

**Book of Modules
for the two-year Master of Science in
Corporate Management & Economics
(2y MSc CME)**

Table of Contents

Major Phase Mandatory Modules	5
Major Phase (1st semester) Foundation	5
Module 112044 Econometrics	5
Module 11209 Advanced Statistics.....	6
Module 112052 Corporate Finance	7
Module 112062 Macroeconomics	8
Module Mandatory/Elective Module I - III.....	9
Major Phase (1st – 3rd semester) Advanced Subjects	10
Module 232061 Advanced Microeconomics.....	10
Module 232062 Advanced Macroeconomics	11
Module 212042 Advanced Applied Econometrics	12
Module 12344 Advanced Methods	13
Major Phase Elective Modules	14
Interdisciplinary Subject: Family Business	14
Module 242122-6 Family Entrepreneurship	14
Module 242051-6 Family Governance	15
Module 242053-6 Family Business Current Issues.....	16
Interdisciplinary Subject: Leadership & Relational Societies	17
Module 242123-6 Relational Economics	17
Module 242124-6 Governance of Value Networks.....	18
Module 242111-6 Advances in Behavioral Ethics	19
Interdisciplinary Subject: Sustainable Transport & Mobility	20
Module 242141-6 Sustainable Transport Policy	20
Module 242142-6 Mobility Innovations & Digitalization	22
Module 542014-6 Supply Chain Management & International Freight Transport	23
Interdisciplinary Subject: Sustainable Finance & Accounting	24
Module 242151-6 Green Finance	24
Module 242152-6 Sustainability Accounting	25
Module 243021-6 Global Governance	26
Interdisciplinary Subject: ZU Master programs	27
Module ZU Specific content I - III	27
Interdisciplinary subject: modules of other universities	28
Module 242493 Specific Content I - III	28
Elinor Ostrom Project	29
Module 24251 Research Project	29

Professional practice	31
Module 000092 Internship in Germany or abroad.....	31
Module 000081 Internship in Germany or abroad.....	32
Module 000082 Set Up Own Business.....	33
Module 000091 Set Up Own Business.....	34
Master Phase (4th semester)	35
Module 55000 Final Module.....	35
ZU Plus (1st – 4nd semester) optional.....	36
Interdisciplinary Workshops	36
Modul 110011 Fundamentals of Entrepreneurship	36
Modul 110012 Creativity & Performativity	37

Major Phase | Mandatory Modules

Major Phase (1st semester) Foundation

Module 112044 Econometrics				
MSc CME	1 st semester	4 hours per week	6 ECTS	Contact time/self-study (in h): 48/102
Teaching form			Lecture Exercise or tutorial Seminar	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Examination Poster presentation	
Scope and Length of Examinations			According to agreement	
Module Responsibility with			Prof. Dr. Franziska Peter Chair of Empirical Finance and Econometrics	
Participation requirements			Basic knowledge in business mathematics and statistics	
Use of Module			Mandatory module MSc CME Mandatory module BA CME	
Content				
Basic concepts of probability theory The simple regression model Extensions of the simple regression model The multiple regression model Regression with binary variables Asymptotics and Maximum Likelihood Estimation Logit and Probit Models				
Qualification Objectives				
Students learn elementary econometric methods. The focus is on the linear regression model and its practical application. The theory is illustrated by PC exercises using the statistical program R.				
Literature				
Wooldridge, J. (2012). Introductory econometrics: A modern approach. South-Western College Publishers.				
Courses in the module			ECTS	hours per week
LV 112044 Econometrics			3	4

Module 11209 Advanced Statistics				
MSc CME	1 st semester	4 hours per week	6 ECTS	Contact time/self-study (in h): 48/102
Teaching form			Lecture Exercise or tutorial Seminar	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Written exam (MTP)	
Scope and Length of Examinations			According to agreement	
Module Responsibility with			Prof. Dr. Franziska Peter Chair of Empirical Finance and Econometrics	
Participation requirements			Basic knowledge in economics	
Use of Module			Mandatory module MSc CME Mandatory module BA CME	
<p>Statistics II</p> <p>Building on Statistics I, Statistics II bridges the gap between descriptive statistics and analogous concepts in probability theory. The students deepen their knowledge from Statistics I, knowledge of special distributions (e.g. Bernoulli, exponential, Poisson, normal distribution) as well as important limit theorems. The course forms the basis for further methods courses.</p> <p>Applied statistics with R</p> <p>In the course, the contents learned from Statistics I and II are practiced on the computer with the help of the R software. The students acquire the methodological basis of probability theory and in-depth knowledge of programming. In doing so, they acquire the competence to comprehend and verify statistical statements by means of data analysis on the computer.</p> <p>Literature</p> <p>Schira, J. (various years). Statistical methods in economics and business administration: theory and practice. Pearson Studies.</p> <p>Hellbrück, R. (various vintages). Applied statistics with R. An introduction for economists and social scientists. Springer.</p>				
Courses in the module			ECTS	hours per week
LV 112091 Statistics II			3	2
LV 112092 Applied Statistics with R			3	2

Module 112052 Corporate Finance				
MSc CME	1 st semester	4 hours per week	6 ECTS	Contact time/self-study (in h): 48/102
Teaching form			Lecture Exercise or tutorial Seminar	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations				
Scope and Length of Examinations			According to agreement	
Module Responsibility with			Prof. Dr. Florentina Paraschiv Chair of Finance	
Participation requirements			Basic knowledge in business mathematics and statistics	
Use of Module			Mandatory module MSc CME Mandatory module BA CME	
Course content:				
The course covers the basic theory of Corporate Finance with focus on:				
<ul style="list-style-type: none"> - Importance of good governance and incentive systems, - Theories of risk and return, - Portfolio Theory and CAPM - Theories regarding capital structure of a corporation, and - Capital investment and financing decisions made by the financial managers. 				
Qualification Objectives:				
Skills:				
Students are expected to be able to:				
<ul style="list-style-type: none"> - Use various valuation methods depending on the context of the corporate decision, and - Analyse investment projects and securities. 				
Competence:				
Students are expected to recognize the consequences of various investment and financing decisions made by a firm.				
Literature:				
Brealey, R.A., Myers, S.C., Allen, F., Principles of Corporate Finance 13th ed. (2020) McGraw Hill.				
Courses in the module			ECTS	hours per week
LV 112052 Corporate Finance			3	4

