

## Program Concept

# **Two-year Master of Science in Corporate Management & Economics | 2y MSc CME**

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## 1. Content

### 1.1 Disciplinary and interdisciplinary qualification objectives

The Two-year Master of Science in Corporate Management & Economics (2y MSc CME) is a two-year full-time course of study with a theoretically sound as well as practical relevance and a research-oriented alignment. The program has a scope of 120 ECTS points and is a consecutive course of study aimed at graduates of a first, predominantly business science-oriented course of study. The program provides in-depth theoretical and application-oriented knowledge of management theory as well as general business administration and economics. In its interdisciplinary elements, the degree program is based on a joint range of courses offered by the three faculties of the university (economics, cultural and communication sciences, political and social sciences).

Graduates of the degree program are able to solve challenging problems relating to multidisciplinary contexts and unfamiliar situations. Their special ability to analyze and reflect enables them to recognize the essentials of complex tasks and to deal with incomplete and contradictory information. They will be able to analyze socially relevant economic problems in a multi-disciplinary manner and address them with in-depth and specialized scientific methods. With this profile, the degree program accounts for the various demands today's management executives face, which result from an environment of organizations that is profoundly changing. In order to prepare students for the international labor market and account for the increasingly international working and research environments, all courses in the Master's degree program are held exclusively in English.

The program is based on the ideal of a generalist decision-maker. Therefore, in addition to basic disciplinary ways of thinking and content, sustainable cross-sectional skills are taught:

#### ***Core competencies in economics in the interdisciplinary context***

In the first semester students choose, within the so-called "Foundation Phase", modules in Econometrics, Advanced Statistics, Mathematics and Macroeconomics and/or modules from communication, cultural and media sciences, political and administrative science, or modules with sociological content. This is intended to achieve an alignment of the individual disciplinary and interdisciplinary previous knowledge. Other mandatory modules deepen core areas of economics and teach in-depth and specialized qualitative and quantitative methods. Within elective modules, the existing and newly acquired knowledge and skills are further expanded and deepened.

***Scientific research and methodological competence***

Scientific methods are taught comparatively, reflexively and application-oriented. As part of the module Advanced Applied Econometrics, students learn advanced econometric methods for the analysis of panel and time series data and apply them to concrete practical problems with the help of the R programming language. Students individually expand their research and methodological competence within two workshops in the field of Advanced Methods. The focus is on assessing the usability of different research designs and methods regarding scientific questions as well as the practical exercise of the various techniques. Throughout the program, further emphasize lies on developing the skill of verbal and written communication of study results and their implications for scientific, social, and political communities. In the second and/or third semester of study, it is possible to conduct a scientifically supervised research project at a chair, research cluster or institute of the university. The corresponding module "Elinor-Ostrom-Project" aims at students with a stronger interest in scientific work and more research-oriented professional fields or a further scientific education as part of a doctorate.

***Personality formation and labour market preparation***

The seminar-style teaching in small groups fosters individual personal and social skills of the students, such as working in teams, manage conflicts and communicate complex topics. Throughout the entire period of study, students are also enabled to reflect on the course and orientation of their studies systematically and continuously with regard to individual career and career orientation ("employability") against the background of their personal development. The study-accompanying concept of TandemCoaching serves this purpose particularly. Throughout their studies students are accompanied by a ScienceCoach from the ranks of lecturers and academic staff at ZU as well as by a PraxisCoach from the fields business, culture or politics. In regular conversations, concerns and questions about the content of the studies, personal development and professional perspectives are discussed and reflected on confidentially. In this way, the ability to reflect, the competence to act and resilience of the students are developed and promoted.

## 1.2 Focus of the curriculum, breadth/reference to the subject, to neighbouring degree programs and other disciplines

The two-year Master of Science in Corporate Management & Economics (2y MSc CME) is supported by the Department of Business and Economics at Zeppelin University (ZU).

**The Subject of the program** is to provide in-depth theoretical and practical knowledge for the analysis and solution of demanding business and economic problems, considering their cultural, political and social context. The mandatory methodological training expands the scientific research and methodological competence of the students. The compulsory elective offer of the degree program reflects the research priorities of the department and enables students to deal with complex, interdisciplinary problems from a superordinate and socially relevant subject area. By interweaving this offer across several degree programs, it is ensured that students from different disciplines or students with different disciplinary backgrounds learn and research together. In this way, the ability of students to reflect on subject-specific and interdisciplinary approaches, to recognize the limits of their own discipline, to develop interdisciplinary questions and to test new research methods can be specifically promoted. The development of an individual profile based on the specific content of modules is possible. There are currently four interdisciplinary subject areas to choose from:

The interdisciplinary-subject area of **Family Business** deals with the special features of family-run compared to non-family-run companies, such as differences in resources, decision-making processes, corporate governance functions and structures. The focus is placed in particular on the understanding of innovation processes, business models and the associated strategy and cultural prerequisites, but also on current challenges such as digitization, new technologies such as artificial intelligence, as well as changes in markets, industrial architectures and technology. Another focus is the governance of family businesses with their special topics, such as the question of succession or specific legal aspects.

