

## Study and Examination Regulations (SER) Master of Business Administration (MBA)-1

### § 1 Scope

The SER at hand regulates the Master studies with the degree “Master of Business Administration” (MBA) within the framework of the general study and examination regulations of SHB

- (1) Area: **“Business Administration”**
- (2) Major Subject: **Business Administration (BA)**

### § 2 Duration and Structure of the Program

- (1) The program is laid out as a residential program, supplemented by self-study and transfer periods.
- (2) Events, deadlines and locations as well as additional offers are specified in the respective student contract (inclusive study plan).
- (3) Duration and structure: As a general rule, the program takes 24 months, which students normally pass consecutively.

	min.-	<b>days</b>	<b>hours/h</b>	<b>CP</b>
a	Modules (with compulsory attendance)	225	2.025	67,5
	<i>thereof optional compulsory modules</i>	75	-	-
	<i>thereof self-studies (recommended)</i>	75	-	-
b	Study project papers, as well as project documentation (i.a. master thesis)	75	675	22,5
	<b>Total study time</b>	<b>300</b>	<b>2.700</b>	<b>90</b>
	Thereof in English: min. 30% of the residential seminars	23		
	min. 25% of the total workload	75		

### § 3 Admissions Requirements, Modules, Load

- (1) The basic admission requirements are given in the general certification regulations. Specific admission requirements are given in Annex I.
- (2) Modules are specified in the SER's annex II.
- (3) Load (examinations and credit points, based on the major subject) is specified in the SER's annex II.

### § 4 Commencement

Date: 01.10.2010

**Annex I: SER MBA**  
**Area: Business Administration**  
**Major Subject: Business Administration (BA)**  
**Accreditation: 2008-2013 (FIBAA)**

Determined by SHB's University Council and confirmed by the authorised administration of the Senate of Berlin the following specifications shall apply:

### 1. Duration

No additional regulations.

### 2. Structure

No additional regulations.

### 3. Special admissions requirements

#### 3.1 Program:

#### 3.1a Admission to this MBA requires

- English language skills.
- Professional Experience. For the duration of the necessary professional/management experience (minimum: 2 years) please refer to the examination committee decision of the respective compulsory optional subject. In justified exceptional cases, professional experience may also be credited before completing a first degree for the admission to the MBA program. This is only possible if it is - in the sense of MBAs - qualified work experience.
- A successful completed Master program ( $\geq 240$  Credit Points) or Bachelor program respectively (with a minimum of 210 Credit Points or 180 Credit Points and if so a maximum of 30 Credit Points, offset against knowledge and abilities acquired out of an university and verified on an university study course). Missing Credit Points at admission time cause supplementary modules (maximum 30 Credit Points).

#### 3.1b Furthermore, admission tests may lead to a prescription of supplementary courses.

#### 3.2 Modules: see profiles of modules.

### 4. Modules: Definitions and annotations

#### 4.1 Transfer

#### 4.1a Based on decisions of the examination committee and documented in the study plan.

#### 4.2 Basics

#### 4.2a Difference in the sum of self-study days based on rounding errors.

#### 4.2b K / C / P / TA and "LNW h" based on decisions of the examination committee and documented in the study plan ("LNW h" in annex AI is the minimum).

#### 4.3 Focus

#### 4.4 Optional compulsory

#### 4.4a Typically a project is compatible to the chosen optional compulsory module.

#### 4.4b Allocations of credit points for the project work and project documentation in terms of transfer papers or project study papers are based on the examination committee's decisions and documented in the study plan.

#### 4.4c K / C / P / TA and "LNW h" based on decision of the examination committee and documented in the study plan ("LNW h" in annex AI is the minimum).

#### 4.5 Supplementation compulsory

#### 4.5a In case admission tests document a lack of prior education that potentially could lead to study failure or a lack of Credit Points, SHB reserves the right to prescribe individual study plans that would include supplementary courses. During the time of individual pres-tudies, students are preliminarily admitted to the program (academic preparations); after having finished these preliminary studies successfully, they are fully admitted to the program. During the time of studies, students are admitted to the program (additional courses).

