

**Book of Modules
for the two-year Master of Arts in
General Management
(2y M.A. GEMA)**

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Note on the topicality of the module descriptions

For current information on content and examination results, which may vary with the staffing, please refer to the online course search via ZU|hause.

Version dated 29/11/2023

Major Phase (Semesters 1-3) Mandatory Modules

Management

Module 522024-6 Accounting & Controlling				
M.A. GEMA	2 nd 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			Written exam	
Scope and Length of Examinations			90 minutes	
Module Responsibility with			Prof. Dr. Florentina Paraschiv Chair of Finance	
Level of performance			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialisation <input type="checkbox"/>	
Participation requirements			-	
Use of Module			Mandatory Modules M.A. GEMA	
<p>Content:</p> <ul style="list-style-type: none"> Introduction and Basics of Controlling Introduction to cost accounting and cost management Success Planning, Measurement and Control in the Company Basics of Corporate Accounting <p>Qualification Objectives:</p> <p>Students will gain a sound insight into the tasks and instruments of controlling, learn to apply them and acquire basic knowledge of the various planning calculations and control systems. In addition, the participants should understand the theoretical basics of accounting and balancing, be able to classify financial accounting in business accounting and recognise balance sheet theoretical correlations.</p> <p>Literature:</p> <p>Gunther, F.; Hofmann, C.; Pedell, B. (2017). Kostenrechnung – Eine entscheidungsorientiert Einführung. Vahlen.</p> <p>Küpper, H.-U.; Friedl, G.; Hofmann, C.; Pedell, B. (2017). Übungsbuch zur Kosten und Erlösrechnung. Vahlen.</p> <p>Weber, J.; Schäffer, U. (2016). Einführung in das Controlling. Schäffer Poeschel.</p> <p>Weber, J.; Schäffer, U.; Binder, C. (2016). Einführung in das Controlling - Übungen und Fallstudien mit Lösungen. Schäffer Poeschel.</p> <p>Horváth, P.; Gleich, R.; Seiter, M. (2015). Controlling.Vahlen.</p> <p>Baetge, J.; Kirsch, H.-J.; Thiele, S. (2017). Bilanzen. IDW. Baetge, J.; Kirsch, H.-J.; Thiele, S. (2015). Bilanzanalyse.IDW.</p>				
Courses in the Module			ECTS	h/week
C 522024-6 Accounting & Controlling			6	3

Module 522012-6 Corporate Finance				
M.A. GEMA	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			Written exam	
Scope and Length of Examinations			90 minutes	
Module Responsibility with			Prof. Dr. Florentina Paraschiv Chair of Finance	
Level of performance			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialisation <input type="checkbox"/>	
Participation requirements			-	
Use of Module			Mandatory Modules M.A. GEMA	
<p>Content:</p> <ul style="list-style-type: none"> Financial mathematical basics of investment calculation: duplication, calculation of present value, continuous interest, perpetual annuities, zero bonds, etc. Forms of financing: External and internal financing, mezzanine, equity financing The neoclassical perspective: financial management in the face of technological uncertainty, financing taking into account taxes and insolvency costs The Neoinstitutionalist Perspective: Corporate Finance in the Face of Quality and Behavioural Uncertainty; The Principal-Agent Approach to Corporate Finance Cost of capital determination and risk: portfolio theory, risk-adjusted valuation (capital asset pricing model), arbitrage pricing theory <p>Qualification Objectives:</p> <p>The students</p> <ul style="list-style-type: none"> learn the basics of investment and financing (taking into account different theoretical perspectives); are enabled to work with the financial mathematical basics; carry out investment calculations independently; determine the cost of capital under uncertainty. <p>Literature:</p> <p>Brealey, R.A.; Myers, S.C.; Allen, F. (2011). Corporate Finance. McGraw-Hill/Irwin. Schmidt, R.H.; Terberger, E. (1996). Grundzüge der Investitions- und Finanzierungstheorie. Gabler.</p>				
Courses in the Module			ECTS	h/week
C 522012-6 Corporate Finance			6	3

