnået på en anden højere læreanstalt, såfremt de ikke er blevet anerkendt i den specialiserede driftsøkonomistudiedel eller det kvantitative valgpligtområde.De enkelte moduler, der skal gennemgås på suppleringsområdet, bekendtgøres rettidigt og på egnet vis inden opstart.

- (6) Type og antal moduleksamener, som skal aflægges, fremgår af bilag 1 (Studieforløbsplan for kandidatstudiump i driftsøkonomi).
- (7) Moduler, der både kan vælges i det kvantitative valgpligtområde og i en af de specialiserede driftsøkonomilæredele, medregnes kun i det område, hvor eksamenstilmeldingen har fundet sted.

### **§ 11 Moduleksaminationer, modulkarakterer samt bonuspræstationer**

- (1) I de af det driftsøkonomiske institut (Institut für Betriebswirtschafts) for områderne „Specialiseringsområdet driftsøkonomi“ (Spezialisierungsbereich Betriebswirtschaftslehre), „Kvantitativt valgpligtområde“ (Quantitativer Wahlpflichtbereich) og „Suppleringsområde“ (Ergänzungsbereich) udbudte moduler er følgende eksamsformer, også i af op til to indbyrdes sammenknyttede dele, tilladt:
1. Skriftlig eksamen (varighed: mindst 45 min. og højst 120 min.)
  2. Mundtlig eksamen (varighed: 30 til 35 min. pr. kandidat)
  3. Kollokvium
  4. Projektarbejde
  5. Onlinetest
  6. Hjemmeeksamen
  7. Portefølje
  8. Empirisk projekt
  9. Protokol
  10. Hjemmearbejde
  11. Referat
  12. Co-referat
  13. Diskussionsstyring
  14. Programmeringsopgaver
  15. Dataanalyse
  16. Essay

Detaljerne om eksaminationerne pr. modul samt deres sammensætning defineres af den ansvarshavende person og bekendtgøres på egen vis ved opstart.

- (2) I seminarmodulerne sammensættes karakteren af præstationen i form af en skriftlig hjemmeopgave, et mundtlig oplæg og andre præstationer (fx co-referat, diskussionsstyring og mundtlig deltagelse), hvilket skal bekendtgøres på egen vis ved opslag før semesterstart.
- (3) Hvis moduleksamenen består af flere eksamspræstationer, udregnes modulkarakteren på baggrund af vægtningen af de enkelte eksamspræstationer. Vægtningen defineres af den for modulet ansvarshavende person og bekendtgøres på egen vis ved opstart.
- (4) Ekstra studiepræstationer (såkaldte bonuspræstationer), som tilvejebringes under udførelsen af et modul, kan påvirke en eksamspræstation positivt. Disse bonuspræstationer indgår kun i beregningen af modulkarakteren, hvis eksamspræstationen er blevet bestået uden de ekstra studiepræstationer, og hvis de medfører en bedre modulkarakter. Det er også muligt at opnå topkarakter uden ekstra studiepræstationer. Type og omfang af bonuspræstationer defineres og bekendtgøres på egen vis til begyndelsen af hver modulopstart af den modulansvarshavende person. Bonuspræstationer kan kun finde anvendelse til at forbedre eksamspræstationen ved det første eksamensforsøg i første eller anden eksamensperiode i et semester. Bonuspræstationer bliver ugyldige, hvis eksamenen ikke tages samtidig med bestået i det semester, hvor bonuspræstationerne er blevet tilvejebragt. Ugyldige bonuspræstationer kan generhverves i forbindelse med et nyt udbud af det for præstationen grundlæggende modul. En gentagelse af bonuspræstationer er udelukket, når den relevante eksamen er blevet bestået.

**§ 12  
Forudgående eksaminationspræstationer**

En godkendelse til at gå op til eksamen kan gøres afhængig af forudsætninger og forudgående eksamenspræstationer. Følgende kan komme i betragtning som forudgående eksamenspræstationer: beståede øvelser, empiriske projekter, referater, hjemmearbejde, meritter eller test. Hvis godkendelsesbetingelser gør sig gældende for eksamener, defineres disse af den modulansvarlige og bekendtgøres på egen vis op til 2 uger før opstart.

**§ 13  
Modulomeksaminationer**

Muligheder for omeksamten fremgår af eksaminationsbestemmelsen Prüfungsverfahrensordnung (forkortet PVO).

**§ 14  
Dobbeltbladsprogrammer**

(1) Hvis fakultet har indgået aftale med en udenlandsk højere partnerlæreanstalt om et dobbeltbladsprogram, kan deltagende studerende fra den højere partnerlæreanstalt blive tildelt den akademiske grad „Master of Science“. Det er en forudsætning for dette, at

1. de har optjent de til opnåelsen af kandidatgraden på den højere partnerlæreanstalt i alt påkrævede ECTS-point og har dokumenteret det korrekte afsluttede studium og
2. endvidere på kandidatstudiet på Christian-Albrechts-Universität har optjent det i henhold til aftalen om dobbeltgraden påkrævede antal ECTS-point.

De ECTS-point og karakterer, der ud over de i henhold til samarbejdsaftalen tilvejebragte præstationer er påkrævet for at fuldføre studiet på Christian-Albrechts-Universität, beregnes på baggrund af kandidatstudiet på den højere partnerlæreanstalt. Nærmere detaljer reguleres af samarbejdsaftalen.

(2) Studerende på Christian-Albrechts-Universität, som deltager i dobbeltbladsaftalen, kan ud over tildelingen af den akademiske grad „Master of Science“ på Christian-Albrechts-Universität blive tildelt en kandidatgrad for et af samarbejdsaftalen omfattet kandidatstudium, hvis

1. de har optjent de til opnåelsen af kandidatgraden på Christian-Albrechts-Universität i alt påkrævede ECTS-point og har dokumenteret det korrekt afsluttede studium og
2. endvidere på kandidatstudiet på den højere partnerlæreanstalt har optjent det i henhold til aftalen om dobbeltgraden påkrævede antal ECTS-point.

De ECTS-point og karakterer, der ud over de i henhold til samarbejdsaftalen tilvejebragte præstationer er påkrævet for at fuldføre studiet på den højere partnerlæreanstalt, beregnes på baggrund af kandidatstudiet på Christian-Albrechts-Universität. Nærmere detaljer reguleres af samarbejdsaftalen og af den højere partnerlæreanstalts studieordning.

(3) Som en del af samarbejdsaftalen skal betingelserne i § 53, stk. 3 loven om højere læreanstalter Hochschulgesetz (HSG) overholdes.

**§ 15  
Specialeafhandling**

- (1) Hvis man har optjent mindst 60 ECTS-point i forbindelse med moduleksamener, kan man godkendes til sin specialeafhandling.
- (2) Kandidatafhandlingen kan med den sagkyndiges accept også skrives på engelsk.
- (3) Kandidatafhandlingen skal afleveres til tiden i to skriftlige eksemplarer og i en digital udgave på et datamedium hos den relevante eksaminationsinstans.
- (4) Kandidatafhandlingsemnet defineres af den sagkyndige og tildeles af formanden for eksaminationsudvalget. Specialeskribenten kan indgive et emneforslag uden krav på, at der tages hensyn til dette forslag.
- (5) Tiden fra udlevering af emnet og til aflevering af kandidatafhandlingen er 6 måneder.

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- (6) Kandidatafhandlingemnet kan kun returneres én gang og kun i løbet af de første 2 måneder.
  - (7) Omfanget af kandidatafhandlingen skal ikke overstige 80 sider. Nærmere detaljer reguleres af eksaminationsudvalget, som bekendtgør disse på egnet vis.
  - (8) Kandidatafhandlingen skal bedømmes af de sagkyndige inden for 6 uger efter afleveringen.

## § 16 Grundlag for den samlede karakter

- (1) Karakteren for kandidatafhandlingen samt modulkaraktererne for følgende moduler indgår i den samlede karakter:
  1. Moduler for valgte specialiserede driftsøkonomistudiedele
  2. Moduler i det kvantitative valgpligtområde og
  3. Suppleringsområdets moduler.
- (2) Til beregningen af den samlede karakter vægtes modulkaraktererne og karakteren for kandidatafhandlingen med de i bilag 1 (Studieforløbsplan for kandidatstadium i driftsøkonomi) angivne ECTS-point.
- (3) Hvis en kandidat har bestået flere valgpligtundervisningsforløb eller valgpligtundervisningsmoduler end det i henhold til studieordningen påkrævede antal, gælder karaktererne for de først beståede eksamener eller moduler i forbindelse med beregningen af den samlede karakter. Det samme gælder for anerkendelsen af allerede beståede studiemæssige præstationer.

## § 17 Overgangsbestemmelser

- (1) For studerende, der på tidspunktet for denne statuts ikrafttræden er indskrevet på Christian-Albrechts-Universität zu Kiel på studieretningen driftsøkonomi med den afsluttende kandidatgrad Master of Science, er det indtil afslutningen af efterårssemestret 2023/24 muligt at afslutte studiet i henhold til den jævnfør § 18, stk. 2 udløbne fagstudieordning. Såfremt obligatoriske moduler og eksaminationer i henhold til fagstudieordningen i henhold til § 18, stk. 2 ikke længere udbydes, definerer eksaminationsudvalget erstatningsmoduler og -eksaminationer. Hvis moduler og eksamener udbydes i ændret form, skal de gennemføres i den nye variant. Eksamensudvalgsformanden definerer, hvilke tilpasninger der eventuelt måtte være påkrævet, for så vidt angår indlæringsmålene og de ECTS-point, der skal optjenes.
- (2) Studerende, der fortsætter i henhold til deres gamle fagstudieordning, overgår pr. forårssemestret 2024 automatisk til den nye fagstudieordning, såfremt det er udelukket, at der kan opnås en studieafslutning i henhold til den gamle fagstudieordning inden fristen i henhold til stk. 1.
- (3) Ikke-beståede forsøg, der er blevet gjort i forbindelse med eksamener i henhold til den gamle fagstudieordning, medregnes i antallet af forsøg i henhold til den nye studieordning, såfremt denne medregning ikke strider imod strukturen i den nye moduleksamination.
- (4) Efter anmodning træffer eksaminationsudvalget beslutning om særliflæde, som er urimelige for den studerende.

## § 18 Ikrafttrædelse, udløb

- (1) Denne statut træder i kraft den. 1. oktober 2021 og gælder for alle personer, der ansøger om eller indskriver sig til efterårssemestret 2021/22 eller senere på Christian-Albrechts-Universität zu Kiel til studieretningen driftsøkonomi med den opnåelse af graden Master of Science.
- (2) Samtidig bortfalder fagstudieordningen (statut) for det økonomiske og socialvidenskabelige fakultet (Wirtschafts- und Sozialwissenschaftliche Fakultät) på Christian-Albrechts-Universität zu Kiel for driftsøkonomistuderende med opnåelse af graden Master of Science (M.Sc.) af 6. februar 2014 (NBI. HS MBW Schl.-H. s. 34), senest ændret med statut af 19.

december 2019 (NBI. HS MBWK Schl.-H. 2020, S. 3).