#### 4.5b Programs:

- Academic Preparations: see annex II
- Language Preparations: English/German (individual)

#### 4.6 Supplementation facultative

#### 4.6a Add-on courses, specified in the educational contract (compulsory for University Certificates).

#### 4.7 General annotations

AI (All)	Annex I (Annex II)
AP	Oral master thesis defence (final exam)
Art	Type
C	Case
CP	Credit Point (ECTS, European Credit Transfer System, basis: 30h/CP)
F	Foundation
h	Hour (basis 9h/day)
K	Written examination
LNW	Examination
MT	Master thesis
Note	Grade
OC	Optional compulsory
P	Presentation
PK	Project
PA	Projekt work
PSA	Project Study Paper

S	Seminar (also as lecture/blended learning-unit/tutorial/workshops/colloquiums/etc. [cf. study plan])
SER	Study and Examination Regulations (Educational and Examination Regulations)
SL	Self-study
TA	Transfer paper
Tage	Days
TDR	Transfer Documentation Report
TR	Transfer
VT	Major subject

## **5. Modules and Load**

See annex II.

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP			
	S	SL	TR	Art	h					
Project, Basics, Structure / major / compulsory / SPO MBA / Business Administration										
VT: <b>Business Administration (BA)</b>	*	*	*	*	*	90	90			
Project, Basics, Structure / transfer / compulsory / SPO MBA / Business Administration C-PBS-127994-2008-11-06										
PK1: <b>Project (PK)</b>	According to the admittance # cf. PK-modules			*	*	75	*	675	22,5	22,5
Project, Basics, Structure / transfer / compulsory / SPO MBA / Business Administration C-PBS-127995-2008-11-06										
PK1.1: <b>Transfer Papers (TA)</b>	SPO: AI-4.1a			*	*	*	TA	*	*	*
Project, Basics, Structure / transfer / compulsory / SPO MBA / Business Administration C-PBS-131821-2008-11-06										
PK1.2: <b>Transfer Documentation Report (TDR)</b>	SPO: AI-4.1a			*	*	*	TDR	*	*	*
Project, Basics, Structure / transfer / compulsory / SPO MBA / Business Administration C-PBS-127996-2008-11-19										
PK1.3: <b>Project Study Papers (PSA)</b>	SPO: AI-4.1a			*	*	*	PSA	*	*	*
Project, Basics, Structure / transfer / compulsory / SPO MBA / Business Administration C-PBS-131040-2008-11-19										
PK1.4: <b>Project work (PA)</b>	Basis for and documented in the thesis.			*	*	*	PA	*	*	*
Project, Basics, Structure / transfer / compulsory / SPO MBA / Business Administration C-PBS-127997-2008-11-19										
PK1.5: <b>Thesis</b>	Scientific documentation, based on the project.			*	*	50	MT AP	450	15	15
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-127998-2008-11-06										
F: <b>Foundation (F)</b>	SPO: AI-4.2a			50	56	44	*	*	45	45
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-127999-2008-11-06										
F1: <b>Economics</b>	*			4	6	*	K	1	3	3
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128000-2008-11-06										
F1.1: <b>Macroeconomics</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128001-2008-11-06										
F1.2: <b>Microeconomics</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128002-2008-11-06										
F1.3: <b>Managerial Economics</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128003-2008-11-06										
F2: <b>Law</b>	*			4	6	*	K	1	3	3
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128004-2008-11-06										
F2.1: <b>Principles of Law</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128005-2008-11-06										
F2.2: <b>Legal Framework and Fields of Activity for Executives</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128006-2008-11-06										
F3: <b>Project Management &amp; Organization</b>	*			6	7	7	AI-4.2b, TA	1	6	6
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128007-2008-11-06										
F3.1: <b>Interdisciplinary Scientific Work</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128008-2008-11-06										
F3.2: <b>Methods of Project Planning and Management</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128009-2008-11-06										
F3.3: <b>Information Systems Management</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128010-2008-11-06										
F3.4: <b>Organizational Management</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128011-2008-11-06										
F3.5: <b>Operations Management</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128012-2008-11-06										
F4: <b>Entrepreneurship &amp; Strategy</b>	*			9	5	6	AI-4.2b, TA	1	6	6
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128013-2008-11-06										
F4.1: <b>Principles of Practical Corporate Management</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128014-2008-11-06										
F4.2: <b>Principles of Entrepreneurship</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128015-2008-11-06										
F4.3: <b>Innovation Management</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128016-2008-11-06										
F4.4: <b>Management of Strategies</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128017-2008-11-06										
F4.5: <b>Business Strategy</b>	*			*	*	*	*	*	*	*
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration C-PBS-128018-2008-11-06										
F4.6: <b>Corporate Strategy</b>	*			*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP			
	S	SL	TR	Art	h					
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128019-2008-11-06</span>										
<b>F5: Marketing</b>	6	7	7	AI-4.2b, TA	1	6	6			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128020-2008-11-06</span>										