Module 112062 Macroeconomics				
MSc CME	1 st semester	4 hours per week	6 ECTS	Contact time/self-study (in h): 48/102
Teaching form		Lecture with exercises Self-study		
Event type		Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>		
Duration		1 semester		
Rotation		annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>		
Examinations		Written exam		
Scope and Length of Examinations		Written exam (90 minutes)		
Module Responsibility with		Prof. Dr. Jarko Fidrmuc Chair of International and Digital Economics E-mail: jarko.fidrmuc@zu.de		
Participation requirements		Basic knowledge in economics		
Use of Module		Mandatory module MSc CME Mandatory module BA CME		
Contents				
Introduction				
Macroeconomic developments in the global economy				
National Accounting				
Short-run model (ISLM)				
Output determination in the short run				
GDP composition, fiscal policy, multiplier effects				
Money market, determination of interest rate				
Derivation of the IS-curve				
Derivation of the LM-curve				
Economic policy in the ISLM model				
Medium-run model (ASAD)				
Labor market, wages, unemployment, rigidities				
AS-AD Modell				
Expectations, dynamic analysis, Phillips-curve				
Open macroeconomics				
Balance of payments				
Mundell-Fleming model				
Growth models:				
Stylized facts of growth				
Saving, capital accumulation, and growth				
Technological progress				
High attendance (80%) at all lectures is obligatory!				
Qualification Objectives				
The students will improve and deepen their knowledge and analytical capabilities in the areas of macroeconomics and economic policy.				
Literature				
Blanchard, O., Johnson, D.R (2013) Macroeconomics, Global 6th Edition, Pearson, selected chapters.				
Blanchard, O. (2017) Macroeconomics, Global 7th Edition, Pearson, selected chapters.				
Bowles, S., Carlin, W. (2020) What Students Learn in Economics 101: Time for a Change. Journal of Economic Literature, 58 (1): 176-214.				
Forster, J., U. Klüh und S. Sauer (2009) Übungen zur Makroökonomie, 3. Auflage, Pearson Studium.				
The Core Team (2020) The Economy, e-book. https://core-econ.org/the-economy/?lang=en				
Courses in the module		ECTS	hours per week	
LV 112062 Macroeconomics		6	4	

Module Mandatory/Elective Module I - III				
MSc CME	1 st – 3 rd semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Cf. the concrete module	
Scope and Length of Examinations			Cf. the concrete module	
Module Responsibility with			Cf. the concrete module	
Participation requirements			Cf. the concrete module	
Use of Module			Mandatory module MSc CME Mandatory/elective module of the BA programs CCM, CME, PAIR, SPE	
Content				
The module serves to harmonize the students' prior (interdisciplinary) knowledge or provides an insight into fundamental topics from the mandatory and elective areas of the BA programs (Corporate Management & Economics (CME), Politics, Administration & International Relations (PAIR), Communication, Culture & Management (CCM) and Sociology, Politics & Economics (SPE)).				
Qualification Objectives				
The elective options enable students to supplement their disciplinary or interdisciplinary subject and methodological knowledge with a view to their further course of study.				
Literature				
Cf. the information in the specific module.				

Major Phase (1st – 3rd semester) Advanced Subjects

Module 232061 Advanced Microeconomics				
MSc CME	2 nd semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form		Lecture with exercises		
Event type		Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>		
Duration		1 semester		
Rotation		annually <input checked="" type="checkbox"/> per semester <input type="checkbox"/>		
Examinations		Examination Presentation		
Scope and Length of Examinations		Written exam: 60 minutes Presentation: 20 minutes		
Module Responsibility with		Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic and Transport Policy		
Participation requirements		Bachelor's level microeconomic skills		
Use of Module		Mandatory module MSc CME		
Content				
Advanced content from microeconomic theory, empirical evidence, and their economic policy applications.				
In-depth questions from market and price theory as well as industrial economics				
Managerial Theories of the Firm				
Behavioral Theory of the Firm				
Qualification Objectives				
The students				
learn to master advanced concepts of microeconomic theory;				
can familiarize themselves with new analytical methods and evaluate their explanatory content;				
are enabled to apply microeconomic concepts to economic policy issues;				
are able to interpret the limitations of microeconomic analysis techniques.				
Literature				
Tirole, J. (2004). The Theory of Industrial Organization, 15th ed, MIT Press.				
Courses in the module			ECTS	hours per week
LV 232061 Advanced Microeconomics			3	3

Module 232062 Advanced Macroeconomics				
MSc CME	2 nd semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Lecture with exercises	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Examination Presentation	
Scope and Length of Examinations			Written exam: 60 minutes Presentation: 20 minutes	
Module Responsibility with			Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic and Transport Policy	
Participation requirements			Bachelor's level macroeconomic knowledge.	
Use of Module			Mandatory module MSc CME	
Content				
Advanced content from macroeconomic theory, empirical evidence, and their economic policy applications.				
Advanced Macroeconomics				
Monetary Macroeconomics				
Growth theory models, business cycle models and models of modern Keynesian macroeconomics				
Qualification Objectives				
The participants of the module learn				
Master advanced concepts of macroeconomic theory;				
become familiar with new analytical methods and evaluate their explanatory power;				
apply macroeconomic concepts to economic policy issues;				
interpret the limitations of macroeconomic analysis techniques.				
Literature				
Romer, D. (2012). Advanced Macroeconomics, 4th ed., McGraw-Hill.				
Courses in the module			ECTS	hours per week
LV 232062 Advanced Macroeconomics			3	3

Module 212042 Advanced Applied Econometrics				
MSc CME	2 nd semester	3 hours per week	6 ECTS	Contact time/self-study (in h):36/114
Teaching form			Seminar Workshop	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			2 semesters	
Rotation			annually <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Midterm Exam Presentation	
Scope and Length of Examinations			Midterm Exam: 60 minutes Presentation: 20 minutes	
Module Responsibility with			Prof. Dr. Franziska Peter Chair of Empirical Capital Market Research and Econometrics	
Participation requirements			Basic knowledge of econometrics, statistics, and probability theory.	
Use of Module			Mandatory module MSc CME	
Content				
The course builds on bachelor courses in statistics and empirical methods and focuses on topics beyond simple regression analysis. It covers topics from panel analysis as well as time series econometrics. It includes the random effects and fixed effects estimators for panel data and ARMA, VAR and GARCH models for time series data. The theoretical content is accompanied by practical applications using the software R.				
Learning Outcome				
After completion of the course, students are able to				
critically comment on the standard assumptions of the classical regression model (OLS);				
The course is designed to describe estimation methods and interpret the outcome of econometric models for panel and time series data;				
understand and apply univariate time series models (ARMA models) and vectorautoregressive (VAR models) to practical problems;				
Apply fixed and random effects models to real cases.				
Literature				
Hill, R. C.; Griffiths, W. E.; Lim, G. C. (2008). Principles of econometrics. Wiley.				
Wooldridge, J. (2001). Econometric analysis of cross section and panel data. MIT Press.				
Courses in the module			ECTS	hours per week
LV 212041 Advanced Applied Econometrics			3	3