Tilladelsen i henhold til § 52, stk. 1 i lov om højere læreanstalter blev tildelt af præsidiet på Christian-Albrechts-Universität zu Kiel med skrivelse af 24. februar 2021.

Kiel, den 25. februar 2021

Prof. Dr. Kai Carstensen  
Dekan for det økonomiske og socialvidenskabelige fakultet (Wirtschafts- und Sozialwissenschaftliche Fakultät)  
på Christian-Albrechts-Universität zu Kiel

## Bilag 1

### Studieforløbsplan for kandidatstudium i driftsøkonomi

|  | Undervisningsforløb  | Læringsform   | Obl./VP | Eksamens-præstation | ECTS        |              |
|--|--|---------------|---------|---------------------|-------------|--------------|
|  |  |               |         |                     | Sem.        | År           |
| 1.<br>semester                               | Specialiseret driftsøkonomistudiedel (SBWL) A/1                                    | F+Ø           | VP      | E                   | 5           |              |
|  | Specialiseret driftsøkonomistudiedel (SBWL) B/1                                    | F+Ø           | VP      | E                   | 5           |              |
|  | Suppleringsområde 1*   | F+Ø/S         | VP      | E                   | 5           |              |
|  | Suppleringsområde 2*   | F+Ø/S         | VP      | E                   | 5           |              |
|  | Suppleringsområde 3*   | F+Ø/S         | VP      | E                   | 5           |              |
|  | Modul I Kvantitativt valgpligtområde   | F+Ø           | VP      | E                   | 5           |              |
|  |  |               |         |                     | $\Sigma 30$ |              |
| 2.<br>semester<br><br>Mobilitets-<br>vindue- | Specialiseret driftsøkonomistudiedel (SBWL) A/2                                    | F+Ø           | VP      | E                   | 5           |              |
|  | Specialiseret driftsøkonomistudiedel (SBWL) B/2                                    | F+Ø           | VP      | E                   | 5           |              |
|  | Specialiseret driftsøkonomistudiedel (SBWL) A/3 Forskningsseminar                  | S             | VP      | E                   | 5           |              |
|  | Specialiseret driftsøkonomistudiedel (SBWL) B/3 Forskningsseminar                  | S             | VP      | E                   | 5           |              |
|  | Modul fra valgfagsområdet til den specialiserede driftsøkonomistudiedel (SBWL) A/4 | F+Ø/S         | VP      | E                   | 5           |              |
|  | Modul II Kvantitativt valgpligtområde  | F+Ø           | VP      | E                   | 5           |              |
|  |  |               |         |                     | $\Sigma 30$ | $\Sigma 60$  |
| 3.<br>Semester<br><br>Mobilitets-<br>vindue  | Modul fra valgfagsområdet til den specialiserede driftsøkonomistudiedel (SBWL) B/4 | F+Ø/S         | VP      | E                   | 5           |              |
|  | Praktikophold  | Praktikophold | E       | Projektarbejde      | 10          |              |
|  | Suppleringsområde 4*   | F+Ø/S         | VP      | E                   | 5           |              |
|  | Suppleringsområde 5*   | F+Ø/S         | VP      | E                   | 5           |              |
|  | Suppleringsområde 6*   | F+Ø/S         | VP      | E                   | 5           |              |
|  |  |               |         |                     |             | $\Sigma 30$  |
| 4.<br>semester                               | Specialeafhandling   |               | E       |                     | 30          |              |
|  |  |               |         |                     | $\Sigma 30$ | $\Sigma 60$  |
|  |  |               |         |                     |             | $\Sigma 120$ |

**Forklaringer:** Obl./VF: Modulstatus: Obligatorisk/valgpligt, EP: Eksamenspræstation, ECTS: ECTS-point, E: Moduleksamen, F: Forelæsning, Ø: Øvelse; \* i et vist omfang importerede moduler, SBWL: Specialiseret driftsøkonomi

## Bilag 2

### Studieplan for kandidatstudium i driftsøkonomi

|                               | Område   | Modul   | SUT            | ECTS-modul     | ECTS-område     |
|-------------------------------|--|---|----------------|----------------|-----------------|
| Specialiseret driftsøkonomi   | Specialiseret driftsøkonomi A  | Specialiseret driftsøkonomistudiedel (SBWL) A/1   | 2F + 1Ø        | 5              | 20 <sup>1</sup> |
|                               |  | Specialiseret driftsøkonomistudiedel (SBWL) A/2   | 2F + 1Ø        | 5              |                 |
|                               |  | Specialiseret driftsøkonomistudiedel (SBWL) A/3 Forskningsseminar   | 2 S            | 5              |                 |
|                               |  | Specialiseret driftsøkonomistudiedel (SBWL) A/4 fra valgpligtområdet eller valgfagsområdet til den specialiserede driftsøkonomistudiedel (SBWL) A | 2F + 1Ø / 2 S  | 5              |                 |
|                               | Specialiseret driftsøkonomi B  | Specialiseret driftsøkonomistudiedel (SBWL) B/1   | 2F + 1Ø        | 5              | 20 <sup>2</sup> |
|                               |  | Specialiseret driftsøkonomistudiedel (SBWL) B/2   | 2F + 1Ø        | 5              |                 |
|                               |  | Specialiseret driftsøkonomistudiedel (SBWL) B/3 Forskningsseminar   | 2 S            | 5              |                 |
|                               |  | Specialiseret driftsøkonomistudiedel (SBWL) B/4 fra valgpligtområdet eller valgfagsområdet til den specialiserede driftsøkonomistudiedel (SBWL) B | 2F + 1Ø / 2 S  | 5              |                 |
| Kvantitativt valgpligtområde: | Valgpligtmodul I Kvantitativt valgpligtområde  |   | 2F + 1Ø        | 5              | 10              |
|                               | Valgpligtmodul II Kvantitativt valgpligtområde   |   | 2F + 1Ø        | 5              |                 |
| Suppleringsområde             | Yderligere moduler fra den specialiserede driftsøkonomistudiedel (SBWL) (ikke A og B)  | Specialiserede driftsøkonomistudiedelsmoduler   | 2F + 1Ø/ 2S    | 5-6            | 30 <sup>3</sup> |
|                               | Udbud på institut for statistik og økonometri (Institut für Statistik und Ökonometrie) | Statistikmoduler  | 2F + 1Ø/ 2S    | 6              |                 |
|                               | Udbud på institut for nationaløkonomi (Institut für VWL)                               | Nationaløkonomimoduler fra området Elective Economics   | 2F + 1Ø/ 2S    | 5-6            |                 |
|                               | Udbud fra andre fakulteter   | Moduler fra udbuddet på andre fakulteter  | Alt efter valg | Alt efter valg |                 |
| Praktikophold                 |  |   |                | 10             | 10              |
| Specialeafhandling            |  |   |                | 30             | 30              |
| <b>I alt</b>                  |  |   |                | <b>120</b>     |                 |

<sup>1</sup> I den specialiserede driftsøkonomistudiedel (SBWL) kan der også optjenes mere end 20 ECTS-point. Området for de specialiserede driftsøkonomistudiedele kan maksimalt udgøre 70 ECTS-point.

<sup>2</sup> Se fodnote 1.

<sup>3</sup> Suppleringsområdet reduceres tilsvarende, hvis den specialiserede driftsøkonomistudiedel (SBWL) afsluttes med mere end 20 ECTS-point. Suppleringsområdet kan også udgøre 0 ECTS-point.

**Det er muligt at vælge følgende specialiserede driftsøkonomistudiedele (SBWL):**

- Controlling
- Virksomhedsøkonomi (Finanzwirtschaft)
- Ledelse af virksomhedsopstart og innovation (Gründungs- und Innovationsmanagement)
- Marketing
- Organisationregnskabsaflæggelse og revision (Rechnungslegung- und Wirtschaftsprüfung)
- Supply Chain Management
- Teknologimanagement (Technologiemanagement)
- Personale og organisation (Personal und Organisation)
- Virksomhedsbeskatning (Unternehmensbesteuerung)
- Service Analytics
- Business Processes and Data [interdisciplinær, specialiseret driftsøkonomi (SBWL) fra driftsøkonomi (BWL) og datalogi]

**Struktur for specialiserede driftsøkonomistudiedele**

Der skal vælges mindst to specialiserede driftsøkonomistudiedele:

|   | Specialiseret driftsøkonomi A  |                              |                      |                            |                    | Obligatorisk valgfag                      |
|---|--|------------------------------|----------------------|----------------------------|--------------------|---|
| Semesterperiode   | ECTS   | Bedømmelses-form             |                      | Arbejdsbyrde               |                    | Varighed                                  |
| 1.-3. semester  | Mindst 20  | Karakter                     |                      | For 20 ECTS – 600 timer    |                    | 1.-3. semester                            |
| Moduler   | ECTS   | Valgfag/obligatorisk valgfag | Læringsform          | SUT                        | Eksamenspræstation |   |
| Valgpligtområde<br>Her skal der mindst optjenes 15 ECTS-point.  | Specialiseret driftsøkonomistudiedel (SBWL) A/1  | 5                            | Obligatorisk valgfag | Forelæsning+øvelse         | 3                  | Moduleksamen                              |
|   | Specialiseret driftsøkonomistudiedel (SBWL) A/2  | 5                            | Obligatorisk valgfag | Forelæsning+øvelse         | 3                  | Moduleksamen                              |
|   | Specialiseret driftsøkonomistudiedel (SBWL) A/3  | 5                            | Obligatorisk valgfag | Seminar                    | 2                  | Hjemmearbejde + præsentation              |
| Her kan der vælges yderligere et modul fra valgpligtområdet for den pågældende specialiserede driftsøkonomistudiedel (SBWL) for at afslutte dette med 20 ECTS-point.  | Specialiseret driftsøkonomistudiedel (SBWL) A/4  | 5                            | Obligatorisk valgfag | Forelæsning+øvelse/seminar | 3 / 2              | Moduleksamen/hjemmearbejde + præsentation |
| <b>Valgområde</b><br>Disse moduler kan indgå i SBWL A som modulet SBWL A/4 og skal vælges heriblandt, hvis der ikke allerede er blevet optjent 20 ECTS-point på valgpligtområdet. Der kan her endvidere indgå yderligere moduler for at afslutte den specialiserede driftsøkonomistudiedel (SBWL) med mere end 20 ECTS-point; jf. bemærkningerne til bilag 2. | Udbuddet i den pågældende specialiserede driftsøkonomistudiedel (SBWL) kan omfatte yderligere fra den pågældende specialiserede driftsøkonomistudiedel (SBWL) samt moduler fra andre specialiserede driftsøkonomistudiedele eller andre institutter. |                              |                      |                            |                    |   |

## **Bilag 3 Praktikordning**

### **Indholdsfortegnelse**

- § 1 Anvendelsesområde
- § 2 Formål med praktikopholdet
- § 3 Type, omfang og organisation
- § 4 Praktikanternes rettigheder og pligter
- § 5 Bevis og praktikrapport
- § 6 Godtgørelsесmuligheder og undtagelsesregler
- § 7 Praktikgodtgørelse

### **§ 1 Anvendelsesområde**

Praktikordningen regulerer indhold og udførelse af erhvervspraktik på basis af fagstudieordningen for kandidatstudiet i driftsøkonomi (Betriebswirtschaftslehre) på det økonomiske og socialvidenskabelige fakultet (Wirtschafts- und Sozialwissenschaftliche Fakultät) på Christian-Albrechts-Universität zu Kiel.