<b>F5.1: Principles of Marketing</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128021-2008-11-06</span>										
<b>F5.2: Market Research</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128022-2008-11-06</span>										
<b>F5.3: Marketing and Sales Management</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128023-2008-11-06</span>										
<b>F6: Accounting &amp; Corporate Finance</b>	9	11	10	AI-4.2b, TA	1	9	9			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128024-2008-11-06</span>										
<b>F6.1: Principles of Accounting</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128025-2008-11-06</span>										
<b>F6.2: Financial Analysis</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128026-2008-11-06</span>										
<b>F6.3: Financial Reporting and Controlling</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128027-2008-11-06</span>										
<b>F6.4: Principles of Corporate Finance</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128028-2008-11-06</span>										
<b>F6.5: Models and Systems</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128029-2008-11-06</span>										
<b>F7: International Management</b>	6	7	7	TDR	1	6	6			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128030-2008-11-06</span>										
<b>F7.1: Principles of Foreign Trade</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128031-2008-11-06</span>										
<b>F7.2: Principles of International Management</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128032-2008-11-06</span>										
<b>F7.3: Cross-Cultural Management</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128033-2008-11-06</span>										
<b>F8: Leadership &amp; Competencies I</b>	4	3	3	TA	*	3	3			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128037-2008-11-06</span>										
<b>F8.1: Personality</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128038-2008-11-06</span>										
<b>F8.2: Development of Competencies</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-137469-2009-11-12</span>										
<b>F9: Leadership &amp; Competencies II</b>	2	4	4	TA	*	3	3			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128034-2008-11-06</span>										
<b>F9.1: Leadership</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128035-2008-11-06</span>										
<b>F9.2: Organizational Behavior</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / basics / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128036-2008-11-06</span>										
<b>F9.3: Human Resource Management</b>	*	*	*	*	*	*	*			
Project, Basics, Structure / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128041-2008-11-06</span>										
<b>OC: Optional compulsory (OC)</b>	exemplary S=SL=TR			25	25	25	*	*	22,5	22,5
Project, Basics, Structure / supplementation / compulsory / SPO MBA / Business Administration <span style="float:right">C-PBS-128040-2008-11-06</span>										
<b>EPF: Supplementary compulsory (EPF)</b>	SPO: AI-4.5a			*	*	*	*	*	*	*
Project, Basics, Structure / supplementation / facultative / SPO MBA / Business Administration <span style="float:right">C-PBS-128039-2008-11-06</span>										
<b>EF: Supplementary fakultative (EF)</b>	SPO: AI-4.6a			*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128042-2008-11-19</span>							
BI: <b>OC: Business Intelligence (BI)</b>	*	25	36	15	*	*	22,5 22,5
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128043-2008-11-19</span>							
BI1: <b>Strategy &amp; Methods</b>	*	8	9	5	AI-4.4c, TA	1	6,5 6,5
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128044-2008-11-19</span>							
BI1.1: <b>Performance Management Concept</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128045-2008-11-19</span>							
BI1.2: <b>Methods of Performance Management</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128046-2008-11-19</span>							
BI1.3: <b>Elements of a BI Strategy</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128047-2008-11-19</span>							
BI1.4: <b>Integration of a BI Strategy</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128048-2008-11-19</span>							
BI1.5: <b>Value Added Aspects of BI in a Company</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128050-2008-11-19</span>							
BI1.6: <b>Project Management</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128051-2008-11-19</span>							
BI1.7: <b>Risk and Quality Aspects</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128052-2008-11-19</span>							
BI1.8: <b>Demand Analysis</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128053-2008-11-19</span>							
BI1.9: <b>Information Modeling Scenarios</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128054-2008-11-19</span>							
BI2: <b>Applications I &amp; II</b>	*	7	17	*	AI-4.4c, K	3	7 7
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128055-2008-11-19</span>							
BI2.1: <b>Reporting</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128056-2008-11-19</span>							
BI2.2: <b>Multidimensional Database Models</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128057-2008-11-19</span>							
BI2.3: <b>User Interfaces</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128058-2008-11-19</span>							
BI2.4: <b>Analytical Processing</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128059-2008-11-19</span>							
BI2.5: <b>Information Deployment</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128060-2008-11-19</span>							