Module 12344 Advanced Methods				
MSc CME	1 st – 2 nd semester	4 hours per week	6 ECTS	Contact time/self-study (in h):36/114
Teaching form			Seminar workshop	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			2 semesters	
Rotation			annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Cf. the specific workshops	
Scope and Length of Examinations			Cf. the specific workshops	
Module Responsibility with			Prof. Dr. Franziska Peter Chair of Empirical Capital Market Research and Econometrics	
Participation requirements			Basic knowledge of econometrics, statistics, and probability theory.	
Use of Module			Mandatory module MSc CME	
Content				
The module "Advanced Methods" consists of the attendance of two method workshops on different topics. The combination is arbitrary, as long as the workshops (No. 123241-44) are declared accordingly. Between one and four workshops are regularly offered per semester.				
Exemplary contents are the following:				
Advanced Qualitative Methods				
Online surveys				
Field Experiments				
Agent Based Modeling				
Causal Inference				
Web Scraping				
Machine Learning				
Qualification Objectives				
Students learn about innovative and advanced social science survey and analysis methods and can critically reflect on their use.				
Literature				
Cf. the information in the specific workshop.				
Courses in the module			ECTS	hours per week
LV 123441-44 A-Z Advanced Methods Workshop 1			3	2
LV 123441-44 A-Z Advanced Methods Workshop 2			3	2

Major Phase | Elective Modules

Interdisciplinary Subject: Family Business

Module 242122-6 Family Entrepreneurship				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar Group work	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			presentation Homework	
Scope and Length of Examinations			Presentation: approx. 15 slides term paper: approx. 30 pages	
Module Responsibility with			Prof. Dr. Reinhard Prügl Chair for Innovation, Technology & Entrepreneurship at the Friedrichshafen Institute for Family Business FIF	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Basic knowledge in business administration	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<p>With around three million companies, family businesses are the mainstay of the German economy. The development in other German-speaking countries is correspondingly evident. They are characterized, among other things, by their long-term corporate strategies, their roots in the region and their high value orientation. On the other hand, family businesses struggle with special challenges such as a certain danger of stagnation ('winners curse'), challenges in the area of attracting highly qualified employees and possible conflicts in the generation change. The previous focus of research approaches at German universities has already developed important approaches to the current strategic and operational challenges of family businesses, which need to be further intensified. Both theoretical work and empirical analyses will be highlighted.</p>				
Qualification Objectives				
Students learn to independently penetrate and question current scientific research on family businesses, to work on their own questions and then to apply the findings accordingly.				
Literature				
Current papers, books and case studies on the topic of family businesses				
Courses in the module			ECTS	hours per week
LV 242122-6 Family Entrepreneurship			6	3

Module 242051-6 Family Governance				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar Group work	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Examination presentation Homework	
Scope and Length of Examinations			Written exam: 90 minutes Presentation: approx. 15 slides term paper: approx. 30 pages	
Module Responsibility with			Prof. Dr. Reinhard Prügl Chair for Innovation, Technology & Entrepreneurship at the Friedrichshafen Institute for Family Business FIF	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Basic knowledge of business administration and law	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<p>With around three million companies, family businesses are the mainstay of the German economy. The development in other German-speaking countries is correspondingly evident. They are characterized, among other things, by their long-term corporate strategies, their roots in the region and their high value orientation. On the other hand, family businesses struggle with special challenges such as a certain danger of stagnation ('winners curse'), challenges in the area of attracting highly qualified employees and possible conflicts in the generation change. The previous focus of research approaches at German universities has already developed important approaches to the current strategic and operational challenges of family businesses, which need to be further intensified. Both theoretical work and empirical analyses will be highlighted.</p>				
Qualification Objectives				
<p>In particular, the focus is on corporate governance, strategy, law and taxes, financing and responsibility in the context of family businesses. Students learn to independently penetrate and question current scientific research in these areas in the context of family businesses and then apply it accordingly.</p>				
Literature				
Recent papers, books and case studies on the topics in the context of family businesses.				
Courses in the module			ECTS	hours per week
LV 242051-6 Family Governance			6	3

Module 242053-6 Family Business Current Issues				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar Group work	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Examination presentation Homework	
Scope and Length of Examinations			Written exam: 90 minutes Presentation: approx. 15 slides term paper: approx. 30 pages	
Module Responsibility with			Prof. Dr. Reinhard Prügl Chair for Innovation, Technology & Entrepreneurship at the Friedrichshafen Institute for Family Business FIF	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Basic knowledge in business administration	
Use of Module			Major Phase MSc CME, MA GEMA	
Content The module addresses current issues, topics and problems in family business and gives students the opportunity to develop their own ideas about problem constitution and possible problem solutions or solution strategies through discourse and debate.				
Qualification Objectives Within the scope of the module, students expand their theoretical, methodological and empirical knowledge in the field of Family Business by selected current aspects. Students learn to transfer theoretical approaches to practical applications and to apply methodological knowledge in the development of their own case studies and independent solution proposals. In doing so, they practice representing normative positions in current debates.				
Literature Recent papers, books and case studies in the context of family businesses.				
Courses in the module			ECTS	hours per week
LV 242053-6 Family Business Current Issues			6	3

Interdisciplinary Subject: Leadership & Relational Societies

Module 242123-6 Relational Economics				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. habil. Josef Wieland Chair of Institutional Economics Director Leadership Excellence Institute Zeppelin LEIZ	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			-	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<p>Researchers from different disciplines are increasingly dealing with the topic of relational economics and thus with the question of which challenges for economic theory formation result from the value creation processes of modern and global economic systems. The central starting point of relational economics is the recognition that the essential source of value creation is the continuation of economic transactions. In relational societies, organizations are vehicles through which economic transactions are carried out.</p> <p>Stakeholders from different sectors contribute their resources to the joint project with the common goal of creating shared value for the stakeholders. In this context, the stakeholders are integrated into value networks that are part of local clusters and act as part of global value chains. Critical elements in this context are the governance of social normativity as well as corresponding mechanisms of global and intersectoral value creation with regard to the cooperative productivity of intra- and interorganizational global networks, the necessary intersectoral stakeholder management, and a relational and transcultural leadership approach.</p> <p>These themes indicate a shift in emphasis from discrete market transactions as the traditional subject of economic discourse to relational transactions.</p>				
Qualification Objectives				
<p>Students should understand the theoretical foundations of Relational Economics and be able to deal with them in an application-oriented manner. On the one hand, this involves recognizing and being able to further develop theoretical connections of modern economies in their social context. On the other hand, students should be able to apply the corresponding governance mechanisms such as Relational Governance, Relational Contracting or Transcultural Leadership in practice. They should also understand the societal impact of changes in value chains and find appropriate solutions.</p>				
Literature				
<p>Wieland, J. (2020). Relational Economics. A political economy. Springer.</p> <p>Wieland, J. et al. (2021). Economics - the Relational View: Interdisciplinary Contributions to an Emerging Field of Research. Springer.</p>				
Courses in the module			ECTS	hours per week
LV 242123-6 Relational Economics			6	3