The interdisciplinary subject area of **Leadership & Relational Societies** combines questions in the field of ethical leadership on an individual and collective level, with the aim of preparing students for the complexity of a globalized and digitized working world. The focus of the subject area is on relational leadership both within and outside organizations. Dealing responsibly with stakeholders is the prerequisite for the development of sustainable relations. On an individual level, it is discussed why people behave honestly or dishonestly and what the conditions for such behavior are. In this context, the effects of unethical behavior on the part of leaders and organizational members are also analyzed. The subject area draws on approaches from economics, philosophy, and psychology.

In the interdisciplinary subject area of **Sustainable Transport & Mobility**, the students are introduced to innovative developments in the modern world of mobility from a strategic perspective and sensitized to their challenges. Students learn to apply the principle of sustainability to the (international) mobility of goods and people, with a focus on the development of intelligent transport systems and governance through the transport policy frameworks.

The interdisciplinary subject area **Sustainable Finance & Accounting** considers the important role of finance and accounting as well as global regulation in overcoming the current social and ecological challenges. 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 Sustainability Accounting module, students learn about the essential frameworks and instruments with which the social and ecological performance of companies and their businesses can be measured. In order to effectively meet the above-mentioned challenges, global regulation is required; neither Green Finance nor Sustainability Accounting should be confined to national borders. Against this background, the Global Governance module finally examines how supranational organizations, norms, regulations and other forms of cooperative relations in contemporary international politics may emerge.

Students can complete one or more interdisciplinary subject areas by taking all of the thematically related modules included. An interdisciplinary subject area of 18 ECTS points can be chosen from other, non-executive ZU Master programs or other domestic or foreign universities. Alternatively, it is possible to use elective modules amounting to 18 ECTS points for a research project ("Elinor-Ostrom Project") or an internship or to pursue an own company start-up.

### **1.3 Sustainable economic, social and scientific perspectives | Connectivity**

The research and generalist orientation of the program together with its individualized training qualify graduates of the 2y MSc CME as mindful designers, responsible decision-makers and creative pioneers to address the complex management and leadership tasks in various areas of the economy, at the interfaces between business, culture, and politics as well as for founding their own companies. In addition, the in-depth knowledge of analysis and methods qualifies students for a science-related employment or further scientific training in the context of a doctorate.

## 2. STRUCTURE

### 2.1 Equipment

Since the degree program is mainly funded by the Department of Corporate Management and Economics, a large part of the content can be taught by full-time faculty staff. The university ideal of the unity of research and teaching is realized by all ZU professors, who, together with their research assistants, form the foundation of undergraduate and graduate teaching. To ensure the breadth of content of the program at all times, outstanding scientists and practitioners are also integrated into teaching as external lecturers.

### 2.2 Design of the study ability | Study burden

According to the General Study and Examination Regulations for all ZU degree programs, 1 ECTS point corresponds to about 25 hours of work for the students (workload). The actual amount of work required to achieve learning outcomes may vary on a case-by-case basis. A total of 120 ECTS points must be earned as part of the two-year degree program. On average, per semester students have courses in scope of 15 semester hours per week and take courses worth 30 ECTS points.

The degree program consists of I) seven compulsory modules (42 ECTS points, 1st-3rd semesters), II) the subject-specific specialization or specialization in nine elective modules (54 ECTS points, 1st-4th semester) and III) the final module (24 ECTS points, 4th study semester), which includes the Master thesis including disputation.

For the planning of the studies, a module handbook and the curriculum as annex 2 of the Subject-Specific Study and Examination Regulations (SSSER) are available for study planning. In addition, students can take advantage of general and subject-specific student advice.

Regular Program Council meetings (Members: Academic Program Director (Professor), all professors responsible for modules, Program Director of the degree program, two academic staff or staff members who regularly work in the relevant course of study, one employee of the applicant advisory service and two representatives of the students) ensure the fit of the courses in the interdisciplinary subject areas, monitor the study load and thus avoid overloading students. In addition, this committee is responsible for the further development of content and forms of study as well as the use of the funds earmarked for study and teaching.

The courses are evaluated in each round by both students and lecturers (including the aspects "workload" and "study ability"). In the first sessions of the courses, the mutual expectations and obligations are clarified and agreed between the students and teachers within the framework of the so-called **Teaching Agreement**.

In regular meetings of the program board (members: the academic program director (professor), the program director, and the program staff (the representation of the students of the program), quality aspects are analyzed based on the course evaluations, if necessary, measures are discussed and initiated.

In the Program Advisory Board, experts from science and practice are involved as external reviewers in the further development and redesign of the study and examination regulations and review the study program at regular intervals.