### **§ 2 Formål med erhvervspraktikken**

Formålet med erhvervspraktikken er at give de studerende et indblik i potentielle virksomheds- og aktivitetsområder. Den formidler fagligt relevant viden og giver fagligt relevante erfaringer fra det virkelige arbejdsliv, som har til formål at give den studerende en bedre forståelse af læringsmaterialet, som skal fremme motivationen til studiet, skal bidrage til at give individuelle studiemæssige fokusområder og lette overgangen til arbejdslivet. Erhvervspraktikken har således en orienterende funktion, der skal medvirke til at give studiet et praksisnært fokus.

### **§ 3 Type, omfang og organisation**

- (1) Praktikopholdet kan især gennemføres i private virksomheder i ind- og udland. For at sikre en emnemæssig overensstemmelse og sikre godkendelse skal de studerende kontakte det professorat, der har en emnemæssig forbindelse til det planlagte praktikforløb. Det relevante professorat træffer afgørelse om, praktikpladsens egnethed. En praktikplads afvises, hvis den ikke er formålstjenlig i forhold til at opnå de i § 2 formulerede formål med erhvervspraktikken.
- (2) Praktikopholdet har et omfang på mindst 9 ugers fuldtidsarbejde.
- (3) Semesterperioden for praktikopholdet i studieplanen er kun en anbefaling. Den tidsmæssige placering af praktikopholdet kan tilpasses individuelt i forhold til de studerendes behov og muligheder.

### **§ 4 Praktikanternes rettigheder og pligter**

- (1) De studerende ansøger selv om at blive praktikant hos en praktikfacilitet i henhold til § 3, stk. 1.
- (2) De studerende er ansvarlige for den korrekte udarbejdelse af deres praktikaftale.
- (3) De studerende skal indgive den relevante anmeldelsesformular hos det vejledende professorat for at anmelde det projektarbejde, som skal udarbejdes efter praktikopholdet.
- (4) Projektarbejdet skal afleveres i skriftlig form inden den af eksaminator definerede frist og til eksaminator eller præsenteres i et kollokvium. Eksaminator bekendtgør rettidigt den form, som projektarbejdet skal udføres i.
- (5) Praktikanterne bliver i erhvervspraktikafviklingsperioden ved med at være medlem af det økonomiske og socialvidenskabelige fakultet (Wirtschafts- und Sozialwissenschaftliche Fakultät) på Christian-Albrechts-Universität zu Kiel med alle rettigheder og pligter.

### **§ 5**

**Forudsætninger for tildeling af ECTS-point**

- (1) De studerende skal have attesteret det gennemførte praktikophold af faciliteten (praktikstedet), hvor praktikopholdet er blevet gennemført. Denne indeholder på officielt brevpapir fra virksomheden/institutionen mindst praktikantens navn og fødselsdato samt arbejdets varighed og art samt stempel og underskrift.
- (2) Projektarbejdsemnet tildeles af eksaminator efter forslag fra kandidaten. Projektarbejdet udarbejdes efter praktikopholdets afslutning.
- (3) Projektarbejdets omfang i form af en rapport defineres af det vejledende professerrat. Formålet med rapporten er at synliggøre, hvordan de studerende har varetaget deres arbejdsmiljø, samt hvordan og i hvilket omfang de har arbejdet selvstændigt. Endvidere skal rapporten indeholde en selvstændig refleksion og på denne måde skabe relation mellem det udførte arbejde hos praktikfaciliteten og den videnskabelige baggrund. Projektrapporten kan også erstattes af en præsentation af 20 til 30 minutters længde, hvor projektet og projektresultaterne præsenteres og diskuteres.
- (4) Projektarbejdet bliver af den vejledende professor bedømt „bestået“ eller „ikke bestået“.
- (5) Praktikmodulet er bestået, hvis
  1. den studerende har indleveret praktikopholdsbeviset i henhold til stk. 1,
  2. projektarbejdet eller præsentationen er blevet bedømt „bestået“, og
  3. praktikopholdets varighed lever op til den i § 3, stk. 2 definerede periode.

**§ 6  
Godtgørelsесmuligheder og undtagelsesregler**

- (1) Perioder med erhvervsarbejde, som de studerende kan dokumentere umiddelbart før og/eller i løbet af deres studium, kan anerkendes som praktikophold, hvis de kan vurderes som værende af ækvivalent karakter i henhold til nærværende ordning. Det vejledende professerrat træffer afgørelse herom.
- (2) I undtagelsestilfælde, hvor det fx ikke har været muligt at finde en egnet praktikplads, kan der på den studerendes anmodning udarbejdes en opgave med udgangspunkt i et professorrats projekt. Der skal i så fald forelægges en resultatrapport i henhold til det vejledende professorrats forskrifter med et omfang på maks. 40 sider. Professorraterne informerer om mulige opgavestillinger i form af opslag eller personlig samtal. Resultatrapporten kan også erstattes af en præsentation af 20 til 30 minutters længde, hvor projektet og projektresultaterne præsenteres og diskuteres. Det vejledende professerrat træffer afgørelse om en anerkendelse.
- (3) På den studerendes anmodning til eksaminationsinstansen kan eksaminationsudvalget i undtagelsestilfælde tillade en erstatning af praktikopholdet med studiemæssige præstationer i et omfang svarende til det, der tilvejebringes på en anerkendt højere læreanstalt i udlandet. Eksaminationsudvalget kan overføre beslutningsbeføjelsen til formanden eller studiefagkonsulenten.

**§ 7  
Praktikgodtgørelse**

Man har ikke juridisk bindende krav på en godtgørelse af praktikopholdet.

**Bilag: Moduloversigt for kandidatstudium i driftsøkonomi**  
(ikke en del af statuten)

1. Moduler for de specialiserede driftsøkonomistudiedele
2. Moduler i „det kvantitative valgpligtområde“
3. Moduler i suppleringsområdet

## 1. Modular for de specialiserede driftsøkonomistudiedele

(Version: 17.11.2020)

| Specialiseret driftsøkonomistudiedel (SBWL) 1  | Controlling (1010100)                                  |                 |                      |                               |              | Obligatorisk valgfag                   |                    |
|--|--|-----------------|----------------------|-------------------------------|--------------|--|--------------------|
| Semesterperiode  | ECTS   | Bedømmelsestype |                      | Arbejdsbyrde                  |              | Varighed                               |                    |
| 1.-3. semester   | Mindst 20  | Karakter        |                      | Mindst 600 timer              |              | 1.-3. semester                         |                    |
| Modulkode  | Modultitel   |                 | ECTS                 | Valgfag/ obligatorisk valgfag | Lærings-form | SUT                                    | Eksamenspræstation |
| <b>Valgpligtområde</b><br>Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.              |  |                 |                      |                               |              |  |                    |
| BWL-AdvManAcc  | Advanced Management Accounting                         | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1          | Skriftlig eksamen (2010110)            |                    |
| BWL-KostMan  | Omkostningsstyring (Kostenmanagement)                  | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1          | Skriftlig eksamen (31210)              |                    |
| BWL-AdvCont  | Advanced Controlling                                   | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1          | Skriftlig eksamen (2010310)            |                    |
| BWL-FSem1Cont  | Forskningsseminar om controlling                       | 5               | Obligatorisk valgfag | Seminar                       | 2            | Hjemmearbejde + præsentation (2018110) |                    |
| <b>Valgområde</b><br>Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Controlling. |  |                 |                      |                               |              |  |                    |
| BWL-InvTheo  | Investeringsteori (Investitionstheorie) (Prof. Nippel) | 5               | Valgfag              | FL+Ø                          | 2+1          | Skriftlig eksamen (31610)              |                    |
| bwlAdvBusAnalytics-01a   | Advanced Business Analytics (Prof. Cleophas)           | 5               | Valgfag              | FL+Ø                          | 2+2          | Skriftlig eksamen (2080310)            |                    |

| Specialiseret driftsøkonomistudiedel (SBWL) 2  | Virksomhedsøkonomi (Finanzwirtschaft) (1010200)  |  |   |                      |                | Obligatorisk valgfag      |                                 |
|--|--|--|---|----------------------|----------------|---------------------------|---------------------------------|
| Semesterperiode  | ECTS   | Bedømmelsestype  | Arbejdsbyrde                                    |                      | Varighed       |                           |                                 |
| 1.-3. semester   | Mindst 20  | Karakter   | Mindst 600 timer                                |                      | 1.-3. semester |                           |                                 |
| Modulkode  | Modultitel                                       | ECTS   | Valgfag/ obligatorisk valgfag/ profileringssfag | Læringsform          | SUT            | Eksamenspræstation        |                                 |
| <b>Valgpligtområde</b><br>Der skal optjenes mindst 15 ECTS-point.  |  |  |   |                      |                |                           |                                 |
| Mindst et af de to fore- læsnings- moduler og et seminar skal vælges i dette udvalg. (Min. 10 ECTS)                                    | BWL-FinThe                                       | Virksomhedsfinansieringsteori (Theorie der Unternehmensfinanzierung)                                       | 5   | Obligatorisk valgfag | FL+Ø           | 2+1                       | Skriftlig eksamen (2020110)     |
|  | BWL-CorpFin                                      | Corporate Finance (Prof. Klos)   | 5   | Obligatorisk valgfag | FL+Ø           | 2+1                       | Skriftlig eksamen (2020410)     |
|  | ForschSemSelTopFin-01a                           | Forskningsseminaret Selected Topics in Finance (Prof. Klos) (NYT)  | 5   | Obligatorisk valgfag | Seminar        | 2                         | Hjemmearbejde + præsentation () |
|  | bwlForschSemFinInv-01a                           | Forskningsseminar om finansierings- og investeringsteori (NYT)   | 5   | Obligatorisk valgfag | Seminar        | 2                         | Hjemmearbejde + præsentation () |
| Disse moduler kan vælges for at afslutte valgpligtområdet med mindst 15 ECTS-point.  | BWL-UntBew                                       | Virksomhedsanalyse og anvendt investeringsteori (Unternehmensbewertung und angewandte Investitionstheorie) | 5   | Obligatorisk valgfag | FL+Ø           | 2+1                       | Skriftlig eksamen (2020310)     |
|  | BWL-InvTheo                                      | Investeringsteori (Investitionstheorie)  | 5   | Obligatorisk valgfag | FL+Ø           | 2+1                       | Skriftlig eksamen (2020810)     |
|  | bwlEmpFin-01a                                    | Empirical Finance (Prof. Klos)   | 5   | Obligatorisk valgfag | FL+Ø           | 2+1                       | Moduleksamen (...)              |
|  | VWLaemPoA-n-02a                                  | Portfolio Analysis (Prof. Haas)  | 6   | Obligatorisk valgfag | FL+Ø           | 2+1                       | Moduleksamen (...)              |
|  | VWLfelFM-02a                                     | Pricing in Derivative Markets (Prof. Lux)  | 6   | Obligatorisk valgfag | FL+Ø           | 2+1                       | Moduleksamen (...)              |
| <b>Valgområde</b><br>Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Virksomhedsøkonomi (Finanzwirtschaft). |  |  |   |                      |                |                           |                                 |
| BWL-BilAna   | Regnskabsanalyse (Bilanzanalyse) (Prof. Blecher) | 5  | Obligatorisk valgfag                            | FL+Ø                 | 2+1            | Skriftlig eksamen (31760) |                                 |