Module 522016-6 Human Resource Management				
M.A. GEMA	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			Written exam	
Scope and Length of Examinations			60 minutes	
Module Responsibility with			Prof. Dr. Christian Opitz ZF Friedrichshafen Chair of Corporate Governance & Human Resource Management	
Level of performance			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialisation <input type="checkbox"/>	
Participation requirements			-	
Use of Module			Mandatory Module M.A. GEMA	
Content:				
<ul style="list-style-type: none"> Investing in school education Company qualification and investment in human capital Promotions and tournaments Recruitment Remuneration Corporate Culture Leadership Diversity Management International HR Management 				
Qualification Objectives:				
The students				
<ul style="list-style-type: none"> learn the theoretical and empirical foundations of HR management from a personal economic and behavioural science perspective; are familiar with important fields of action in operational human resources work and are able to deal with tasks and problems in these fields in a theoretically well-founded manner; acquire in-depth knowledge in the areas of qualification, promotion, procurement, remuneration, corporate culture, leadership and diversity management; are informed about current trends in human resources management; can actively contribute to the design of effective HR management in companies as well as cultural and political institutions. 				
Literature:				
Backes-Gellner, U.; Lazear, E.; Wolff, B. (2001) Personalökonomik. Fortgeschrittene Anwendungen für das Management. Schäffer Poeschel.				
Berthel, J.; Becker, F.G. (2017). Personalmanagement – Grundzüge für Konzeptionen betrieblicher Personalarbeit. Schäffer Poeschel.				

Courses in the Module	ECTS	h/week
C 522016-6 Human Resource Management	6	3

Module 522014-6 Strategic Management				
M.A. GEMA	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			Written exam	
Scope and Length of Examinations			60 minutes	
Module Responsibility with			Prof. Dr. Christian Opitz ZF Friedrichshafen Chair of Corporate Governance & Human Resource Management	
Performance level			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			-	
Use of Module			Mandatory module M.A. GEMA	
<p>Content: The course provides a structured overview of the genesis, schools of thought and central techniques of strategic planning, strategy implementation and strategic control.</p> <p>Qualification Objectives: The students</p> <ul style="list-style-type: none"> know the role and classification of strategic management in the real goods and management process of the company; know the framework conditions of strategic action; are oriented towards the central concepts of business strategy; can independently carry out a structured environmental and corporate analysis and derive strategic options in a well-founded manner; understand the process of strategy implementation and strategic control. <p>Literature: Besanko, D.; Dranove, D.; Shanley, M.; Schaefer, S. (2015). Economics of Strategy. Wiley. Grant, R. (2018). Contemporary Strategy Analysis. Wiley. Porter, M.E. (2013). Wettbewerbsstrategie. Campus. Welge, M.; Al-Laham, A. (2012). Strategisches Management. Springer.</p>				
Courses in the Module			ECTS	h/week
C 522014-6 Strategic Management			6	3