BI2.6: <b>Security and Access Regulations</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128062-2008-11-19</span>							
BI2.7: <b>Planning Strategy</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128063-2008-11-19</span>							
BI2.8: <b>Functions Inside the Planning Process</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128064-2008-11-19</span>							
BI2.9: <b>Simulation</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128065-2008-11-19</span>							
BI2.10: <b>Process Support</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128066-2008-11-19</span>							
BI3: <b>International Marketing</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128067-2008-11-19</span>							
BI3.1: <b>Business Development International</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128068-2008-11-19</span>							
BI3.2: <b>Market Entry Strategy</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128069-2008-11-19</span>							
BI3.3: <b>Distribution</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128070-2008-11-19</span>							
BI4: <b>Business Culture</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128071-2008-11-19</span>							
BI4.1: <b>Business Ethics</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128072-2008-11-19</span>							
BI4.2: <b>Conflict Management</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128073-2008-11-19</span>							
BI4.3: <b>Moderation</b>	*	*	*	*	*	*	*
Business Intelligence / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-BI-128074-2008-11-19</span>							
BI4.4: <b>Rhetoric</b>	*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunktinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128075-2008-11-17							
CL: <b>OC: Creative Leadership (CL)</b>	*	25	42	9	*	*	22,5 22,5
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128081-2008-11-17							
CL1: <b>Principles of Creative Leadership</b>	*	7	13	*	AI-4.4c	1	6 6
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128082-2008-11-17							
CL1.1: <b>Creative Leadership Challenges</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128083-2008-11-17							
CL1.2: <b>Leadership Issues in Today's Creative Business</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128084-2008-11-17							
CL1.3: <b>Advanced Creative Leadership: Understanding and Motivating People</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128085-2008-11-17							
CL1.4: <b>Leading Dynamic Teams in the Creative Industry</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128086-2008-11-17							
CL1.5: <b>Interdisciplinary Look at Creative Leadership</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128087-2008-11-17							
CL2: <b>Management in Creative Industries</b>	*	6	7	4	AI-4.4c, TA	1	5 5
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128088-2008-11-17							
CL2.1: <b>Managing Corporate Systems, Structure and Processes in the Creative Industry</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128089-2008-11-17							
CL2.2: <b>Creative Marketing</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128090-2008-11-17							
CL2.3: <b>Global and Intercultural Marketing</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128091-2008-11-17							
CL2.4: <b>Organizational Leadership and Managing a Corporate Culture</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128092-2008-11-17							
CL2.5: <b>Planning and Controlling in Creative Business</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128093-2008-11-17							
CL2.6: <b>Understanding Geopolitics, Society/Law and Culture/Media</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128094-2008-11-17							
CL3: <b>Management of Creative Products</b>	*	6	11	*	AI-4.4c	1	5 5
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128095-2008-11-17							
CL3.1: <b>Research and Development in Creative Business</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128096-2008-11-17							
CL3.2: <b>Leading Innovation and Creativity</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128097-2008-11-17							
CL3.3: <b>Creative Industry Analysis and Strategies</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128098-2008-11-17							
CL3.4: <b>The Convergence of Content and Technologies: Understanding the T.I.M.E-Industry</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128099-2008-11-17							
CL3.5: <b>Impacting the Creative Industry</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128100-2008-11-17							
CL4: <b>Self-Management and Entrepreneurial Behavior</b>	*	6	11	*	AI-4.4c	1	5 5
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128101-2008-11-17							
CL4.1: <b>Decision Making</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128102-2008-11-17							
CL4.2: <b>Power and Career Management</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128103-2008-11-17							
CL4.3: <b>Roles and Engagement of Creative Leaders</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128104-2008-11-17							
CL4.4: <b>Business Intelligence</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128105-2008-11-17							
CL4.5: <b>Creative Entrepreneurship</b>	*	*	*	*	*	*	*
Creative Leadership / focus / optional compulsory / SPO MBA / Business Administration OC-CL-128106-2008-11-17							
CL5: <b>Project Study Paper (PSA)</b>	*	*	5	PSA		1	1,5 1,5