# Christian-Albrechts-Universität zu Kiel

## Fagstudieordning for driftsøkonomi M.Sc. 2021

(ikke en officiel bekendtgørelse)

|                         |   |   |                      |         |     |  |
|-------------------------|---|---|----------------------|---------|-----|--|
| BWL-FSem1RLWP           | Forskningsseminar vedrørende regnskabsaflæggelse og revision (Prof. Blecher)  | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2068110) |
| BWL-FSemExtReweRLWP-01a | Forskningsseminar om ekstern regnskabsføring (Prof. Blecher)  | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (...)     |
| BWL-SteuRefo            | Skatter og juridiske statusser (Steuern und Rechtsformen) (Prof. Heckemeyer)  | 5 | Obligatorisk valgfag | FL+Ø    | 2+1 | Skriftlig eksamen (2120110)            |
| BWL-IntUntbest          | Grundprincipper for international virksomhedsbeskatning (Grundlagen der internationalen Unternehmensbesteuerung) (Prof. Heckemeyer) | 5 | Obligatorisk valgfag | FL+Ø    | 2+2 | Skriftlig eksamen (2120210)            |
| BWL-FSem1Steu           | Forskningsseminar om skattevirkningsanalyse (Prof. Heckemeyer)  | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2128210) |
| BWL-FSem2Steu           | Forskningsseminar om udvalgte spørgsmål angående virksomhedsbeskatning (Prof. Heckemeyer)   | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2128110) |
| VWLaemStaFM-02a         | Statistics for Financial Markets  | 6 | Valgfag              | FL+Ø    | 2+2 | Moduleksamten (...)                    |
| VWLaemEcoFM-02a         | Econometrics for Financial Markets  | 6 | Valgfag              | FL+Ø    | 2+2 | Moduleksamten (...)                    |
| VWLfeEmFiSem-02a        | Seminar in Empirical Finance  | 6 | Valgfag              | Seminar | 2   | Bidrag til seminar (...)               |
| VWLfeFEM-02a            | Foreign Exchange Markets - Theory and Empirics ()   | 6 | Valgfag              | FL+Ø    | 2+2 | Moduleksamten (...)                    |
| VWLfeAEFEM-02a          | Applied Econometrics of Foreign Exchange Markets  | 6 | Valgfag              | FL+Ø    | 2+2 | Moduleksamten (...)                    |
| VWLfeAFESEM-02a         | Seminar om Applied Financial Econometrics   | 6 | Valgfag              | Seminar | 2   | Bidrag til seminar (...)               |
| VWLfeTFM-02a            | Theory of Financial Markets   | 6 | Valgfag              | FL+Ø    | 2+2 | Moduleksamten (...)                    |

| Specialiseret driftsøkonomistudiedel (SBWL) 3   | Ledelse af virksomhedsopstart og innovation (Gründungs- und Innovationsmanagement) (1010300) |                 |                      |                               |              | Obligatorisk valgfag                       |                    |
|---|--|-----------------|----------------------|-------------------------------|--------------|--|--------------------|
| Semesterperiode   | ECTS   | Bedømmelsestype |                      | Arbejdsbyrde                  |              | Varighed                                   |                    |
| 1.-3. semester  | Mindst 20  | Karakter        |                      | Mindst 600 timer              |              | 1.-3. semester                             |                    |
| Modulkode   | Modultitel   |                 | ECTS                 | Valgfag/ obligatorisk valgfag | Lærings-form | SUT  | Eksamenspræstation |
| <b>Valgpligtområde</b><br>Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.   |  |                 |                      |                               |              |  |                    |
| BWL-InnoMStrat  | Innovation Management: Strategies and Actors   | 5               | Obligatorisk valgfag | FL med Ø                      | 3            | Skriftlig eller mundtlig eksamen (2030210) |                    |
| BWL-CoopNet   | Cooperation and Networks   | 5               | Obligatorisk valgfag | FL med Ø                      | 3            | Skriftlig eller mundtlig eksamen (31520)   |                    |
| BWL-Entre2  | Entrepreneurship   | 5               | Obligatorisk valgfag | FL med Ø                      | 3            | Skriftlig eller mundtlig eksamen (31510)   |                    |
| bwlResSemGul1-01a   | Forskningsseminar Entrepreneurship and Innovation Management                                 | 5               | Obligatorisk valgfag | Seminar                       | 2            | Hjemmearbejde + præsentation (2038410)     |                    |
| bwlResSemGul2-01a   | Forskningsseminar Cooperation and Networks   | 5               | Obligatorisk valgfag | Seminar                       | 2            | Hjemmearbejde + præsentation (2038510)     |                    |
| <b>Valgområde</b><br>Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Ledelse af virksomhedsopstart og innovation (Gründungs- und Innovationsmanagement). |  |                 |                      |                               |              |  |                    |
| BWL-SchlOrga  | Organisationsteorier (Organisationstheorien) (Prof. Wolf)                                    | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1          | Skriftlig eksamen (2050310)                |                    |
| BWL-ManSrv  | Ledelse af serviceinnovationer (Management von Serviceinnovationen) (Prof. Schultz)          | 5               | Valgfag              | FL+Ø                          | 2+1          | Skriftlig eksamen (2080310)                |                    |
| VWLamInEc-02a   | Innovation Economics (Dr. Dohse)   | 6               | Valgfag              | FL+Ø                          | 2+1          | Skriftlig eksamen (41140)                  |                    |
| bwlChangeMan-01a  | Change Management (Prof. Buengeler)  | 5               | Valgfag              | FL+Ø                          | 2+1          | Moduleksamen (2110410)                     |                    |

| Specialiseret driftsøkonomistudiedel (SBWL) 4  | Marketing (1010400)   |                  |      |                               |              | Obligatorisk valgfag |  |
|--|---|------------------|------|-------------------------------|--------------|----------------------|--|
| Semesterperiode  | ECTS  | Bedømmelsestype  |      | Arbejdsbyrde                  |              | Varighed             |  |
| 1.-3. semester   | Mindst 20   | Karakter         |      | Mindst 600 timer              |              | 1.-3. semester       |  |
| Modulkode  | Modultitel  |                  | ECTS | Valgfag/ obligatorisk valgfag | Lærings-form | SUT                  | Eksamenspræstation                       |
| <b>Valgpligtområde</b><br>Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.            |   |                  |      |                               |              |                      |  |
| BWL-MarkFor  | Marketingforskning (Marketing-Forschung)  |                  | 5    | Obligatorisk valgfag          | FL+Ø         | 2+1                  | Moduleksamen (31150)                     |
| bwlCrossCulMark-01a  | Cross-cultural Marketing  |                  | 5    | Obligatorisk valgfag          | FL+Ø         | 2+1                  | Moduleksamen (2040510)                   |
| BWL-MarkComm   | Marketing Communication   |                  | 5    | Obligatorisk valgfag          | FL+Ø         | 2+1                  | Moduleksamen (31170)                     |
| BWL-FSem1Mark  | Forskningsseminar om marketing: Forbrugeradfærd (Konsumentenverhalten)                      |                  | 5    | Obligatorisk valgfag          | Seminar      | 2                    | Moduleksamen (2048110)                   |
| BWL-FSem2Mark  | Forskningsseminar om marketing: Marketingkonception (Marketing-Konzeption)                  |                  | 5    | Obligatorisk valgfag          | Seminar      | 2                    | Moduleksamen (2048210)                   |
| BWL-FSem3Mark  | Forskningsseminar om marketing: Sustainability Marketing                                    |                  | 5    | Obligatorisk valgfag          | Seminar      | 2                    | Moduleksamen (2048310)                   |
| BWL-FSem4Mark  | Forskningsseminar om marketing: Anvendt marketingforskning (Angewandte Marketing-Forschung) |                  | 5    | Obligatorisk valgfag          | Seminar      | 2                    | Moduleksamen (2048410)                   |
| <b>Valgområde</b><br>Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Marketing. |   |                  |      |                               |              |                      |  |
| bwlServOperMan-01a   | Service Operations Management (Prof. Cleophas)  |                  | 5    | Valgfag                       | FL+Ø         | 2+2                  | Skriftlig eksamen (2130310)              |
| BWL-ManSrv   | Ledelse af serviceinnovationer (Management von Serviceinnovationen) (Prof. Schultz)         |                  | 5    | Valgfag                       | FL+Ø         | 2+1                  | Skriftlig eksamen (2080310)              |
| BWL-Entre2   | Entrepreneurship (Prof. Walter)   |                  | 5    | Valgfag                       | FL med Ø     | 3                    | Skriftlig eller mundtlig eksamen (31510) |
| BWL-OrgBeh   | Organizational Behavior (Prof. Buengeler)   |                  | 5    | Valgfag                       | FL+Ø         | 2+1                  | Moduleksamen (2110210)                   |
| BWL-IntlOrgal  | Internationalization and Organization I (Prof. Wolf)  |                  | 5    | Valgfag                       | FL+Ø         | 2+1                  | Skriftlig eksamen (31620)                |
| Specialiseret driftsøkonomistudiedel (SBWL) 5  | Organisation (1010500)  |                  |      |                               |              | Obligatorisk valgfag |  |
| Semesterperiode  | ECTS  | Bedømmelses-type |      | Arbejdsbyrde                  |              | Varighed             |  |
| 1.-3. semester   | Mindst 20   | Karakter         |      | Mindst 600 timer              |              | 1.-3. semester       |  |
| Modulkode  | Modultitel  |                  | ECTS | Valgfag/ obligatorisk valgfag | Lærings-form | SUT                  | Eksamenspræstation                       |
| <b>Valgpligtområde</b><br>Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.            |   |                  |      |                               |              |                      |  |
| BWL-SchlOrga   | Organisationsteorier (Organisationstheorien)  |                  | 5    | Obligatorisk valgfag          | FL+Ø         | 2+1                  | Skriftlig eksamen (2050310)              |
| BWL-UntFhrg  | Virksomhedsledelse (Unternehmensführung)  |                  | 5    | Obligatorisk valgfag          | FL+Ø         | 2+1                  | Skriftlig eksamen (31640)                |
| BWL-IntlOrgal  | Internationalization and Organization I   |                  | 5    | Obligatorisk valgfag          | FL+Ø         | 2+1                  | Skriftlig eksamen (31620)                |
| BWL-FSem1Orga  | Forskningsseminar om organisation   |                  | 5    | Obligatorisk valgfag          | Seminar      | 2                    | Hjemmearbejde + præsentation (2058110)   |