Module 522017-6 Marketing & Branding				
M.A. GEMA	2 nd 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			Presentation written elaboration of an applied research question	
Scope and Length of Examinations			Presentation: 20 minutes Term paper: 12-15 pages	
Module Responsibility with			Prof. Dr. Martin P. Fritze Chair of Marketing	
Performance level			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			-	
Use of Module			Mandatory module M.A. GEMA	
<p>Content:</p> <p>This module introduces the main theories and concepts in marketing and their application in creating value for various stakeholders. Students will gain insights into the philosophy, functions, and implications of marketing, developing the skills needed to identify, conceptualize, and communicate marketing problems and solutions. The module adopts a consumer-centric approach, recognizing that successful marketing is deeply rooted in understanding the needs, preferences, perceptions, and behaviors of consumers. Topics covered include strategic marketing, market research, consumer psychology, marketing mix, service marketing, and sustainable marketing. The primary focus of the module is on managing competitive advantage through branding and brand management. Students will explore how a successful brands and brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions.</p> <p>Qualification Objectives:</p> <p>The students:</p> <ul style="list-style-type: none"> gain a holistic understanding of marketing; are able to apply the basic principles and tools of marketing management; develop an understanding of the importance of marketing, and brand management in particular, in creating a sustainable competitive advantage; are able to evaluate marketing decision based on consumer insights; are equipped to critically reflect on and implement marketing practices in the light of environmental and social challenges; have a basic understanding to evaluate empirical studies and engage in discussions centered around scientific, peer-reviewed publications; are able to engage in discussions rooted in scientific research to approach real-world marketing problems. <p>Literature:</p> <p>Relevant course materials will be provided throughout the course.</p>				

Courses in the Module	ECTS	h/week
C 522017-6 Marketing & Branding	6	3

Economics & Law

Module 522032-6 Microeconomics				
M.A. GEMA	1 st 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			Keynote Paper 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 checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			Retrievable Abitur knowledge in mathematics, especially derivatives; basics of optimization under constraints (Lagrange function).	
Use of Module			Mandatory module M.A. GEMA	
Content:				
Introduction to Microeconomics				
Organizational behavior- transaction costs – property rights				
Industrial Organization				
Competition theory and competition policy				
Limit pricing & other pricing strategies (incl. case studies)				
Allocative efficiency - benefit-cost analyses				
Dead Ends of Microeconomics				
Qualification Objectives:				
The students				
are enabled to conduct microeconomic analyses of coordination and market processes based on the division of labour;				
acquire the ability to assess the functioning of markets and the significance of state market interventions;				
understand the principles of designing incentive systems and institutions.				
Literature:				
Bartling, H.; Luzius, F.; Fichert, F. (2008). Grundzüge der Volkswirtschaftslehre. Vahlen. Blaug; L. (2010). Famous Figures and Diagrams in Economics. EE.				
MasColell, A.; Whinston, M.D.; Green, M.D. (1995). Microeconomic Theory. Oxford University Press. Pindyck, R.; Rubinfeld, D. (2009) Mikroökonomie. Pearson Studium.				
Samuelson, P.A.; Nordhaus, W.D (2010). Volkswirtschaftslehre. FBV Siebert, H. (2007). Einführung in die				

Volkswirtschaftslehre. Kohlhammer. Varian, H. (2012). Grundzüge der Mikroökonomik. Vahlen Wied-Nebbeling, S.; Schott, H. (2007). Grundlagen der Mikroökonomik. Springer.		
Courses in the Module	ECTS	h/week
C 522032-6 Microeconomics	6	3

Module 522033-6 Macroeconomics				
M.A. GEMA	2 nd 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			Keynote Paper 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 Mobil- ity Studies	
Performance level			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			Retrievable Abitur-knowledge in mathemat- ics, especially derivatives; basics of optimi- sation under constraints (Lagrange func- tion).	
Use of Module			Mandatory module M.A. GEMA	
<p>Content:</p> <ul style="list-style-type: none"> Introduction to Macroeconomics Macroeconomic paradigms Business cycle and growth foods market, money and financial markets Labour market, monetary policy and fiscal policy <p>Qualification Objectives:</p> <p>The students</p> <ul style="list-style-type: none"> are enabled to analyse macroeconomic processes; acquire the ability to critically discuss economic policy decisions; learn the principles of macroeconomic relationships. <p>Literature:</p> <p>Berlemann, M. (2004). Makroökonomik. Springer.</p> <p>Blaug; L. (2010): Famous Figures and Diagrams in Economics. EE.</p> <p>Rothengatter, W; Schaffer, A. (2008). Makro kompakt. Grundzüge der Makroökonomik. Springer.</p>				
Courses in the Module			ECTS	h/week
C 522033-6 Macroeconomics			6	3