### 2.3 Design of freedom and key qualifications in the curriculum

The student acquires his or her master's degree in the chosen field of study (major) for which an applicant has been admitted by the ZU. The options for modules in the compulsory elective area of the 2y MSc CME result from the curriculum, which is attached as Annex 2 of the Subject-Specific Study and Examination Regulations (SSSER). As part of the 2y MSc CME, students choose three interdisciplinary subject areas – amounting to 54 ECTS points. Each of these subject areas consists of three modules that shed light on the corresponding subject area from an interdisciplinary perspective. In this way, students are trained in dealing with complex issues and enabled to work on a concrete problem from different theoretical perspectives. One of these subject areas can be put together with modules from other, non-executive ZU Master programs or modules offered by other domestic or foreign universities. Alternatively, it is possible to use compulsory elective modules amounting to 18 ECTS points for a research project ("Elinor-Ostrom Project") or an internship at home or abroad or your own company start-up.

Students in the 2y MSc CME can earn a minor degree (**minor** or minor subject) in addition to the 120 ECTS points of their major. Students acquire a minor degree if they take modules worth at least 24 ECTS points in a field of study that does not correspond to the major. For students of other master's degree programs, a minor degree in Corporate Management & Economics is offered.

**Key qualifications** are promoted in different ways:

- | The theory-led and interdisciplinary approach allows students to work on more challenging problems that relate to complex, multidisciplinary relationships and new, unfamiliar situations. In this way, students are particularly empowered to deal with uncertainty and to lead and shape changes in companies as well as cultural and political organizations.
- | The predominant seminar style fosters the development student's discursive competence and skills. Students learn to listen, argue, judge, assess, criticize and endure criticism.

- | Within the framework of group work, the ability to work in teams, whose members may have different professional backgrounds, is specifically promoted.
- | Courses are taught in English to empower students to communicate, act and manage tasks within an international working environment.
- | Participation in the workshops "Fundamentals of Entrepreneurship" and "Creativity & Performativity" is open to students of the 2y MSc CME as an extracurricular activity and expands the scientific and theoretical skills of the participants by entrepreneurial, emotional and aesthetic dimensions.

## **2.4 Design of internships | Cooperations**

There are no mandatory internships within the curriculum since the master program is a potentially specialized research-oriented program with the goal to deepen its graduate's theoretical knowledge and sharpen their individual professional profile. However, instead of elective modules amounting to 18 ECTS points, it is possible to introduce an internship or your own business start-up into the study program. The lecture-free three-month period in summer is suitable for conducting internships, which offers students sufficient flexibility.

As part of the study-accompanying concept of TandemCoaching (see above, point 1.1.), students are supported throughout their studies by a ScienceCoach from the ranks of lecturers and academic staff at ZU as well as by a PraxisCoach from the fields of business, culture or politics.

## **2.5 Design of semesters abroad | Cooperations**

During the two years of study at ZU, students deepen their theoretical knowledge and sharpen their individual professional profile through active participation in ZU's innovative curriculum. Based on the annual curricular offer cycle of the compulsory elective modules, the third semester provides students with an opportunity for a semester abroad.

Due to the short study time compared to the Bachelor's programs, such a semester abroad should be prepared particularly well and early – especially with regard to the credit opportunities.

Students are therefore strongly advised to make use of the advisory services of the International Office and the Study and Examination Center at an early stage. The recognition of academic achievements completed abroad is usually possible after prior consultation by the Study and Examination Center.

The university's International Office has already initiated a large number of partnerships with universities around the world. So far, the International Office has been able to offer all interested parties a place to study abroad. There are currently 41 foreign universities available as exchange partners for 2y MSc CME students.

## **2.6 Number and design of tests | Final grade | Final examination**

Exams required in the 2y MSc CME program are the examinations accompanying the specific modules, the Master thesis and the final oral examination (disputation). Details are regulated in the General Study and Examination Regulations (ASPO) and in the Subject-Specific Study and Examination Regulations (SSSER).

Exams of specific modules are carried out in the form of oral (e.g. presentations) and/or written examinations (e.g. term papers, written exams). Details on the type and scope of the assessment are specified in the module and event descriptions as well as in the context of the Teaching Agreement (see above, point 2.2.). With a regular semester workload of 30 ECTS points, there are usually five examinations per semester.

The final Master thesis examination consists of the written thesis ("Masterthesis") and an oral final examination ("Masterdisputation"). The Master's thesis is evaluated with 22 ECTS points and must be completed in the course of the 4th semester.

The time to conduct a written Master thesis is 16 weeks. The Master disputation is a 45- to 60-minute oral examination and is evaluated with 2 ECTS points. The grade of the Master examination results as a weighted average of the grade for the written Master thesis with a weight of 80 percent and the grade of the Master disputation with a weight of 20 percent.

The overall grade of the Master program includes the grades of the study-accompanying examinations and the grade of the Master examination in accordance with their respective ECTS points.

## **2.7 Intended number of first-year students / year**

The study program of the two-year Master of Science in Corporate Management & Economics (2y MSc CME) starts once a year at the Fall semester and is synergistic with the curriculum of the ZU's one-year Master program in Corporate Management Economics (1y MSc CME). It is intended to enroll a total of 35 students per year in the two programs.