Module 242124-6 Governance of Value Networks				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. habil. Josef Wieland Chair of Institutional Economics Director Leadership Excellence Institute Zeppelin LEIZ	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			-	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<p>Value creation increasingly takes place in intra-, inter- and extra-firm networks, which are significantly determined by a lead firm. These production and service networks are primarily characterized by close and constantly recurring relational transactions. These relational transactions are not so much carried out between separate organizations (such as barter transactions), but are embedded in this network of individual and collective actors from the fields of economics, politics and civil society. The productive handling of diversity in its many forms becomes a critical resource for success. The transcultural approach describes success factors of cooperation in cross-cultural and cross-sectoral networks. This also includes cooperation across departments within an organization.</p> <p>Actors evaluate their transactions on the basis of different decision-making logics, which also reflect their individual preferences. In addition, decisions are influenced by the respective environment at the macro, meso and micro levels. It is now central to use these differences productively with the help of suitable governance mechanisms in order to be able to generate relational pensions.</p> <p>In this context, not only the mutual betterment of the actors plays a central role, but also the social legitimacy of the overarching project.</p>				
Qualification Objectives				
<p>Students should understand the theoretical foundations of value networks. The connection between local clusters and global value creation networks plays a crucial role. Above all, finding suitable governance mechanisms is a central component for the success of word creation in these networks. Likewise, students should gain knowledge of how organizations can productively integrate resources from the stakeholder network into value creation processes.</p>				
Literature				
<p>Gereffi, G.; Fernandez-Stark, K. (2016). Global value chain analysis: a primer (2nd ed.). Center on Globalization, Governance & Competitiveness (CGGC), Duke University.</p> <p>Wieland, J. (2020). Relational Economics. A political economy. Springer.</p> <p>Wieland, J. (2021) (ed.). Economics - the Relational View: Interdisciplinary Contributions to an Emerging</p>				
Courses in the module			ECTS	hours per week
LV 242124-6 Governance of Value Networks			6	3

Module 242111-6 Advances in Behavioral Ethics				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form		Seminar Case Study		
Event type		Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>		
Duration		1 semester		
Rotation		annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>		
Examinations		Midterm Exam		
Scope and Length of Examinations		60 minutes written exam		
Module Responsibility with		Prof. Dr. Carmen Tanner Chair of Business Psychology and Leadership Ethics at LEIZ		
Performance level		Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>		
Participation requirements		Basic knowledge in statistics and experimental methodology		
Use of Module		Major Phase MSc CME, MA GEMA		
<p>Content</p> <p>Since the last financial and economic crisis and the numerous scandals involving companies (e.g. Enron, Worldcom, Volkswagen), banks (e.g. Libor scandal) or individuals (e.g. Madoff, Adoboli), questions about (dis)honesty are once again receiving a lot of attention. Dishonesty subsumes behaviors such as lying, cheating, deceiving, data manipulation, etc. But why do people behave honestly or dishonestly? What are the conditions that promote dishonesty? How can honesty be promoted? There are various attempts to answer this question, from economics, philosophy and psychology. In the course, these different perspectives, the underlying concepts of human nature, and especially the implications of these different approaches for the understanding of honesty (and why people behave more honestly or dishonestly) will be deepened by means of current empirical research studies, which will be read weekly. The examination requirement will be in the form of a presentation during the semester and a written exam on the course content at the end of the semester. Regular attendance and thorough reading of articles is also expected.</p> <p>Qualification Objectives</p> <p>The students</p> <ul style="list-style-type: none"> acquire knowledge about important perspectives and determinants of dishonesty; are sensitized to psychological and situational factors that influence dishonesty; expand methodological knowledge in the field of empirical research. learn to apply research findings to their own everyday and practical examples. <p>Literature</p> <p>Original literature from international journals.</p> <p>De Cremer, D.; Tenbrunsel, A.E. (2012). Behavioral business ethics: shaping an emerging field. Taylor & Francis.</p> <p>Bazerman, M.H.; Tenbrunsel, A.E. (2011). Blind Spots. Why We Fail to Do What's Right and What to Do about It. Princeton University Press.</p> <p>Bazerman, M.H. (2014): The power of noticing: What the best leaders see. Simon & Schuster.</p> <p>Kaptein, Muel (2013). Workplace morality. Behavioral ethics in organizations. Emerald.</p>				
Courses in the module			ECTS	hours per week
LV 242111-6 Advances in Behavioral Ethics			6	3

Interdisciplinary Subject: Sustainable Transport & Mobility

Module 242141-6 Sustainable Transport Policy				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Homework presentation	
Scope and Length of Examinations			term paper: 10-15 pages Presentation: 20 minutes	
Module Responsibility with			Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic and Transport Policy	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Knowledge of microeconomics at the bachelor's level	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<ul style="list-style-type: none"> Transport Economics: Modern Concepts and Applications Infrastructure and its importance for the development of mobility Financing and institutional framework for the provision of infrastructure Externalities of Transport: Theoretical Concepts and Internalization Strategies Social, technological and ecological trends and their significance for mobility Transport and environmental policy strategies, regulation of the transport sector The Sustainable Transport Dilemma 				
Qualification Objectives				
The students				
<ul style="list-style-type: none"> master the concepts of modern transportation economics and can apply this to concrete problems; know the relevance of infrastructure for the development of mobility; know the concepts of transport externalities and are able to evaluate internalization strategies; critically reflect future trends affecting mobility; critically reflect the sustainability discussion in the transport sector. 				
Literature				
<p>Button, K.J. (2003). Transport Economics, 2nd ed. Cheltenham.</p> <p>Cole, St. (2005). Applied Transport Economics. Policy, Management & Decision Making, 3rd ed. London.</p> <p>Endres, A. (2011). Environmental Economics. Theory and Policy. Cambridge.</p> <p>European Commission (2013). Report in Accordance with Article 11 (4) of Directive 1999/62/EC. Summary of Measures that Internalise or Reduce Transport Externalities, Commission Staff Working Document. Brussels.</p> <p>Flyvbjerg, B. (2014). What You Should Know About Megaprojects and Why: An Overview, in: Project Management Journal, Vol. 45, No. 2, 6-19.</p>				

Mallard, G. / Glaister, S. (2008). Transport Economics. Theory, application and policy. Houndmills/Basingstoke.