| <b>Valgområde</b>  |   |   |         |          |     |  |
|--|---|---|---------|----------|-----|--|
| Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Organisation. |   |   |         |          |     |  |
| BWL-IntlOrgall   | Internationalization and Organization II (Prof. Wolf) | 5 | Valgfag | FL+Ø     | 2+1 | Skriftlig eksamen (2050710)              |
| BWL-OrgBeh   | Organizational Behavior (Prof. Buengeler)             | 5 | Valgfag | FL+Ø     | 2+1 | Moduleksamen (2110210)                   |
| BWL-CoopNet  | Cooperation and Networks (Prof. Walter)               | 5 | Valgfag | FL med Ø | 3   | Skriftlig eller mundtlig eksamen (31520) |
| BWL-OrgaRnD  | Organizing R&D (Prof. Schultz)                        | 5 | Valgfag | FL+Ø     | 2+1 | Skriftlig eksamen (31920)                |

| <b>Specialiseret driftsøkonomistudiedel (SBWL) 6</b>   | <b>Regnskabsaflæggelse og revision (1010600)</b>  |                        |                      |                                      |                     | <b>Obligatorisk valgfag</b>            |                           |  |
|--|---|------------------------|----------------------|--------------------------------------|---------------------|--|---------------------------|--|
| <b>Semesterperiode</b>   | <b>ECTS</b>   | <b>Bedømmelsestype</b> |                      | <b>Arbejdsbyrde</b>                  |                     | <b>Varighed</b>                        |                           |  |
| 1.-3. semester   | Mindst 20   | Karakter               |                      | Mindst 600 timer                     |                     | 1.-3. semester                         |                           |  |
| <b>Modulkode</b>   | <b>Modultitel</b>   |                        | <b>ECTS</b>          | <b>Valgfag/ obligatorisk valgfag</b> | <b>Lærings-form</b> | <b>SUT</b>                             | <b>Eksamenspræstation</b> |  |
| <b>Valgpligtområde</b>   |   |                        |                      |                                      |                     |  |                           |  |
| Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.  |   |                        |                      |                                      |                     |  |                           |  |
| BWL-KonzRL   | Koncernrengskabsaflæggelse (Konzernrechnungslegung)   | 5                      | Obligatorisk valgfag | FL+Ø                                 | 2+1                 | Skriftlig eksamen (31750)              |                           |  |
| BWL-TheoExRL   | Teori om ekstern regnskabsaflæggelse (Theorie der externen Rechnungslegung)   | 5                      | Obligatorisk valgfag | FL+Ø                                 | 2+1                 | Skriftlig eksamen (2060210)            |                           |  |
| BWL-BilAna   | Regnskabsanalyse (Bilanzanalyse)  | 5                      | Obligatorisk valgfag | FL+Ø                                 | 2+1                 | Skriftlig eksamen (31760)              |                           |  |
| BWL-FSem1RLWP  | Forskningsseminar vedrørende regnskabsaflæggelse og revision  | 5                      | Obligatorisk valgfag | Seminar                              | 2                   | Hjemmearbejde + præsentation (2068110) |                           |  |
| BWL-FSemExtReweRLWP-01a  | Forskningsseminar om ekstern regnskabsføring  | 5                      | Obligatorisk valgfag | Seminar                              | 2                   | Hjemmearbejde + præsentation (...)     |                           |  |
| <b>Valgområde</b>  |   |                        |                      |                                      |                     |  |                           |  |
| Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel Regnskabsaflæggelse og revision (Rechnungslegung- und Wirtschaftsprüfung). |   |                        |                      |                                      |                     |  |                           |  |
| BWL-UntBew   | Virksomhedsanalyse og anvendt investeringsteori (Unternehmensbewertung und angewandte Investitionstheorie) (Prof. Nippel) | 5                      | Valgfag              | FL+Ø                                 | 2+1                 | Skriftlig eksamen (2020310)            |                           |  |
| BWL-SteuRefo   | Skatter og juridiske statusser (Steuern und Rechtsformen) (Prof. Heckemeyer)  | 5                      | Valgfag              | FL+Ø                                 | 2+1                 | Skriftlig eksamen (2120110)            |                           |  |
| ForschSemSelTopFin-01a   | Forskningsseminaret Selected Topics in Finance (Prof. Klos) (NYT)   | 5                      | Obligatorisk valgfag | Seminar                              | 2                   | Hjemmearbejde + præsentation ()        |                           |  |
| bwlForsch SemFinInv-01a  | Forskningsseminar Finansierings- og investeringsteori (NYT)   | 5                      | Obligatorisk valgfag | Seminar                              | 2                   | Hjemmearbejde + præsentation ()        |                           |  |
| BWL-FSem1Steu  | Forskningsseminar om skattevirkningsanalyse (Prof. Heckemeyer)  | 5                      | Valgfag              | Seminar                              | 2                   | Hjemmearbejde + præsentation (2128210) |                           |  |
| BWL-FSem2Steu  | Forskningsseminar om udvalgte spørgersmål angående virksomhedsbeskatning (Prof. Heckemeyer)                               | 5                      | Valgfag              | Seminar                              | 2                   | Hjemmearbejde + præsentation (2128110) |                           |  |

| <b>Specialiseret driftsøkonomistudiedel (SBWL) 7</b>                  | <b>Supply Chain Management (1010700)</b>            |                        |                      |                                      |                     | <b>Obligatorisk valgfag</b> |                           |  |
|---|---|------------------------|----------------------|--------------------------------------|---------------------|-----------------------------|---------------------------|--|
| <b>Semesterperiode</b>  | <b>ECTS</b>   | <b>Bedømmelsestype</b> |                      | <b>Arbejdsbyrde</b>                  |                     | <b>Varighed</b>             |                           |  |
| 1.-3. semester  | Mindst 20   | Karakter               |                      | Mindst 600 timer                     |                     | 1.-3. semester              |                           |  |
| <b>Modulkode</b>  | <b>Modultitel</b>                                   |                        | <b>ECTS</b>          | <b>Valgfag/ obligatorisk valgfag</b> | <b>Lærings-form</b> | <b>SUT</b>                  | <b>Eksamenspræstation</b> |  |
| <b>Valgpligtområde</b>  |   |                        |                      |                                      |                     |                             |                           |  |
| Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar. |   |                        |                      |                                      |                     |                             |                           |  |
| BWL-WertMan   | Værdiskabelsesmanagement (Wertschöpfungsmanagement) | 5                      | Obligatorisk valgfag | FL+Ø                                 | 2+1                 | Skriftlig eksamen (2070210) |                           |  |

# Christian-Albrechts-Universität zu Kiel

## Fagstudieordning for driftsøkonomi M.Sc. 2021

(ikke en officiel bekendtgørelse)

|   |  |   |                      |          |     |  |
|---|--|---|----------------------|----------|-----|--|
| BWL-SCM   | Supply Chain Management                              | 5 | Obligatorisk valgfag | FL+Ø     | 2+1 | Skriftlig eksamen (2070310)              |
| BWL-GrnLog  | Green Logistics                                      | 5 | Obligatorisk valgfag | FL+Ø     | 2+1 | Skriftlig eksamen (2070410)              |
|   | Economics and Management of Global Supply Chains     | 6 | Obligatorisk valgfag | FL+Ø     | 2+1 | Skriftlig eksamen (...)                  |
| BWL-FSem1SCM  | Forskningsseminar om Supply Chain Management         | 5 | Obligatorisk valgfag | Seminar  | 2   | Hjemmearbejde + præsentation (2078110)   |
| <b>Valgområde</b>   |  |   |                      |          |     |  |
| Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Supply Chain Management. |  |   |                      |          |     |  |
| bwlAdvBusAnalytics -01a   | Advanced Business Analytics (Prof. Cleophas)         | 5 | Valgfag              | FL+Ø     | 2+2 | Skriftlig eksamen (2130210)              |
| bwlCompMBus-01a   | Computational Modeling for Business (Prof. Cleophas) | 5 | Valgfag              | FL+Ø     | 2+2 | Skriftlig eksamen (2130410)              |
| BWL-CoopNet   | Cooperation and Networks (Prof. Walter)              | 5 | Valgfag              | FL med Ø | 3   | Skriftlig eller mundtlig eksamen (31520) |