Module 522031-6 International Economic Law				
M.A. GEMA	1 st 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			Written exam	
Scope and Length of Examinations			90 minutes	
Module Responsibility with			Prof. Dr. Georg Jochum Chair of Public Law, Tax & European Law and Regulatory Law	
Performance level			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			-	
Use of Module			Mandatory module M.A. GEMA	
<p>Content: Today, companies hardly operate solely on national markets. In the European context, the legal framework is defined by the laws of the internal market, but even in relation to non-European countries, business does not take place in a legal vacuum. The course aims to provide an overview of the various legal regimes.</p> <p>Topics are:</p> <ul style="list-style-type: none"> From the economic law of the EU: The law of the internal market, in particular the fundamental freedoms and EU foreign trade law. From international economic law: WTO law, in particular the GATT and International investment protection. From international private commercial law: International sales law and the law of international contracts. From international corporate law: International company law, international accounting law. <p>Other selected topics, such as international tax law and international dispute resolution, may also be the subject of the course.</p> <p>Qualification Objectives: The course aims to provide an understanding of the legal framework of cross-border economic activity. The students</p> <ul style="list-style-type: none"> know the basic legal regulations of the EU internal market, know the international legal framework for international trade in goods and services and the protection of investments, know the rules for international companies, are able to conclude contracts with international partners and recognize problems. <p>Literature: On recommendation of the lecturer.</p>				
Courses in the Module			ECTS	h/week
C 522031-6 International Economic Law			6	3

Methods

Module 522045-6 Quantitative Methods				
M.A. GEMA	1 st 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			Exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. Franziska Peter Chair for Empirical Capital Market Research and Econometrics	
Performance level			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements				
Use of Module			Mandatory module M.A. GEMA	
<p>Content:</p> <p>In this course, basic and quantitative methods of economics are taught. Concrete contents refer to the areas of descriptive statistics, inference, as well as mathematical basics. After establishing a common level of statistical and mathematical basics, students are introduced to the linear regression models within an applied context.</p> <p>Qualification Objectives:</p> <p>The students</p> <ul style="list-style-type: none"> acquire basic and advanced knowledge in selected quantitative methods of economics; are enabled to select quantitative empirical methods case-specifically and to discuss them critically. <p>Literature:</p> <p>Jann, B. (2005). Einführung in die Statistik. Oldenbourg.</p> <p>Kühnel, S.M.; Krebs, D. (2012). Statistik für die Sozialwissenschaften. Grundlagen, Methoden, Anwendungen. Rowohlt.</p> <p>Sydsaeter, K. (2015). Mathematik für Wirtschaftswissenschaftler: Basiswissen mit Praxisbezug. Pearson.</p> <p>Wooldridge, J.M. (2012). Introductory Econometrics: A Modern Approach. South-Western College Publishers.</p>				
Courses in the Module			ECTS	h/week
C 522045-6 Quantitative Methods			6	3

Module 522046-6 Qualitative Methods				
M.A. GEMA	1 st 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			Midterm Presentation	
Scope and Length of Examinations			Midterm: 30 minutes Presentation: 20 minutes	
Module Responsibility with			Prof. Dr. Franziska Peter Chair for Empirical Capital Market Research and Econometrics	
Performance level			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			Contents of the compulsory modules in 522045-6 Quantitative Methods	
Use of Module			Mandatory module M.A. GEMA	
<p>Content: This course teaches basic qualitative methods of empirical social research and the procedure of a qualitative research process. The course includes questions of both the collection and the analysis of qualitative data. Special emphasis is placed on the ability to independently apply individual methods.</p> <p>Qualification Objectives: The students</p> <ul style="list-style-type: none"> acquire basic knowledge in selected qualitative methods of empirical social research; are enabled to select qualitative empirical methods case-specifically and to discuss them critically. <p>Literature: Maria J Mayan (2009) Essentials in qualitative inquiry, Walnut Creek, CA: Left Coast Press. U Flick, (2009) An Introduction to Qualitative Research, 4th edition, London: Sage.</p>				
Courses in the Module			ECTS	h/week
C 522046-6 Qualitative Methods			6	3

