

**Book of Modules  
for the one-year Master of Science in  
Corporate Management & Economics  
(1y MSc CME)**



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## Major Phase (1<sup>st</sup> – 2<sup>nd</sup> semester) | Mandatory Modules

Module 212042   Advanced Applied Econometrics				
MSc CME	1 <sup>st</sup> - 2 <sup>nd</sup> 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	
<b>Content</b>				
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.				
<b>Learning Outcome</b>				
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.				
<b>Literature</b>				
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 <sup>st</sup> – 2 <sup>nd</sup> 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	
<b>Content</b>				
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				
<b>Qualification Objectives</b>				
Students learn about innovative and advanced social science survey and analysis methods and can critically reflect on their use.				
<b>Literature</b>				
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	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<p><b>Content</b></p> <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> <p><b>Qualification Objectives</b></p> <p>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.</p> <p><b>Literature</b></p> <p>Current papers, books and case studies on the topic of family businesses</p>				
Courses in the module			ECTS	hours per week
LV 242122-6   Family Entrepreneurship			6	3

Module 242051-6   Family Governance				
MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<b>Content</b>				
<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>				
<b>Qualification Objectives</b>				
<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 research in these areas in the context of family businesses and then apply it accordingly.</p>				
<b>Literature</b>				
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	1 <sup>st</sup> -2 <sup>nd</sup> semester	3 hours per week	6 ECTS	Contact time/self-study (in h): 36/114
Teaching form			<input type="checkbox"/> Seminar <input type="checkbox"/> 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			<input type="checkbox"/> Examination <input type="checkbox"/> presentation <input type="checkbox"/> 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	
<p><b>Content</b></p> <p>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.</p> <p><b>Qualification Objectives</b></p> <p>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.</p> <p><b>Literature</b></p> <p>Recent papers, books and case studies in the context of family businesses.</p>				
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	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<p><b>Content</b></p> <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. 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. These themes indicate a shift in emphasis from discrete market transactions as the traditional subject of economic discourse to relational transactions.</p> <p><b>Qualification Objectives</b></p> <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> <p><b>Literature</b></p> <p>Wieland, J. (2020). Relational Economics. A political economy. Springer. 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	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<b>Content</b>				
<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>				
<b>Qualification Objectives</b>				
<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>				
<b>Literature</b>				
<p>Gereffi, G.; Fernandez-Stark, K. (2016). Global value chain analysis: a primer (2nd ed.). Center on Globalization, Governance &amp; 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	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<b>Content</b>				
<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>				
<b>Qualification Objectives</b>				
The students				
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.				
<b>Literature</b>				
Original literature from international journals.				
De Cremer, D.; Tenbrunsel, A.E. (2012). Behavioral business ethics: shaping an emerging field. Taylor & Francis.				
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.				
Bazerman, M.H. (2014): The power of noticing: What the best leaders see. Simon & Schuster.				
Kaptein, Muel (2013). Workplace morality. Behavioral ethics in organizations. Emerald.				
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	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<b>Content</b>				
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				
<b>Qualification Objectives</b>				
The students   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.				
<b>Literature</b>				
Button, K.J. (2003). Transport Economics, 2nd ed. Cheltenham. Cole, St. (2005). Applied Transport Economics. Policy, Management & Decision Making, 3rd ed. London. Endres, A. (2011). Environmental Economics. Theory and Policy. Cambridge. 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.				

Flyvbjerg, B. (2014). What You Should Know About Megaprojects and Why: An Overview, in: Project Management Journal, Vol. 45, No. 2, 6-19.

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	1 <sup>st</sup> -2 <sup>nd</sup> 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			<ul style="list-style-type: none"> <li>  Group Research Project</li> <li>  Research Report</li> <li>  Poster Presentation</li> </ul>	
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	
<b>Content</b> <ul style="list-style-type: none"> <li>  Basics, Trends and Evaluation</li> <li>  Effects, institutions and public sector</li> <li>  Process, Organization and IT</li> <li>  Innovation, Partnering and Implementation</li> </ul> <b>Qualification Objectives</b> Students gain insight into <ul style="list-style-type: none"> <li>  the influences of political objectives and regulations taking into account communication technology for the strategic positioning of the industry and users;</li> <li>  the central trends and drivers of mobility as well as the associated challenges for the economy;</li> <li>  the technological development initiated by the trends;</li> <li>  communications technology as an "enabler" of new business models;</li> <li>  the consumer orientation of mobility;</li> <li>  the drivers and barriers in the implementation of mobility innovations.</li> </ul> <b>Literature</b> Literature will be defined in each course.				
Courses in the module			ECTS	hours per week
LV 242142-6   Mobility Innovations & Digitalization			6	3

<b>Module 542014-6   Supply Chain Management &amp; International Freight Transport</b>				
MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<b>Content</b>				
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.				
<b>Qualification Objectives</b>				
The students   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.				
<b>Literature</b>				
Gourdin, K.N.. (2006). Global Logistics Management, 2nd ed. Blackwell. Long, D. (2004). International Logistics. Global supply chain management. Kluwer.				
<b>Courses in the module</b>			<b>ECTS</b>	<b>hours per week</b>
LV 542014-6   Supply Chain Management & International Freight Transport			6	3

<b>Module 242152-6   Sustainability Accounting</b>
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## Interdisciplinary Subject: Sustainable Finance & Accounting