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128107-2008-11-17</span>							
<b>FSI:</b> <b>OC: Financial Services Industry (FSI)</b> Choice of FSI4a or FSI4b	25	42	9	*	*	22,5	22,5
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128113-2008-11-17</span>							
<b>FSH1:</b> <b>Markets, Convergence and Integration in the FSI</b>	6	14	*	AI-4.4c	1	6	6
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128114-2008-11-17</span>							
<b>FSH1.1:</b> <b>Strategic Management in the FSI</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128115-2008-11-17</span>							
<b>FSH1.2:</b> <b>Sectoral Convergence</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128116-2008-11-17</span>							
<b>FSH1.3:</b> <b>Future of Finance</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128117-2008-11-17</span>							
<b>FSI2:</b> <b>International FSI Markets and Management</b>	7	6	4	AI-4.4c, TA	1	5	5
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128118-2008-11-17</span>							
<b>FSI2.1:</b> <b>International Financial Markets and Systems</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128119-2008-11-17</span>							
<b>FSI2.2:</b> <b>International Financial Management by the USA</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128120-2008-11-17</span>							
<b>FSI2.3:</b> <b>International Financial Management by Asia and Emerging Markets</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128121-2008-11-17</span>							
<b>FSI3:</b> <b>Innovation, Management and Strategies in the FSI</b>	7	10	*	AI-4.4c	1	5	5
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128122-2008-11-17</span>							
<b>FSI3.1:</b> <b>Modern Corporate Management and Innovative Banking Products</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128123-2008-11-17</span>							
<b>FSI3.2:</b> <b>Modern Corporate Management and Innovative Asset Management Products</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128124-2008-11-17</span>							
<b>FSI3.3:</b> <b>Modern Corporate Management and Innovative Insurance Products</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-131819-2008-11-17</span>							
<b>FSI4:</b> <b>Asset Management and Quantitative Methods (FSI4a) / Managing Insurance Companies (FSI4b)</b>	5	12	*	AI-4.4c	1	5	5
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128125-2008-11-17</span>							
<b>FSI4a:</b> <b>Asset Management and Quantitative Methods</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128126-2008-11-17</span>							
<b>FSI4a.1:</b> <b>Portfolio Theory and Capital Markets Theory</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128127-2008-11-17</span>							
<b>FSI4a.2:</b> <b>Financial Derivatives and Financial Risk Management</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128128-2008-11-17</span>							
<b>FSI4a.3:</b> <b>Chart Analysis and Fundamental Analysis</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128129-2008-11-17</span>							
<b>FSI4a.4:</b> <b>Behavioral Finance</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128130-2008-11-17</span>							
<b>FSI4b:</b> <b>Managing Insurance Companies</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128131-2008-11-17</span>							
<b>FSI4b.1:</b> <b>Management of Property Insurance</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128132-2008-11-17</span>							
<b>FSI4b.2:</b> <b>Management of Personal Insurance</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128133-2008-11-17</span>							
<b>FSI4b.3:</b> <b>Management of Reinsurance and Fundamentals of Insurance Mathematics</b>	*	*	*	*	*	*	*
Financial Services Industry / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-FSI-128134-2008-11-17</span>							
<b>FSI5:</b> <b>Project Study Paper (PSA)</b>	*	*	5	PSA	1	1,5	1,5