Romp, W. / de Haan, J. (2008). Public capital and economic growth. A critical survey, in: Perspectives on Economic Policy, 8th ed, pp. 6-52.

Courses in the module	ECTS	hours per week
LV 242141-6 Sustainable Transport Policy	6	3

Module 242142-6 Mobility Innovations & Digitalization				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			seminar lecture with group work	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Group Research Project Research Report Poster Presentation	
Scope and Length of Examinations			According to agreement	
Module Responsibility with			Prof. Dr. Wolfgang H. Schulz Chair of Mobility, Trade & Logistics Director of the Amadeus Center for Mobility Studies	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			-	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
Basics, Trends and Evaluation Effects, institutions and public sector Process, Organization and IT Innovation, Partnering and Implementation				
Qualification Objectives				
Students gain insight into the influences of political objectives and regulations taking into account communication technology for the strategic positioning of the industry and users; the central trends and drivers of mobility as well as the associated challenges for the economy; the technological development initiated by the trends; communications technology as an "enabler" of new business models; the consumer orientation of mobility; the drivers and barriers in the implementation of mobility innovations.				
Literature				
Literature will be defined in each course.				
Courses in the module			ECTS	hours per week
LV 242142-6 Mobility Innovations & Digitalization			6	3

Module 542014-6 Supply Chain Management & International Freight Transport				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Homework presentation	
Scope and Length of Examinations			According to agreement	
Module Responsibility with			Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic and Transport Policy	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			-	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<ul style="list-style-type: none"> Economic and political framework conditions for international freight transport and international logistics; Global Procurement and Global Trade; Global Supply Chain Management Requirements; Structures of International Supply Chains; Design and optimization of international transport flows (maritime transport, air transport, intermodality); digitalization of international transport and logistics chains; Sustainability of International Supply Chains. 				
Qualification Objectives				
The students				
<ul style="list-style-type: none"> are enabled to assess the changes in the framework conditions for international transport and logistics processes; know the requirements of global supply chain management; understand the structures of international supply chains and master their design elements; capture the importance of digitalization for international supply chains; critically reflect the sustainability discussion in global supply chain management. 				
Literature				
Gourdin, K.N.. (2006). Global Logistics Management, 2nd ed. Blackwell.				
Long, D. (2004). International Logistics. Global supply chain management. Kluwer.				
Courses in the module			ECTS	hours per week
LV 542014-6 Supply Chain Management & International Freight Transport			6	3

Interdisciplinary Subject: Sustainable Finance & Accounting

Module 242151-6 Green Finance				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Written Exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. Florentina Paraschiv Chair of Finance Zeppelin University	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Basics in Finance	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<p>The Green Finance module offers an overview of sustainability keynotes, discusses challenges experienced by the energy and financial sectors in the wake of the green targets and climate risk, and proposes solutions to cope with these challenges. In the first part, students get acquainted with energy finance topics needed to understand the integration of renewable energies and their implications on market disequilibria. Challenges related to the integration of renewables will be discussed in an interdisciplinary frame, involving topics of finance, economics, energy, and sociology. Furthermore, the focus will be set on understanding the EU Taxonomy and its challenges for companies regarding “green” reporting needs. Implications of ESG reporting on the firm’s profitability, on mergers and acquisitions, and on corporate governance will be discussed in comprehensive empirical case studies. Thus, the course proposes solutions to respond to financial risks posed by social and sustainability issues, including Environmental, Social, and Governance (ESG) investing.</p>				
Qualification Objectives				
<p>Upon completion of the module students can ...</p> <ul style="list-style-type: none"> critically discuss challenges posed by the integration of renewable energies in various economic systems; explain the ESG reporting pressure on companies; estimate empirical models including ESG- type of variables; discuss the relevance of adequate ESG reporting for a correct screening of green targets; discuss implications of carbon risks for financial firms critically discuss sustainability challenges for the energy and financial sectors; disentangle types of challenges for meeting sustainability targets; have a fluent discourse on several sustainability related topics 				
Literature				
<p>Green and Sustainable Finance Principles and Practice by Simon Thompson, Kogan Page Ltd, ISBN: 9781789664546</p> <p>Handbook of Environmental and Sustainable Finance, by Vikash Ramiah Greg Gregoriou: 1st Edition</p> <p>Principles of Sustainable Finance, Dirk Schoenmaker , Willem Schramade, Oxford University Press, ISBN10 0198826605</p>				
Courses in the module			ECTS	hours per week
LV 242151-6 Green Finance			6	3

Module 242152-6 Sustainability Accounting				
MSc CME	2 nd -4 th semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			Seminar	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input checked="" type="checkbox"/> by semester <input type="checkbox"/>	
Examinations			Written Exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. Josef Wieland Chair of Institutional Economics Director Leadership Excellence Institute Zeppelin LEIZ	
Performance level			Basics <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Basics in Accounting	
Use of Module			Major Phase MSc CME, MA GEMA	
Content				
<p>The module introduces the history, object, key concepts and actual state of sustainability accounting and reporting (SAR) by considering the major reporting standards GRI and SASB as well as the latest standards framework on sustainability being developed by the IASB. Moreover, it examines the practices of measuring and reporting social and environmental performance such as social accounting and TBL (Triple Bottom Line) reporting. Finally, the role of capital market stakeholders in shaping the development of these standards and practices is analyzed and critically discussed. The theoretical perspectives include agency theory, stakeholder theory and institutional theory.</p>				
Qualification Objectives				
Upon completion of the module students are able to ...				
<ul style="list-style-type: none"> clarify how accounting, organizations and economic systems are intertwined with sustainability; explain why traditional accounting techniques and -systems are not sufficient for navigating the contemporary sustainability challenges our societies are facing; outline the evolution of SAR and reflect on its current state of development; demonstrate understanding of the GRI, SASB and IASB standards; recognize the practices of measuring and reporting social and environmental performance and apply these practices to a particular real-world case; critically discuss the role of capital market stakeholders in shaping the development of SAR standards. 				
Literature				
<ul style="list-style-type: none"> Bini, L.; Belucci, M. (2020). Integrated Sustainability Reporting, Springer; Laine, M.; Tregidga, H.; Unerman, J. (2022). Sustainability Accounting and Accountability, 3rd ed. Routledge. 				
Courses in the module			ECTS	hours per week
LV242152-6 Sustainability Accounting			6	3