Module 522047-6 Data Science				
M.A. GEMA	2 nd 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			Presentation Essay	
Scope and Length of Examinations			Presentation and essay on own data science project	
Module Responsibility with			Prof. Dr. Franziska Peter Chair for Empirical Capital Market Research and Econometrics	
Performance level			Basics <input type="checkbox"/> Deepening <input checked="" type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			Contents of the compulsory modules in 522045-6 Quantitative Methods	
Use of Module			Mandatory module M.A. GEMA	
<p>Content:</p> <p>Students will be introduced to fundamentals of data science, including the types and structures of data, data exploration and visualization, text analysis as well as machine learning methods for classification. They will receive an introduction to statistical software and learn implementations of the acquired techniques and methods.</p> <p>Qualification Objectives:</p> <p>Students are introduced to the general fundamentals of various techniques as well as their practical functioning and can furthermore critically evaluate them. They are familiar with the different process steps of a data science project, so that they can also independently apply the taught learning contents in the context of data collection, processing, analysis and interpretation. After participating in the course, the students should thus be able to carry out smaller Data Science projects on their own.</p> <p>Literature:</p> <p>Provost, F.& Fawcett, Tom (2013) Data Science for Business James, Witten, Hastie & Tibshirani (2017). An introduction to statistical learning</p>				
Courses in the Module			ECTS	h/week
C 522047-6 Data Science			6	3

Science

Module 52205 Interdisciplinary group research project				
M.A. GEMA	1 st – 2 nd Semester	5 hours per week	10 ECTS	Contact time/self-study (in h): 42/208
Teaching form			Seminar	
Event type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Duration			2 semester	
Rotation			annually <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Research Proposal Presentation Working-Paper	
Scope and Length of Examinations			Research Proposal: ~3 pages Presentation: 30 minutes Working-Paper: ~30 pages	
Module Responsibility with			Academic Program Management M.A. GEMA	
Performance level			Basics <input checked="" type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input type="checkbox"/>	
Participation requirements			-	
Use of Module			Mandatory module M.A. GEMA	
<p>Content: Within the framework of the module, which extends over the first two semesters of the degree programme, a research-oriented perspective is adopted and an own economic question is worked on under a given overall topic. In doing so, different theoretical perspectives are adopted, which ideally have a connection to the subject area of the respective student's previous studies. Against this background, the research question to be worked on is agreed with the lecturer at the beginning of the course "Research Design" (C 522051), whereby working on it in cooperation with a company or at a foreign university is also possible. The work on the research project (C 522052) is flanked by the course C 522051 "Research Design". In addition to the other compulsory modules, this course introduces students to scientific theories, models and methods of economics in order to enable them to apply them to their research question. At the end of this course, the students are first asked to motivate their research question within the framework of a "Research Proposal" on the basis of the literature (scientific relevance, practical implications), to point out the research deficit and to explain the intended research design (methodology). On this basis, the actual, detailed elaboration of the research question takes place within the framework of the (group) research project. The findings of the respective analyses must first be prepared by the students as presentations and, after intensive discussion, submitted in the form of a written elaboration.</p> <p>Qualification Objectives: The students</p> <ul style="list-style-type: none"> acquire the ability to formulate an economic research question with interdisciplinary references and to work on it independently using scientific methods and findings; can design and implement an interdisciplinary research project; are enabled to document their own research results within the framework of a term paper and to discuss them critically in a colloquium. <p>Literature: Subject-related technical articles and textbooks.</p>				
Courses in the module			ECTS	h/week