Module 242151-6   Green Finance				
MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> 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		
<b>Content</b>				
<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>				
<b>Qualification Objectives</b>				
<p>Upon completion of the module students can ...</p> <ul style="list-style-type: none"> <li>critically discuss challenges posed by the integration of renewable energies in various economic systems;</li> <li>explain the ESG reporting pressure on companies;</li> <li>estimate empirical models including ESG- type of variables;</li> <li>discuss the relevance of adequate ESG reporting for a correct screening of green targets;</li> <li>discuss implications of carbon risks for financial firms</li> <li>critically discuss sustainability challenges for the energy and financial sectors;</li> <li>disentangle types of challenges for meeting sustainability targets;</li> <li>have a fluent discourse on several sustainability related topics</li> </ul>				
<b>Literature</b>				
<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>				
<b>Courses in the module</b>		<b>ECTS</b>	<b>hours per week</b>	
LV 242151-6   Green Finance		6	3	



MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> 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
<b>Content</b>				
<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>				
<b>Qualification Objectives</b>				
<p>Upon completion of the module students are able to ...</p> <ul style="list-style-type: none"> <li>  clarify how accounting, organizations and economic systems are intertwined with sustainability;</li> <li>  explain why traditional accounting techniques and -systems are not sufficient for navigating the contemporary sustainability challenges our societies are facing;</li> <li>  outline the evolution of SAR and reflect on its current state of development;</li> <li>  demonstrate understanding of the GRI, SASB and IASB standards;</li> <li>  recognize the practices of measuring and reporting social and environmental performance and apply these practices to a particular real-world case;</li> <li>  critically discuss the role of capital market stakeholders in shaping the development of SAR standards.</li> </ul>				
<b>Literature</b>				
<ul style="list-style-type: none"> <li>  Bini, L.; Belucci, M. (2020). Integrated Sustainability Reporting, Springer;</li> <li>  Laine, M.; Tregidga, H.; Unerman, J. (2022). Sustainability Accounting and Accountability, 3<sup>rd</sup> ed. Routledge.</li> </ul>				
<b>Courses in the module</b>			<b>ECTS</b>	<b>hours per week</b>
LV242152-6   Sustainability Accounting			6	3

Module 243021-6   Global Governance				
MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> 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	
<b>Content</b>				
<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>				
<b>Qualification Objectives</b>				
Students				
<ul style="list-style-type: none"> <li>  are able to understand and present central conceptual and theoretical approaches of global governance;</li> <li>  have gained experience in applying the conceptual and theoretical approaches to empirical cases in different policy fields;</li> <li>  are able to analyze and assess different forms of global governance as well as their legitimacy and contestation;</li> <li>  are able to critically assess different types of global governance.</li> </ul>				
<b>Literature</b>				
<ul style="list-style-type: none"> <li>  Held, David/Andrew McGrew (Hg.) (2002): Governing Globalization. Power, Authority and Global Governance. Cambridge: Polity Press.</li> <li>  Avant, Deborah D.; Finnemore, Martha; Sell, Susan K. (Hg.) (2010): Who Governs the Globe? Cambridge: Cambridge University Press.</li> <li>  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.</li> </ul>				
Courses in the Module			ECTS	h/week
LV 243021-6   Global Governance			6	3

## ZU Multidisciplinary Module: ZU Master programs

Module 242496   ZU Specific content I				
MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> semester	3 hours per week	6 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><b>Content</b></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.</p> <p>For the specific content of this module, see the content of the contributed module.</p> <p><b>Qualification Objectives</b></p> <p>Cf. the Qualification Objectives of the contributed module.</p> <p><b>Literature</b></p> <p>Cf. the literature of the contributed module.</p>				

## Multidisciplinary Module: modules of other universities

Module 242493   Specific Content I				
MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> semester	hours per week according to the course brought in	6 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><b>Content</b> A course worth 6 ECTS from another domestic or foreign university can be included in this module. For the specific content of this module, see the content of the contributed course.</p> <p><b>Qualification Objectives</b> Cf. the Qualification Objectives of the contributed course.</p> <p><b>Literature</b> Cf. the literature of the course brought in.</p>				

## Elinor Ostrom Project

Module 24251   Research Project				
MSc CME	1 <sup>st</sup> –2 <sup>nd</sup> 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><b>Content</b></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><b>Qualification Objectives</b></p> <p>The students</p> <ul style="list-style-type: none"> <li>  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;</li> <li>  are enabled to develop a research question independently;</li> <li>  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;</li> <li>  can structure and plan a larger-scale research project;</li> <li>  acquire in-depth theoretical and methodological knowledge from the field of the respective subject area</li> <li>  and are able to work on a corresponding task in a company, cultural or political organization in a well- founded manner.</li> </ul> <p><b>Literature</b></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

## Master Phase (2nd semester)

Module 55000   Final Module				
MSc CME	2 <sup>th</sup> 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
<b>Content</b>				
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).				
<b>Qualification Objectives</b>				
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.				
<b>Literature</b>				
Subject-related technical literature.				
Courses in the module			ECTS	hours per week
Master Thesis			22	1
Disputation			2	-

## ZU|Plus (1<sup>st</sup> – 2<sup>nd</sup> semester) optional Interdisciplinary Workshops

Modul 110011   Fundamentals of Entrepreneurship				
MSc CME	1 <sup>st</sup> -2 <sup>nd</sup> 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><b>Contents</b></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><b>Qualification Objectives</b></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><b>Literature</b></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 <sup>st</sup> -2 <sup>nd</sup> 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><b>Contents</b></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><b>Qualification Objectives</b></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><b>Literature</b></p> <p>See course catalog</p>				
Courses in the module			ECTS	Hours per week
LV 110012 Workshop Creativity & Performativity			2	2