| Specialiseret driftsøkonomistudiedel (SBWL) 8   | Teknologimanagement (Technologiemanagement) (1010800)                            |                 |                      |                               |                  | Obligatorisk valgfag                     |                    |  |  |
|---|--|-----------------|----------------------|-------------------------------|------------------|--|--------------------|--|--|
| Semesterperiode   | ECTS   | Bedømmelsestype |                      | Arbejdsbyrde                  |                  | Varighed                                 |                    |  |  |
| 1.-3. semester  | Mindst 20  | Karakter        |                      |                               | Mindst 600 timer | 1.-3. semester                           |                    |  |  |
| Modulkode   | Modultitel   |                 | ECTS                 | Valgfag/ obligatorisk valgfag | Læringsform      | SUT                                      | Eksamenspræstation |  |  |
| <b>Valgpligtområde</b>  |  |                 |                      |                               |                  |  |                    |  |  |
| Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.   |  |                 |                      |                               |                  |  |                    |  |  |
| BWL-StraTechM   | Strategic Technology Management  | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1              | Moduleksamen (31910)                     |                    |  |  |
| BWL-OrgaRnD   | Organizing R&D   | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1              | Moduleksamen (31920)                     |                    |  |  |
| BWL-ManSrv  | Ledelse af serviceinnovationer (Management von Serviceinnovationen)              | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1              | Moduleksamen (2080310)                   |                    |  |  |
| BWL-FSem1TecM   | Forskningsseminar vedrørende teknologimanagement: Strategisk teknologimanagement | 5               | Obligatorisk valgfag | Seminar                       | 2                | Hjemmearbejde + præsentation (2088110)   |                    |  |  |
| BWL-FSem2TecM   | Forskningsseminar vedrørende teknologimanagement: Organizing R&D                 | 5               | Obligatorisk valgfag | Seminar                       | 2                | Hjemmearbejde + præsentation (2088210)   |                    |  |  |
| BWL-FSem3TecM   | Forskningsseminar vedrørende teknologimanagement: Applied Innovation Research    | 5               | Obligatorisk valgfag | Seminar                       | 2                | Hjemmearbejde + præsentation (2088310)   |                    |  |  |
| <b>Valgområde</b>   |  |                 |                      |                               |                  |  |                    |  |  |
| Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Teknologimanagement (Technologiemanagement). |  |                 |                      |                               |                  |  |                    |  |  |
| BWL-CoopNet   | Cooperation and Networks (Prof. Walter)  | 5               | Valgfag              | FL med Ø                      | 3                | Skriftlig eller mundtlig eksamen (31520) |                    |  |  |
| bwlChangeMan-01a  | Change Management (Prof. Buengeler)  | 5               | Valgfag              | FL+Ø                          | 2+1              | Moduleksamen (2110410)                   |                    |  |  |
| BWL-UntFhrg   | Virksomhedsledelse (Unternehmensführung) (Prof. Wolf)                            | 5               | Valgfag              | FL+Ø                          | 2+1              | Skriftlig eksamen (31640)                |                    |  |  |
| BWL-MarkFor   | Marketingforskning (Marketing-Forschung) Hoffmann)                               | 5               | Valgfag              | FL+Ø                          | 2+1              | Moduleksamen (31150)                     |                    |  |  |

| Specialiseret driftsøkonomistudiedel (SBWL) 9                         | Personale og organisation (Personal und Organisation) (1011000) |                 |      |                               |                  | Obligatorisk valgfag |                    |  |  |
|---|---|-----------------|------|-------------------------------|------------------|----------------------|--------------------|--|--|
| Semesterperiode   | ECTS  | Bedømmelsestype |      | Arbejdsbyrde                  |                  | Varighed             |                    |  |  |
| 1.-3. semester  | Mindst 20   | Karakter        |      |                               | Mindst 600 timer | 1.-3. semester       |                    |  |  |
| Modulkode   | Modultitel  |                 | ECTS | Valgfag/ obligatorisk valgfag | Læringsform      | SUT                  | Eksamenspræstation |  |  |
| <b>Valgpligtområde</b>  |   |                 |      |                               |                  |                      |                    |  |  |
| Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar. |   |                 |      |                               |                  |                      |                    |  |  |

|   |   |   |                      |         |     |  |
|---|---|---|----------------------|---------|-----|--|
| bwlAdvHRM-01a   | Advanced Human Resource Management  | 5 | Obligatorisk valgfag | FL+Ø    | 2+1 | Moduleksamen (2110120)                 |
| BWL-OrgBeh  | Organizational Behavior   | 5 | Obligatorisk valgfag | FL+Ø    | 2+1 | Moduleksamen (2110210)                 |
| bwlChangeMan-01a  | Change Management   | 5 | Obligatorisk valgfag | FL+Ø    | 2+1 | Moduleksamen (2110410)                 |
| bwlFSemAOrgPers-01a   | Forskningsseminar: Applied Research in Organizational Behavior A (forårssemester)   | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2118210) |
| bwlFSemBOrgPers-01a   | Forskningsseminar: Applied Research in Organizational Behavior A (efterårssemester) | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2118310) |
| <b>Valgområde</b>   |   |   |                      |         |     |  |
| Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Personale og organisation (Personal und Organisation). |   |   |                      |         |     |  |
| bwlAdvBusAnalytics -01a   | Advanced Business Analytics (Prof. Cleophas)  | 5 | Valgfag              | FL+Ø    | 2+2 | Skriftlig eksamen (2130210)            |
| BWL-OrgaRnD   | Organizing R&D (Prof. Schultz)  | 5 | Valgfag              | FL+Ø    | 2+1 | Skriftlig eksamen (31920)              |
| BWL-UntFhrg   | Virksomhedsledelse (Unternehmensführung) (Prof. Wolf)                               | 5 | Valgfag              | FL+Ø    | 2+1 | Skriftlig eksamen (31640)              |
| BWL-SchlOrga  | Organisationsteorier (Organisationstheorien) (Prof. Wolf)                           | 5 | Valgfag              | FL+Ø    | 2+1 | Skriftlig eksamen (2050310)            |
| BWL-MarkFor   | Marketingforskning (Marketing-Forschung)  | 5 | Valgfag              | FL+Ø    | 2+1 | Moduleksamen (31150)                   |
| BWL-MarkComm  | Marketing Communication   | 5 | Valgfag              | FL+Ø    | 2+1 | Moduleksamen (31170)                   |

| Specialiseret driftsøkonomistudiedel (SBWL) 10   | Virksomhedsbeskatning (Unternehmensbesteuerung) (1011100)   |                 |                      |                               |             | Obligatorisk valgfag   |                    |
|--|---|-----------------|----------------------|-------------------------------|-------------|--|--------------------|
| Semesterperiode  | ECTS  | Bedømmelsestype |                      | Arbejdsbyrde                  |             | Varighed   |                    |
| 1.-3. semester   | Mindst 20   | Karakter        |                      | Mindst 600 timer              |             | 1.-3. semester   |                    |
| Modulkode  | Modultitel  |                 | ECTS                 | Valgfag/ obligatorisk valgfag | Læringsform | SUT  | Eksamenspræstation |
| <b>Valgpligtområde</b><br>Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.  |   |                 |                      |                               |             |  |                    |
| BWL-SteuRefo   | Skatter og juridiske statusser (Steuern und Rechtsformen)   | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1         | Skriftlig eksamen (2120110)  |                    |
| BWL-IntUntbest   | Grundprincipper for international virksomhedsbeskatning (Grundlagen der internationalen Unternehmensbesteuerung)          | 5               | Obligatorisk valgfag | FL+Ø                          | 2+2         | Skriftlig eksamen (2120210)  |                    |
| BWL-SteuPla  | Skatteplanlægning og skattevirkning (Steuerplanung und Steuerwirkung)   | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1         | Kort referat som forudgående eksamenspræstation, skriftlig eksamen (2120310) |                    |
| bwlSteuerarten-01a   | Skattetyper   | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1         | Skriftlig eksamen (2120510)  |                    |
| bwlBusTaxEurope-01a  | Business Taxation in Europe (på engelsk)  | 5               | Obligatorisk valgfag | FL+Ø                          | 2+1         | Skriftlig eksamen (2120410)  |                    |
| BWL-FSem1Steu  | Forskningsseminar om skattevirkningsanalyse   | 5               | Obligatorisk valgfag | Seminar                       | 2           | Hjemmearbejde + præsentation (2128210)                                       |                    |
| BWL-FSem2Steu  | Forskningsseminar om udvalgte spørgsmål angående virksomhedsbeskatning  | 5               | Obligatorisk valgfag | Seminar                       | 2           | Hjemmearbejde + præsentation (2128110)                                       |                    |
| <b>Valgområde</b><br>Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Virksomhedsbeskatning (Unternehmensbesteuerung). |   |                 |                      |                               |             |  |                    |
| BWL-TheoExRL   | Teori om ekstern regnskabsafslæggelse (Theorie der externen Rechnungslegung) (Prof. Blecher)                              | 5               | Valgfag              | FL+Ø                          | 2+1         | Skriftlig eksamen (2060210)  |                    |
| BWL-UntBew   | Virksomhedsanalyse og anvendt investeringsteori (Unternehmensbewertung und angewandte Investitionstheorie) (Prof. Nippel) | 5               | Valgfag              | FL+Ø                          | 2+1         | Skriftlig eksamen (2020310)  |                    |
| BWL-FSem1RLWP  | Forskningsseminar vedrørende regnskabsafslæggelse og revision (Prof. Blecher)   | 5               | Valgfag              | Seminar                       | 2           | Hjemmearbejde + præsentation (2068110)                                       |                    |
| BWL-FSemExtReweRLW P-01a   | Forskningsseminar om ekstern regnskabsføring (Prof. Blecher)  | 5               | Valgfag              | Seminar                       | 2           | Hjemmearbejde + præsentation (...)   |                    |
| ForschSemSelTopFin-01a   | Forskningsseminaret Selected Topics in Finance (Prof. Klos)   | 5               | Valgfag              | Seminar                       | 2           | Hjemmearbejde + præsentation (...)   |                    |
| bwlForsch SemFinInv-01a  | Forskningsseminar om finansierings- og investeringsteori (Prof. Nippel)   | 5               | Valgfag              | Seminar                       | 2           | Hjemmearbejde + præsentation (...)   |                    |
| bwlCompMBus-01a  | Computational Modeling for Business (Prof. Cleophas)  | 5               | Valgfag              | FL+Ø                          | 2+2         | Skriftlig eksamen (2130410)  |                    |

| Specialiseret driftsøkonomistudiedel (SBWL) 11  | Service Analytics (1011200) |                 |                      |                               |             | Obligatorisk valgfag                        |                    |
|---|-----------------------------|-----------------|----------------------|-------------------------------|-------------|---|--------------------|
| Semesterperiode   | ECTS                        | Bedømmelsestype |                      | Arbejdsbyrde                  |             | Varighed                                    |                    |
| 1.-3. semester  | Mindst 20                   | Karakter        |                      | Mindst 600 timer              |             | 1.-3. semester                              |                    |
| Modulkode   | Modultitel                  |                 | ECTS                 | Valgfag/ obligatorisk valgfag | Læringsform | SUT   | Eksamenspræstation |
| <b>Valgpligtområde</b><br>Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar. |                             |                 |                      |                               |             |   |                    |
| bwlRevMan-01a   | Revenue Management          | 5               | Obligatorisk valgfag | FL+Ø                          | 2+2         | Skriftlig eksamen og præsentation (2130110) |                    |
| bwlAdvBusAnalytics -01a   | Advanced Business Analytics | 5               | Obligatorisk valgfag | FL+Ø                          | 2+2         | Skriftlig eksamen (2130210)                 |                    |