Module 243021-6 Global Governance				
MSc CME	2nd-4th semester	3 hours per week	6 ECTS	Contact Time / Self Study (in hrs): 36/114
Teaching Methods			Seminar	
Event Type			Obligatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Exam or Written Exam	
Scope and Length of Examinations				
Module Responsibility with			Prof. Dr. Andrea Schneiker Chair of Global Governance	
Prerequisites				
Use of Module			MA PAIR, Major Phase MSc CME. MA GEMA	
Content				
<p>Global Governance refers to the rise of cooperative relations in international politics – documented, for instance, by the increasing number of international organizations, norms and regulations. Such relations often include not only states but also non- state actors, such as NGOs or multinational corporations.</p> <p>This module covers current changes of the state and the effects thereof on global governance in different policy fields. The module analyzes institutions, actors and policy processes as well as their implications. To this aim, the module draws on a variety of empirical cases, including disarmament, resource management or health policy. Moreover, the module addresses questions of authority and legitimacy of such new governance forms as well as their contestation.</p>				
Qualification Objectives				
Students				
<ul style="list-style-type: none"> are able to understand and present central conceptual and theoretical approaches of global governance; have gained experience in applying the conceptual and theoretical approaches to empirical cases in different policy fields; are able to analyze and assess different forms of global governance as well as their legitimacy and contestation; are able to critically assess different types of global governance. 				
Literature				
<ul style="list-style-type: none"> Held, David/Andrew McGrew (Hg.) (2002): Governing Globalization. Power, Authority and Global Governance. Cambridge: Polity Press. Avant, Deborah D.; Finnemore, Martha; Sell, Susan K. (Hg.) (2010): Who Governs the Globe? Cambridge: Cambridge University Press. Zürn, Michael (2013): "Globalization and Global Governance." In Handbook of International Relations, edited by Walter Carlsnaes, Thomas Risse, and Beth Simmons, 401-25. London: Sage. 				
Courses in the Module			ECTS	h/week
LV 243021-6 Global Governance			6	3

Interdisciplinary Subject: ZU Master programs

Module ZU Specific content I - III				
MSc CME	2 nd -4 th semester	3 hours per week	6 - 18 ECTS	Contact time/self-study (in h): 36/114
Teaching form				Cf. the module introduced
Event type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Duration				1 semester
Rotation				annually <input type="checkbox"/> by semester <input checked="" type="checkbox"/>
Examinations				Cf. the module introduced
Scope and Length of Examinations				Cf. the module introduced
Module Responsibility with				Cf. the module introduced
Performance level				Cf. the module introduced
Recommended prerequisites				Mandatory modules of the Major Phase
Use of Module				Major Phase MSc CME, MA GEMA
<p>Content</p> <p>In this module, a module in the amount of 6 ECTS from the offer of another, non-continuing ZU Master's program can be brought in. The modules Specific Content I-III together form a separate Interdisciplinary Subject Area with a total of 18 ECTS.</p> <p>Recognition of such a subject area is subject to prior approval by means of a corresponding application to the CME program board. The corresponding courses as well as the superordinate title of the subject area are recorded.</p> <p>For the specific content of this module, see the content of the contributed module.</p> <p>Qualification Objectives</p> <p>Cf. the Qualification Objectives of the contributed module.</p> <p>Literature</p> <p>Cf. the literature of the contributed module.</p>				

Interdisciplinary subject: modules of other universities

Module 242493 Specific Content I - III				
MSc CME	2 nd -4 th semester	hours per week according to the course brought in	Up to 18 ECTS	Contact time/self-study (in h): according to the course brought in
Teaching form				Cf. the introduced course
Event type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Duration				1 semester
Rotation				annually <input type="checkbox"/> by semester <input checked="" type="checkbox"/>
Examinations				Cf. the introduced course
Scope and Length of Examinations				Cf. the introduced course
Module Responsibility with				Cf. the introduced course
Performance level				Cf. the introduced course
Recommended prerequisites				Mandatory modules of the Major Phase
Use of Module				Major Phase MSc CME, MA GEMA
<p>Content</p> <p>A course worth up to 18 ECTS from another domestic or foreign university can be included in this module. The modules Specific Content I-III together form a separate interdisciplinary subject area worth 18 ECTS.</p> <p>Recognition of such a subject area is subject to prior approval by means of a corresponding application to the CME program board. The corresponding courses as well as the superordinate title of the subject area are recorded.</p> <p>For the specific content of this module, see the content of the contributed course.</p> <p>Qualification Objectives</p> <p>Cf. the Qualification Objectives of the contributed course.</p> <p>Literature</p> <p>Cf. the literature of the course brought in.</p>				

Elinor Ostrom Project

Module 24251 Research Project				
MSc CME	3 rd - 4 th semester	4 hours per week	18 ECTS	Contact time/self-study (in h): 48/402
Teaching form				Individual supervision within the framework of the research work and the in-depth professional perspective Colloquium
Event type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Duration				1-2 semesters
Rotation				annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				Scientific report on the research project in the form of a working paper (80%) Presentation of research results (20%)
Scope and Length of Examinations				Working Paper: 25-30 pages Presentation: 30 minutes
Module Responsibility with				Student Research Department Program management CME
Participation requirements				Successfully completed major Mandatory modules. Successful application to a research project of a ZU chair, research cluster, research association or research center. The concrete professional requirements result from the respective topics.
Use of Module				Major Phase of the MSc CME
<p>Content</p> <p>The module offers students the opportunity of a supervised and scientifically accompanied realization of a research-oriented project at a ZU chair, research cluster, research association or research center. In connection with this research project, the students conduct a more in-depth literature research, develop an advanced research question and prepare a final report a report in the form of a scientific paper.</p> <p>This work will be supervised by a ZU professor with whom the in-depth professional perspective, the basic task and the methodology to be applied will be agreed upon, recorded in writing and enclosed with the application for the project.</p> <p>Project progress, any problems and proposed solutions are discussed in a research colloquium that accompanies the course. The in-depth specialist perspective required to work on the project is imparted within the framework of integrated individual supervision.</p> <p>Qualification Objectives</p> <p>The students</p> <ul style="list-style-type: none"> learn how to work independently with advanced scientific literature and are able to explore a specific economic subject area within the framework of a targeted literature review; are enabled to develop a research question independently; will be enabled to deal with a specific economic issue within the framework of a scientific paper, to present it in front of an expert audience and to defend it in a discussion; can structure and plan a larger-scale research project; acquire in-depth theoretical and methodological knowledge from the field of the respective subject area and are able to work on a corresponding task in a company, cultural or political organization in a well- founded manner. <p>Literature</p> <p>Topic-related textbooks and articles from scientific journals</p>				

Courses in the module	ECT S	hours per week
LV 242511 Research paper	12	2
LV 242512 Research Colloquium	1	1
LV 242513 Indepth Disciplinary Perspective	5	1