C 522051 Research design (1 st Semester)	3	3
C 522052 Research project (1 st – 2 nd Semester)	7	2

Major Phase (Semesters 2-4) Elective modules

Interdisciplinary Topic: Family Business

Module 242122-6 Family Entrepreneurship			
M.A. GEMA	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"/> per 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, M.A. GEMA	
<p>Content: 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>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.</p> <p>Literature: Current papers, books and case studies on the topic of family businesses</p>			
Courses in the module		ECTS	h/week
C 242122-6 Family Entrepreneurship		6	3

Module 242051-6 Family Governance				
M.A. GEMA	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"/> per 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, M.A. GEMA	
<p>Content: 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>Qualification Objectives: 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> <p>Literature: Recent papers, books and case studies on the topics in the context of family businesses.</p>				
Courses in the module			ECTS	h/week
C 242051-6 Family Governance			6	3

Module 242053-6 Family Business Current Issues				
M.A. GEMA	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"/> per 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, M.A. GEMA	
<p>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.</p> <p>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.</p> <p>Literature: Recent papers, books and case studies in the context of family businesses.</p>				
Courses in the module			ECTS	h/week
C 242053-6 Family Business Current Issues			6	3

Interdisciplinary Topic: Leadership & Relational Societies

Module 242123-6 Relational Economics				
M.A. GEMA	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"/> per semester <input type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 minutes	
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, M.A. GEMA	
<p>Content: 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>Qualification Objectives: 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>Literature: 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	h/week
C 242123-6 Relational Economics	6	3

Module 242124-6 Governance of Value Networks				
M.A. GEMA	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"/> per semester <input type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 minutes	
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"/>	
			-	
Use of Module			Major Phase MSc. CME, M.A. GEMA	
<p>Content:</p> <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. 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> <p>Qualification Objectives:</p> <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> <p>Literature:</p> <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	h/week
C 242124-6 Governance of Value Networks	6	3

Module 242111-6 Advances in Behavioral Ethics				
M.A. GEMA	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"/> per semester <input type="checkbox"/>	
Examinations			Midterm Written exam	
Scope and Length of Examinations			60 minutes	
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, M.A. 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	h/week
C 242111-6 Advances in Behavioral Ethics	6	3

Interdisciplinary Topic: Sustainable Transport & Mobility

Module 242141-6 Sustainable Transport Policy				
M.A. GEMA	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"/> per 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, M.A. 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:				
Button, K.J. (2003). Transport Economics, 2nd ed. Cheltenham.				
Cole, St. (2005). Applied Transport Economics. Policy, Management & Decision Making, 3rd ed. London.				
Edres, 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/Basing stoke.

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	h/week
C 242141-6 Sustainable Transport Policy	6	3

Module 242142-6 Mobility Innovations & Digitalization				
M.A. GEMA	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"/> per 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, M.A. GEMA	
<p>Content:</p> <ul style="list-style-type: none"> Basics, Trends and Evaluation Effects, institutions and public sector Process, Organization and IT Innovation, Partnering and Implementation <p>Qualification Objectives:</p> <p>Students gain insight into</p> <ul style="list-style-type: none"> 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. <p>Literature:</p> <p>Literature will be defined in each course.</p>				
Courses in the module			ECTS	h/week
C 242142-6 Mobility Innovations & Digitalization			6	3

Module 542014-6 Supply Chain Management & International Freight Transport				
M.A. GEMA	2 nd - 4 th semester	3 hours perweek	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"/> per semester <input type="checkbox"/>	
Examinations			homeworks 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, M.A. 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	h/week
C 542014-6 Supply Chain Management & International Freight Transport			6	3