|   |   |   |                      |         |     |  |
|---|---|---|----------------------|---------|-----|--|
| bwlServOperMan-01a  | Service Operations Management   | 5 | Obligatorisk valgfag | FL+Ø    | 2+2 | Skriftlig eksamen (2130310)            |
| bwlCompMBus-01a   | Computational Modeling for Business                                       | 5 | Obligatorisk valgfag | FL+Ø    | 2+2 | Skriftlig eksamen (2130410)            |
| bwlResSemRevMan -01a  | Research Seminar Demand Management  | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2138110) |
| bwlResSemSerAnal ytics-01a  | Research Seminar Service Analytics  | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2138210) |
| bwlResSemDatenor ientPlan-01a   | Forskningsseminar om dataorienteret planlægning i driftsøkonomi (på tysk) | 5 | Obligatorisk valgfag | Seminar | 2   | Hjemmearbejde + præsentation (2138310) |
| <b>Valgområde</b>   |   |   |                      |         |     |  |
| Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel (SBWL) Service Analytics. |   |   |                      |         |     |  |
| BWL-WertMan   | Værdiskabelsesmanagement (Wertschöpfungsmanagement) (Prof. Meisel)        | 5 | Valgfag              | FL+Ø    | 2+1 | Skriftlig eksamen (2070210)            |
| BWL-GrnLog  | Green Logistics (Prof. Meisel)  | 5 | Valgfag              | FL+Ø    | 2+1 | Skriftlig eksamen (2070410)            |
| BWL-StraTechM   | Strategic Technology Management (Prof. Schultz)                           | 5 | Valgfag              | FL+Ø    | 2+1 | Skriftlig eksamen (31910)              |
| bwlChangeMan-01a  | Change Management (Prof. Buengeler)                                       | 5 | Valgfag              | FL+Ø    | 2+1 | Moduleksamen (2110410)                 |

| Specialiseret driftsøkonomistudiedel (SBWL) 12 NY  | Business Processes and Data <sup>4</sup> ()   |                 |                      |                               |             | Obligatorisk valgfag                   |                    |  |  |
|--|---|-----------------|----------------------|-------------------------------|-------------|--|--------------------|--|--|
| Semesterperiode  | ECTS  | Bedømmelsestype |                      | Arbejdsbyrde                  |             | Varighed                               |                    |  |  |
| 1.-3. semester   | Mindst 20   | Karakter        |                      | Mindst 600 timer              |             | 1.-3. semester                         |                    |  |  |
| Modulkode  | Modultitel  |                 | ECTS                 | Valgfag/ obligatorisk valgfag | Læringsform | SUT                                    | Eksamenspræstation |  |  |
| <b>Valgpligtområde</b>   |   |                 |                      |                               |             |  |                    |  |  |
| Der skal blandt dette udvalg vælges mindst 2 FL-moduler og 1 seminar.                            |   |                 |                      |                               |             |  |                    |  |  |
| bwlAdvBusAnalytics -01a  | Advanced Business Analytics (Prof. Cleophas)  | 5               | Obligatorisk valgfag | FL+Ø                          | 2+2         | Skriftlig eksamen (2130210)            |                    |  |  |
| bwlCompMBus-01a  | Computational Modeling for Business <sup>5</sup> (Prof. Cleophas)   | 5               | Obligatorisk valgfag | FL+Ø                          | 2+2         | Skriftlig eksamen (2130410)            |                    |  |  |
| infPM-01a  | Process Mining I (institut for datalogi (Institut für Informatik), Prof. Koschmider)  | 6               | Obligatorisk valgfag | FL+Ø                          | 2+2         | Skriftlig eksamen (...)                |                    |  |  |
| bwlResSemDatenor ientPlan-01a  | Forskningsseminar om dataorienteret planlægning i driftsøkonomi (på tysk) (Prof. Cleophas og Prof. Meisel)                                  | 5               | Obligatorisk valgfag | Seminar                       | 2           | Hjemmearbejde + præsentation (2138310) |                    |  |  |
| infSPA-01a   | Seminar Process Analytics (institut for datalogi (Institut für Informatik), Prof. Koschmider)   | 4               | Obligatorisk valgfag | Seminar                       | 2           | Hjemmearbejde + præsentation (...)     |                    |  |  |
| <b>Valgområde</b>  |   |                 |                      |                               |             |  |                    |  |  |
| Disse moduler kan indgå i den specialiserede driftsøkonomistudiedel Business Processes and Data. |   |                 |                      |                               |             |  |                    |  |  |
| bwlServOperMan-01a   | Service Operations Management (Prof. Cleophas)  | 5               | Valgfag              | FL+Ø                          | 2+2         | Skriftlig eksamen (2130310)            |                    |  |  |
| BWL-GrnLog   | Green Logistics (Prof. Meisel)  | 5               | Valgfag              | FL+Ø                          | 2+1         | Skriftlig eksamen (2070410)            |                    |  |  |
| infEdP-02a   | Udvikling af digitale platforme (Entwicklung von digitalen Plattformen) (institut for datalogi (Institut für Informatik), Prof. Koschmider) | 6               | Valgfag              | FL+Ø                          | 2+1         | Skriftlig eller mundtlig eksamen (...) |                    |  |  |

<sup>4</sup> Hvis både den specialiserede driftsøkonomistudiedel Service Analytics og den specialiserede driftsøkonomistudiedel Business Processes and Data skal bestås, anbefales det at deltage i de af Prof. Koschmider udbudte datalogimoduler, da en dobbeltberegning af moduler ikke er muligt!

<sup>5</sup> „Computational Modeling for Business“ kan kun indgå i enten det kvantitative valgpligtområde eller i en af de specialiserede driftsøkonomistudiedele „Service Analytics“ eller „Business Processes and Data“.

## 2. Modular i det kvantitative valgpligtområde

(Version: 17.11.2020)

|   |  |                        |                     |            |                                |
|---|--|------------------------|---------------------|------------|--------------------------------|
| <b>bwlCompMBus-01a</b>                      | <b>Computational Modeling for Business<sup>6</sup></b> |                        |                     |            | <b>Obligatorisk valgfag</b>    |
| <b>Semesterperiode</b>                      | <b>ECTS</b>  | <b>Bedømmelsestype</b> | <b>Arbejdsbyrde</b> |            | <b>Varighed</b>                |
| 1. eller 2. semester                        | 5  | Karakter               | 150 timer           |            | 1 semester                     |
| <b>Undervisningsforløb</b>                  |  |                        | <b>Læringsform</b>  | <b>SUT</b> | <b>Eksamenspræstation</b>      |
| Computational Modeling for Business         |  | Forelæsning            |                     | 2          | Skriftlig eksamen<br>(2130410) |
| Øvelse, Computational Modeling for Business |  | Øvelse                 |                     | 2          |                                |
| <b>VWLaemMuMe-02a</b>                       | <b>Multivariate Methods</b>                            |                        |                     |            | <b>Obligatorisk valgfag</b>    |
| <b>Semesterperiode</b>                      | <b>ECTS</b>  | <b>Bedømmelsestype</b> | <b>Arbejdsbyrde</b> |            | <b>Varighed</b>                |
| 1. eller 2. semester                        | 6  | Karakter               | 180 timer           |            | 1 semester                     |
| <b>Undervisningsforløb</b>                  |  |                        | <b>Læringsform</b>  | <b>SUT</b> | <b>Eksamenspræstation</b>      |
| Multivariate Methods                        |  | Forelæsning            |                     | 2          | Moduleksamen ()                |
| Øvelse, Multivariate Methods                |  | Øvelse                 |                     | 1          |                                |
| Pc-øvelse                                   |  | Pc-øvelse              |                     | 1          |                                |
| <b>bwlEmpFin-01a</b>                        | <b>Empirical Finance (NYT)</b>                         |                        |                     |            | <b>Obligatorisk valgfag</b>    |
| <b>Semesterperiode</b>                      | <b>ECTS</b>  | <b>Bedømmelsestype</b> | <b>Arbejdsbyrde</b> |            | <b>Varighed</b>                |
| 1. eller 2. semester                        | 5  | Karakter               | 150 timer           |            | 1 semester                     |
| <b>Undervisningsforløb</b>                  |  |                        | <b>Læringsform</b>  | <b>SUT</b> | <b>Eksamenspræstation</b>      |
| Empirical Finance                           |  | Forelæsning            |                     | 2          | Moduleksamen ()                |
| Øvelse, Empirical Finance                   |  | Øvelse                 |                     | 1          |                                |
| <b>VWLaemUTSA-02a</b>                       | <b>Univariate Time Series Analysis</b>                 |                        |                     |            | <b>Obligatorisk valgfag</b>    |
| <b>Semesterperiode</b>                      | <b>ECTS</b>  | <b>Bedømmelsestype</b> | <b>Arbejdsbyrde</b> |            | <b>Varighed</b>                |
| 1. eller 2. semester                        | 6  | Karakter               | 150 timer           |            | 1 semester                     |
| <b>Undervisningsforløb</b>                  |  |                        | <b>Læringsform</b>  | <b>SUT</b> | <b>Eksamenspræstation</b>      |
| Univariate Time Series Analysis             |  | Forelæsning            |                     | 2          | Moduleksamen ()                |
| Øvelse, Univariate Time Series Analysis     |  | Øvelse                 |                     | 2          |                                |

<sup>6</sup> Hvis modulet „Computational Modeling for Business“ indgår i det kvantitative, obligatoriske område, kan det ikke længere bestås i de specialiserede driftsøkonomistudiedele „Service Analytics“ og „Business Processes and Data“.

### 3. Modular i suppleringsområdet

(Version: 24.11.2020)

#### 1. Modular fra undervisningsudbudet på institut for nationaløkonomi (Institut für VWL)

Fra kandidatstudiets Economics må alle forelæsningsmoduler fra området „Elective Economics“ indgå i suppleringsområdet.

|  | Nationaløkonomimodul fra Economics-kandidatstudiets fra området „Elective Economics“ |                 |              |     | Valgfag      |
|--|--|-----------------|--------------|-----|--------------|
| Semesterperiode                          | ECTS   | Bedømmelsestype | Arbejdsbyrde |     | Varighed     |
| 1.-3. semester                           | 6  | Karakter        | 180 timer    |     | 1 semester   |
| Undervisningsforløb                      |  |                 | Læringsform  | SUT | ECTS         |
| „Elective Economics“-forelæsningsmoduler |  |                 | FL+Ø         | 2-3 | 6            |
|  |  |                 |              |     | Moduleksamen |

Udvalget fremgår af moduloversigten for fagstudieordningen for Economics-kandidatstudiets.