Professional practice

Module 000092 Internship in Germany or abroad				
MSc CME	3 rd - 4 th semester	hours per week -	ECTS 18	Contact time/self-study (in h): -
Teaching form			Internship	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input type="checkbox"/> by semester <input checked="" type="checkbox"/>	
Examinations			Ungraded field report	
Scope and Length of Examinations			10-15 pages	
Module Responsibility with			Academic Program Management MSc CME	
Performance level			not applicable	
Participation requirements			Completed mandatory	
Use of Module			Major Phase MSc CME	
<p>Content</p> <p>As part of this module, students complete an internship in a company, cultural or political organization. The internship can take place in Germany or abroad.</p> <p>The contents of this module are intended to build on the students' theoretical and methodological level of knowledge and to supplement it in a practice-oriented manner. Students gain an in-depth insight into economic interrelationships, become familiar with elements of work methodology, operational organizational structures and information flows, and recognize the importance of corporate culture and leadership for individual and collective work success. Internships abroad also allow a deeper insight into the respective national country and work culture.</p> <p>The internships are prepared through counseling sessions at the SPC and the ZU partner pool. The students' practice coaches are available for consultation during the initiation and during their internship in case of questions and problems.</p> <p>The examination performance consists of the preparation of an ungraded field report describing the individual activities and reflecting on the knowledge gained.</p> <p>Qualification Objectives</p> <p>The students</p> <ul style="list-style-type: none"> apply the technical and methodological knowledge they have acquired during their studies to practical problems and in this way deepen their professional competence; acquire in-depth specialist knowledge and skills in their respective functional areas of application; learn to work constructively with other people in a concrete work situation across disciplines; can work in groups, organize and implement projects effectively, and grow into appropriate leadership responsibility; sharpen important key competencies, especially in the areas of social and personal skills. <p>In the context of an internship abroad, the competencies described above are supplemented by an international dimension and the students' intercultural competence is specifically promoted.</p>				
Courses in the module			ECTS	hours per week
LV 000092 Internship in Germany or abroad			18	

Module 000081 Internship in Germany or abroad		
Teaching form	Internship	
Event type	Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration	1 semester	
Rotation	annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations	Ungraded field report	
Scope and Length of Examinations	10 - 15 pages	
Module Responsibility with	Academic Program Manager BA CME	
Participation requirements	Other Mandatory modules of the Major Phase	
Use of Module	Major Phase MSc CME	
<p>Content</p> <p>As part of this module, students complete an internship in a company, cultural or political organization. The internship can take place in Germany or abroad.</p> <p>The contents of this module are intended to build on the students' theoretical and methodological level of knowledge and to supplement it in a practice-oriented manner. Students gain an in-depth insight into economic interrelationships, become familiar with elements of work methodology, operational organizational structures and information flows, and recognize the importance of corporate culture and leadership for individual and collective work success. Internships abroad also allow a deeper insight into the respective national country and work culture. The internships are prepared through counseling sessions at the SPC and the ZU partner pool. The students' practice coaches are available for consultation during the initiation and during their internship in case of questions and problems.</p> <p>The examination consists of the preparation of an ungraded field report describing the individual activities and reflecting on the knowledge gained.</p> <p>Qualification Objectives</p> <p>The students</p> <ul style="list-style-type: none"> apply the technical and methodological knowledge they have acquired during their studies to practical problems and in this way deepen their professional competence; acquire in-depth specialist knowledge and skills in their respective functional areas of application; learn to work constructively with other people in a concrete work situation across disciplines; can work in groups, organize and implement projects effectively, and grow into appropriate leadership responsibility; sharpen important key competencies, especially in the areas of social and personal skills. <p>In the context of an internship abroad, the competencies described above are supplemented by an international dimension and the students' intercultural competence is specifically promoted.</p>		
Courses in the module	ECTS	hours per week
LV 000081 Internship in Germany or abroad	9	

Module 000082 Set Up Own Business			
MSc CME	3 rd - 4 th semester		9 ECTS
Teaching form		Internship	
Event type		Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration		1 semester	
Rotation		annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations		Ungraded field report	
Scope and Length of Examinations		10 - 15 pages	
Module Responsibility with		Academic Program Manager BA CME	
Participation requirements		Other Mandatory modules of the Major Phase	
Use of Module		Major Phase MSc CME	
<p>Content</p> <p>Within the framework of this module, students deal with the establishment of their own company. Typical areas of activity include brainstorming, developing a valid business model, analyzing the market and its environment, and preparing a business and financial plan. Other activities may include initiating and maintaining contacts with potential customers and suppliers, raising venture capital or funding, dealing with various legal aspects of starting a business, or recruiting co-founders or other personnel.</p> <p>The contents of this module are intended to build on the students' theoretical and methodological level of knowledge and to supplement it in a practice-oriented manner. Students gain a deeper insight into economic contexts, become familiar with elements of work methodology, operational organizational structures and information flows, and recognize the importance of corporate culture and leadership for individual and collective work success. Cross-national foundation contexts also allow a deeper insight into the respective national country and work culture.</p> <p>The module is prepared by counseling sessions at the SPC and the PioneerPort. Concrete projects are accompanied by a mentor from the PioneerPort, who provides advice on questions and problems.</p> <p>The examination performance consists of the preparation of an ungraded experience report in which the individual activities are described and the knowledge gained is reflected upon. The report also contains a list of the work performed, which must be signed by the respective mentor from the PioneerPort.</p> <p>Qualification Objectives</p> <p>The students</p> <ul style="list-style-type: none"> apply the technical and methodological knowledge they have acquired during their studies to the founding of their own company and in this way deepen their professional competence; The students acquire in-depth professional knowledge and skills in the areas relevant to the respective start-up; learn to work constructively with other people in a concrete work situation across disciplines; can work in groups, organize and implement projects effectively, and grow into appropriate leadership responsibility; sharpen important key competencies, especially in the areas of social and personal skills. <p>In the context of a transnational start-up, the competencies described above are supplemented by an international dimension and the students' intercultural competence is specifically promoted.</p>			
Courses in the module		ECTS	hours per week
LV 000082 Set Up Own Business		9	