Interdisciplinary Topic: Sustainable Finance & Accounting

Module 242151-6 Green Finance				
M.A. GEMA	3 rd semester	3 hours per week	6 ECTS	Contact hours/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"/> per semester <input type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 minutes	
Module Responsibility with			Prof. Dr. Florentina Paraschiv Chair of Finance	
Performance level			Basic <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Basics in Finance	
Use of Module			Major Phase MSc. CME, M.A. GEMA	
<p>Content:</p> <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> <p>Qualification Objectives:</p> <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 <p>Literature:</p> <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	h/week
C 242151-6 Green Finance	6	3

Module 242152-6 Sustainability Accounting				
M.A. GEMA	3 rd semester	3 hours per week	6 ECTS	Contact hours/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"/> per semester <input type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 minutes	
Module Responsibility with			Prof. Dr. Josef Wieland Chair of Institutional Economics Director Leadership Excellence Institute Zep- pelin LEIZ	
Performance level			Basic <input type="checkbox"/> Deepening <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>	
Participation requirements			Basics in Accounting	
Use of Module			Major Phase MSc. CME, M.A. GEMA	
<p>Content:</p> <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, stake- holder theory and institutional theory.</p> <p>Qualification Objectives:</p> <p>Upon completion of the module students are able to ...</p> <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. <p>Literature:</p> <p>Bini, L.; Belucci, M. (2020). Integrated Sustainability Reporting, Springer;</p> <p>Laine, M.; Tregidga, H.; Unerman, J. (2022). Sustainability Accounting and Accountability, 3rd ed. Routledge.</p>				
Courses in the module			ECTS	h/week
C 242152-6 Sustainability Accounting			6	3

Module 243021-6 Global Governance				
M.A. GEMA	3 rd semester	3 hours per week	6 ECTS	Contact Time / Self Study (in h): 27/123
Teaching Methods		Seminar		
Event Type		Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>		
Duration		1 semester		
Rotation		annually <input checked="" type="checkbox"/> per semester <input type="checkbox"/>		
Examinations		Written Exam		
Scope and Length of Examinations		-		
Module Responsibility with		Prof. Dr. Andrea Schneiker Chair of Global Governance		
Participation requirements		-		
Use of Module		MA PAIR, Major Phase MSc. CME, M.A. GEMA		
<p>Content: 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. 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> <p>Qualification Objectives: The students</p> <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. <p>Literature: 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.</p>				
Courses in the Module			ECTS	h/week
C 243021-6 Global Governance			6	3

Interdisciplinary subject: ZU Master programs

Module Specific content I				
M.A. GEMA	2 nd - 4 th 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	
Participation requirements			Mandatory modules of the Major Phase	
Use of Module			Major Phase MSc CME, M.A. GEMA	
<p>Content: 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>Qualification Objectives: Cf. the Qualification Objectives of the contributed module.</p> <p>Literature: Cf. the literature of the contributed module.</p>				
Courses in the Module			ECTS	h/week
C xxx Specific Content I			6	3

Interdisciplinary subject: Modules of other universities

Module 242493 Specific Content II				
M.A. GEMA	2 nd - 4 th 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	
Participation requirements			Mandatory modules of the Major Phase	
Use of Module			Major Phase MSc. CME, M.A. GEMA	
<p>Content: A course worth up to 6 ECTS from another domestic or foreign university can be included in this module.</p> <p>Qualification Objectives: Cf. the Qualification Objectives of the contributed course.</p> <p>Literature: Cf. the literature of the course brought in.</p>				
Courses in the Module			ECTS	h/week
C xxx Specific Content II			6	x

Master Phase (Semester 4)

Module 500000 Final Module				
M.A. GEMA	4 th Semester	1 hour per week	20 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	
Performance level			Successful completion of the Mandatory modules (thesis) Successful completion of the thesis (disputation)	
Use of Module			Mandatory Module M.A. GEMA	
<p>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).</p> <p>Qualification Objectives: The students</p> <ul style="list-style-type: none"> 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; 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. <p>Literature: Subject-related technical literature.</p>				
Courses in the Module			ECTS	h/week
Master Thesis			18	1
Disputation			2	-