#### 2. Modular fra undervisningsudbudet på institut for statistik og økonometri (Institut für Statistik und Ökonometrie)

| Modulkode        | Modulnavn (modulnr.)                                 | Modulkurser                           | ECTS-point | Bedømmelse | Eksamination (eksamsnr.) | Kontakttid     |
|------------------|--|---------------------------------------|------------|------------|--------------------------|----------------|
| VWLaemTS Eco-02a | Time Series Econometrics ()                          | Forelæsning + øvelse + computerøvelse | 6          | Karakter   | Skriftlig eksamen ()     | 2 + 2 + 1      |
| VWLaemEc oMe-02a | Econometrics Methods ()                              | Forelæsning + øvelse + computerøvelse | 6          | Karakter   | Skriftlig eksamen ()     | 2 + 2 + 1      |
| VWLaemBa Eco-02a | Bayesian Econometrics ()                             | Forelæsning + øvelse + computerøvelse | 6          | Karakter   | Skriftlig eksamen ()     | 2 + 2 + 1      |
| VWLaemPr Ca-02a  | Probability Calculus ()                              | Forelæsning + øvelse + computerøvelse | 6          | Karakter   | Skriftlig eksamen ()     | 2 + 2 + 1      |
| VWLaemIn Sta-02a | Inferential Statistics ()                            | Forelæsning + øvelse + computerøvelse | 6          | Karakter   | Skriftlig eksamen ()     | 2 + 2 + 1      |
| VWLaemNo Sta-02a | Nonparametric Statistics III ()                      | Forelæsning + øvelse + computerøvelse | 6          | Karakter   | Skriftlig eksamen ()     | 2 + 2 + 1      |
| VWLseSpE co-02a  | Spatial Econometrics ()                              | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |
| VWLaemM TSAF-02a | Multivariate Time Series Analysis and Forecasting () | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |
| VWLaemAB CAF-02a | Applied Business Cycle and Forecasting ()            | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2+1 eller 2    |
| VWLaemPa Eco-02a | Panel Econometrics ()                                | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |
| VWLaemMa c-02a   | Macroeconomics ()                                    | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |
| VWLaemMi c-02a   | Microeconomics ()                                    | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |
| VWLaemLa Eco-02a | Labor Economics ()                                   | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |
| VWLaemAp TSA-02a | Applied Time Series Analysis ()                      | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |
| VWLaemSt Co-02a  | Statistical Computing (3902400)                      | Forelæsning (+ øvelsel)               | 6          | Karakter   | Moduleksamen ()          | 2 (+1 eller 2) |
| VWLaemSt aLe-02a | Statistical Learning ()                              | Forelæsning + øvelse                  | 6          | Karakter   | Moduleksamen ()          | 2 + 1 eller 2  |

**3. Moduler fra undervisningsudbudet på det juridiske fakultet (Juristische Fakultät)**

| BWL-JUR_EuKartR-V                  | Europæisk kartelret (Europäisches Kartellrecht) |                 |              |                                       | Obligatorisk valgfag |
|------------------------------------|---|-----------------|--------------|---------------------------------------|----------------------|
| Semesterperiode                    | ECTS  | Bedømmelsestype | Arbejdsbyrde |                                       | Varighed             |
| 1.-3. semester                     | 5   | Karakter        | 150 timer    |                                       | 1 semester           |
| Undervisningsforløb                | ECTS  | Læringsform     | SUT          | Eksamenspræstation                    |                      |
| Forelæsning om europæisk kartelret | 5   | Forelæsning     | 2            | Skriftlig/ mundtlig eksamen (4000110) |                      |

Modulet „Europæisk kartelret“ bør bestås inden deltagelse i seminaret.

| BWL-JUR_EuKartR-S     | Kartelretligt seminar |                 |              |  | Obligatorisk valgfag |
|-----------------------|-----------------------|-----------------|--------------|--|----------------------|
| Semesterperiode       | ECTS                  | Bedømmelsestype | Arbejdsbyrde |  | Varighed             |
| 1.-3. semester        | 5                     | Karakter        | 150 timer    |  | 1 semester           |
| Undervisningsforløb   | ECTS                  | Læringsform     | SUT          | Eksamenspræstation                     |                      |
| Kartelretligt seminar | 5                     | Seminar         | 2            | Hjemmearbejde + præsentation (4000120) |                      |

| BWL-JUR_GesR                                | Selskabsret (Gesellschaftsrecht) (4000200) |                 |              |                                      | Obligatorisk valgfag |
|---|--|-----------------|--------------|--------------------------------------|----------------------|
| Semesterperiode                             | ECTS                                       | Bedømmelsestype | Arbejdsbyrde |                                      | Varighed             |
| 1.-3. semester                              | 5  | Karakter        | 150 timer    |                                      | 1 semester           |
| Undervisningsforløb                         | ECTS                                       | Læringsform     | SUT          | Eksamenspræstation                   |                      |
| Forelæsning om selskabsrettens hovedpunkter | 5  | Forelæsning     | 2            | Skriftlig/mundtlig eksamen (4000210) |                      |

Anbefaling: Modulet „Selskabsret“ bør bestås inden deltagelse i modulet „Kapitalselskabsret“.

| BWL-JUR_KapGesR                   | Kapitalselskabsret (Kapitalgesellschaftsrecht) (4000300) |                 |              |                                      | Obligatorisk valgfag |
|-----------------------------------|--|-----------------|--------------|--------------------------------------|----------------------|
| Semesterperiode                   | ECTS   | Bedømmelsestype | Arbejdsbyrde |                                      | Varighed             |
| 1.-3. semester                    | 5  | Karakter        | 150 timer    |                                      | 1 semester           |
| Undervisningsforløb               | ECTS   | Læringsform     | SUT          | Eksamenspræstation                   |                      |
| Forelæsning om kapitalselskabsret | 5  | Forelæsning     | 2            | Skriftlig/mundtlig eksamen (4000310) |                      |

| NYT  | Arbejdsrettens hovedpunkter (Arbeitsrecht im Überblick) |                 |              |                     | Obligatorisk valgfag |
|--|---|-----------------|--------------|---------------------|----------------------|
| Semesterperiode                            | ECTS  | Bedømmelsestype | Arbejdsbyrde |                     | Varighed             |
| 1.-3. semester                             | 5   | Karakter        | 150 timer    |                     | 1 semester           |
| Undervisningsforløb                        | ECTS  | Læringsform     | SUT          | Eksamenspræstation  |                      |
| Forelæsning om arbejdsrettens hovedpunkter | 5   | Forelæsning     | 3            | Mundtlig eksamen () |                      |

**4. Moduler fra undervisningsudbudet på datalogi og datalogi-økonomi**

Det er for alle datalogimoduler nødvendigt at have en grundlæggende viden om datalogi, som man fx kan opnå i modulet „Datalogi til økonomisk videnskab“ (Informatik für die Wirtschaftswissenschaften).

Detaljerede oplysninger om modulerne og krav findes på: <http://www.inf.uni-kiel.de/de/studium/studiengaenge/informatik-als-nebenfach>

Hvis du har spørgsmål, er du velkommen til at kontakte studierådgiveren for bifaget datalogi.

| WInf-BetrStan  |      | Virksomhedstandardsoftware (Betriebliche Standardsoftware) |              |        |                         |
|--|------|--|--------------|--------|-------------------------|
| Semesterperiode  | ECTS | Bedømmelsestype  | Arbejdsbyrde |        | Varighed                |
| 1.-4. semester   | 8    | Karakter   | 240 timer    |        | 1 semester              |
| <b>Undervisningsforløb</b>                                 |      |  | Læringsform  | SUT    | Eksamenspræstation      |
| Virksomhedstandardsoftware (Betriebliche Standardsoftware) |      | Forelæsning  | 2            | Øvelse | Skriftlig eksamen (...) |
| Tilstedeværelsесøvelse med computerøvelser                 |      | Øvelse   | 3            |        |                         |

| Inf-IS  |      | Informationssystemer (Informationssysteme) (eventuel ny titel: Databaser (Datenbanken) med 5 ECTS) |              |        |                         |
|---|------|--|--------------|--------|-------------------------|
| Semesterperiode   | ECTS | Bedømmelsestype  | Arbejdsbyrde |        | Varighed                |
| 1.-4. semester  | 8    | Karakter   | 240 timer    |        | 1 semester              |
| <b>Undervisningsforløb</b>  |      |  | Læringsform  | SUT    | Eksamenspræstation      |
| Informationssystemer (Informationssysteme)  |      | Forelæsning  | 4            | Øvelse | Skriftlig eksamen (...) |
| Tilstedeværelsесøvelse om informationssystemer (Präsenzübung Informationssysteme) |      | Øvelse   | 2            |        |                         |

| infKDDM-01a   |      | Knowledge Discovery and Data Mining |              |        |  |  |
|---|------|-------------------------------------|--------------|--------|--|--|
| Semesterperiode   | ECTS | Bedømmelsestype                     | Arbejdsbyrde |        | Varighed                               |  |
| 1.-4. semester  | 8    | Karakter                            | 240 timer    |        | 1 semester                             |  |
| <b>Undervisningsforløb</b>                                  |      |                                     | Læringsform  | SUT    | Eksamenspræstation                     |  |
| Knowledge Discovery and Data Mining                         |      | Forelæsning                         | 4            | Øvelse | Skriftlig eller mundtlig eksamen (...) |  |
| Tilstedeværelsесøvelse: Knowledge Discovery and Data Mining |      | Øvelse                              | 2            |        |  |  |
| MS0701  |      | E-Commerce                          |              |        |  |  |
| Semesterperiode   | ECTS | Bedømmelsestype                     | Arbejdsbyrde |        | Varighed                               |  |
| 1.-4. semester  | 8    | Karakter                            | 240 timer    |        | 1 semester                             |  |
| <b>Undervisningsforløb</b>                                  |      |                                     | Læringsform  | SUT    | Eksamenspræstation                     |  |
| E-Commerce  |      | Forelæsning                         | 4            | Øvelse | Skriftlig eller mundtlig eksamen (...) |  |
| Tilstedeværelsесøvelse: E-Commerce                          |      | Øvelse                              | 2            |        |  |  |

**Moduler fra undervisningsudbudet på psykologi**

Modulet „Arbejds- og organisationspsykologi“ (Arbeits- und Organisationspsychologie) kan vælges af studerende, der allerede har bestået modulet „Basisviden om psykologi for studerende på fagsupplæringsprofileringen“ (Grundlagen der Psychologie für Studierende des Profils Fachergänzung) på bachelordelen. Deltagerantallet på modulet er årligt begrænset til ti studerende.

| <b>Arbejds- og organisationspsykologi (Arbeits- und Organisationspsychologie) (3601)</b> |      |                 |                    |            |                           |
|--|------|-----------------|--------------------|------------|---------------------------|
| Semesterperiode  | ECTS | Bedømmelsestype | Arbejdsbyrde       |            | Varighed                  |
| 1.-3. semester   | 8    | Karakter        | 240 timer          |            | <b>To semestre</b>        |
| <b>Undervisningsforløb</b>   |      |                 | <b>Læringsform</b> | <b>SUT</b> | <b>Eksamenspræstation</b> |
| Arbejds- og organisationspsykologi I (Arbeits- und Organisationspsychologie I)           |      |                 | Forelæsning        | 2          | Skriftlig eksamen (3610)  |
| Arbejds- og organisationspsykologi II (Arbeits- und Organisationspsychologie II)         |      |                 | Forelæsning        | 2          | Skriftlig eksamen (3620)  |