Module 000091 Set Up Own Business			
MSc CME	3 rd - 4 th semester		18 ECTS
Teaching form		Seminar Exercise Tutorial	
Event type		Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration		2 semesters	
Rotation		annually <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations		Ungraded field report	
Scope and Length of Examinations		15 - 20 pages	
Module Responsibility with		Academic Program Manager BA CME	
Participation requirements		Other Mandatory modules of the Major Phase	
Use of Module		Major Phase MSc CME	
<p>Contents</p> <p>Within the framework of this module, students deal with the establishment of their own company. Typical areas of activity include brainstorming, developing a valid business model, analyzing the market and its environment, and preparing a business and financial plan. Other activities may include initiating and maintaining contacts with potential customers and suppliers, raising venture capital or funding, dealing with various legal aspects of starting a business, or recruiting co-founders or other personnel.</p> <p>The contents of this module are intended to build on the students' theoretical and methodological level of knowledge and to supplement it in a practice-oriented manner. Students gain a deeper insight into economic contexts, become familiar with elements of work methodology, operational organizational structures and information flows, and recognize the importance of corporate culture and leadership for individual and collective work success. Cross-national foundation contexts also allow a deeper insight into the respective national country and work culture.</p> <p>The module is prepared by counseling sessions at the SPC and the PioneerPort. Concrete projects are accompanied by a mentor from the PioneerPort, who provides advice on questions and problems.</p> <p>The examination performance consists of the preparation of an ungraded experience report in which the individual activities are described and the knowledge gained is reflected upon. The report also contains a list of the work performed, which must be signed by the respective mentor from the PioneerPort.</p> <p>Qualification Objectives</p> <p>The students</p> <ul style="list-style-type: none"> apply the technical and methodological knowledge they have acquired during their studies to the founding of their own company and in this way deepen their professional competence; <p>The students acquire in-depth professional knowledge and skills in the areas relevant to the respective start-up;</p> <ul style="list-style-type: none"> learn to work constructively with other people in a concrete work situation across disciplines; can work in groups, organize and implement projects effectively, and grow into appropriate leadership responsibility; sharpen important key competencies, especially in the areas of social and personal skills. <p>In the context of a transnational start-up, the competencies described above are supplemented by an international dimension and the students' intercultural competence is specifically promoted.</p>			
Courses in the module		ECTS	hours per week
LV 000091 Set Up Own Business		18	

Master Phase (4th semester)

Module 55000 Final Module				
MSc CME	4 th semester	1 hours per week	24 ECTS	Contact time/self-study (in h): 12/588
Teaching form			Individual supervision within the scope of the thesis Disputation	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input type="checkbox"/> by semester <input checked="" type="checkbox"/>	
Examinations			Written elaboration Oral exam	
Scope and Length of Examinations			50-60 pages for the thesis 45-60 minutes for the disputation	
Module Responsibility with			The chairperson of the central audit committee	
Participation requirements			Successful completion of the Mandatory modules (thesis) Successful completion of the thesis (disputation)	
Use of Module			Mandatory module MSc CME	
Content				
The module forms the conclusion of the program and includes the preparation of a master's thesis and a disputation.				
The Master Thesis is an examination paper and at the same time part of the scientific education. Students formulate a challenging research question and conduct a literature search using scientific sources. They select appropriate theoretical perspectives and scientific methods, apply them and/or develop them further to answer their research question. They critically compare and evaluate the results of their work with the latest research and present them clearly and in an academically appropriate manner.				
In the disputation, students defend their Master's thesis. They first present it briefly in the context of a presentation. Afterwards, they discuss the thesis under the guidance of the two examiners (first and second reviewer).				
Qualification Objectives				
The students				
show that they are able to work independently on a challenging research topic from the area of their field of study, if necessary including an interdisciplinary perspective, according to scientific methods, in a research-oriented manner within a given period of time;				
The students prove that they have independently comprehended and worked on the topic of their Master's thesis;				
understand how to present this work in a compact form and present it to an expert audience;				
can explain the research question, the chosen theoretical perspective and methodology, and the procedure for dealing with the topic;				
are able to discuss the results of their work at a scientific level.				
Literature				
Subject-related technical literature.				
Courses in the module			ECTS	hours per week
Master Thesis			22	1
Disputation			2	-

ZU | Plus (1st – 4nd semester) optional

Interdisciplinary Workshops

Modul 110011 Fundamentals of Entrepreneurship				
MSc CME	1 st -4 th semester	2 hours per week	2 ECTS	Contact time/self-study (in h): 18/7
Teaching form			Seminar Practice	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input type="checkbox"/> by semester <input checked="" type="checkbox"/>	
Examinations			No examinations (70% attendance)	
Scope and Length of Examinations				
Module Responsibility with			Academic Program Management MSc CME	
Performance level				
Use of Module				
<p>Contents</p> <p>The fundamentals of entrepreneurship form a prominent research focus at ZU, especially in the field of social entrepreneurship. Corresponding (student) projects are sustainably supported. The workshop on multi-value entrepreneurship familiarizes students with the background, questions, risks and potentials of start-up. Closely oriented to the chronology of the start-up project, it provides an overview of the necessary steps for planning new business ideas and discusses the theories and concepts of entrepreneurship.</p> <p>Qualification Objectives</p> <p>Upon completion of the workshop, students will possess techniques and tools to independently identify and assess a marketable innovation potential and to plan, finance and successfully market their own business ideas.</p> <p>Literature</p> <p>See course catalog</p>				
Courses in the module			ECTS	hours per week
LV 110011 Workshop Fundamentals of Entrepreneurship			2	2

Modul 110012 Creativity & Performativity				
MSc CME	1 st -4 th semester	2 hours per week	2 ECTS	Contact time/self-study (in h): 18/7
Teaching form			Seminar Practice	
Event type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Duration			1 semester	
Rotation			annually <input type="checkbox"/> by semester <input checked="" type="checkbox"/>	
Examinations			No examinations (70% attendance)	
Scope and Length of Examinations				
Module Responsibility with			Academic Program Management MSc CME	
Performance level				
Use of Module				
<p>Contents</p> <p>The module focuses on the question of how the new and the different come into the world and how one can gain unfamiliar perspectives on the familiar. Students are encouraged to experiment and perform with the possibilities of aesthetic and artistic forms of knowledge and to become creatively active. They learn observation, improvisation and imagination techniques and become familiar with forms of world appropriation that derive from practical, creative action and unfold in the work with their own bodies and senses.</p> <p>Within the module, different focal points are offered and combined with each other. These range from performative forms of presentation to cinematic works, photography and drawing, design and ritual self-techniques of yoga.</p> <p>Practical workshop blocks and a public final presentation structure the program.</p> <p>Those interested in a more intensive exploration of aforementioned topics should take Module 121403 "Creative Performance" instead of the workshop, which is an elective for CCM students and a multidisciplinary module for students in other programs.</p> <p>Qualification Objectives</p> <p>The module aims at sharpening perception and provides knowledge of alternative forms of knowledge and creative techniques in the context of university education. Students receive a practical introduction to creative skills and a sense of the social situatedness of their actions.</p> <p>Literature</p> <p>See course catalog</p>				
Courses in the module			ECTS	Hours per week
LV 110012 Workshop Creativity & Performativity			2	2