**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128135-2008-11-12</span>							
<b>GM1: OC: General Management / Growth Management (GM)</b>	*	25	25	25	*	*	22,5 22,5
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128136-2010-08-24</span>							
<b>GM1: Objectives and Strategy</b>	*	3	6	6	PSA	0,5	4,5 4,5
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128137-2008-11-12</span>							
<b>GM1.1: Methods of Project Planning and Management</b>	Advanced	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128138-2008-11-12</span>							
<b>GM1.2: Entrepreneurship</b>	*	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128139-2008-11-12</span>							
<b>GM1.3: Project Study Paper GM1</b>	Objectives and Strategy Plan	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128140-2010-08-24</span>							
<b>GM2: Marketing Management</b>	*	5	5	5	PSA	0,5	4,5 4,5
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128141-2008-11-12</span>							
<b>GM2.1: Quality Management</b>	*	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128142-2008-11-12</span>							
<b>GM2.2: Marketing Management</b>	*	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128143-2008-11-12</span>							
<b>GM2.3: Practical Corporate Management</b>	*	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128145-2008-11-12</span>							
<b>GM2.4: Project Study Paper GM2</b>	Marketing and Sales Plan	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128146-2010-08-24</span>							
<b>GM3: Finance</b>	*	2	7	6	PSA	0,5	4,5 4,5
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128147-2008-11-12</span>							
<b>GM3.1: Managerial Economics</b>	Advanced	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128148-2008-11-12</span>							
<b>GM3.2: Project Study Paper GM3</b>	Finance Plan	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128152-2010-08-24</span>							
<b>GM4: Globalisation</b>	*	6	4	5	PSA	0,5	4,5 4,5
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128153-2008-11-12</span>							
<b>GM4.1: International Management</b>	Foreign Study	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128154-2008-11-12</span>							
<b>GM4.2: Cross-Cultural Management</b>	Advanced # Foreign Study	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128155-2008-11-12</span>							
<b>GM4.3: Project Study Paper GM4</b>	Globalisation Plan	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128156-2010-08-24</span>							
<b>GM5: Personality</b>	*	9	3	3	PSA	0,5	4,5 4,5
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128157-2008-11-12</span>							
<b>GM5.1: Rhetoric</b>	*	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128158-2008-11-12</span>							
<b>GM5.2: Personality</b>	Advanced	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128159-2008-11-12</span>							
<b>GM5.3: Development of Competencies</b>	Advanced	*	*	*	*	*	*
General-/Growth Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GM-128160-2008-11-12</span>							
<b>GM5.4: Project Study Paper GM5</b>	Competence Development Plan	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP		
	S	SL	TR	Art	h				
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128187-2008-11-17</span>									
<b>GRCF: OC: Governance, Risk, Compliance and Fraud Management (GRCF)</b>			25	42	9	*	*	22,5	22,5
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128188-2008-11-17</span>									
<b>GRCF1: Corporate Governance</b>			5	12	*	AI-4.4c	1	5	5
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128189-2008-11-17</span>									
<b>GRCF1.1: Components of Corporate Governance</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128190-2008-11-17</span>									
<b>GRCF1.2: Adapting Leadership to the Needs of Globally Operating Businesses</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128191-2008-11-17</span>									
<b>GRCF1.3: Increasing Success by Effective and Constructive Management under Consideration of Political Frameworks</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128192-2008-11-17</span>									
<b>GRCF1.4: Creation of Competence Networks</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128193-2008-11-17</span>									
<b>GRCF2: Compliance</b>			7	13	*	AI-4.4c	1	6	6
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128194-2008-11-17</span>									
<b>GRCF2.1: Corporate Values</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128195-2008-11-17</span>									
<b>GRCF2.2: Compliance Measures for Risk Mitigation, Increased Productivity and Effectiveness</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128196-2008-11-17</span>									
<b>GRCF2.3: Increasing Competitiveness through a Code of Conduct</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128197-2008-11-17</span>									
<b>GRCF2.4: Ethics Management in Accordance with International Standards</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128198-2008-11-17</span>									
<b>GRCF3: Risk Management</b>			6	11	*	AI-4.4c	1	5	5
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128199-2008-11-17</span>									
<b>GRCF3.1: Risk Identification, Risk Assessment, Risk Response</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128200-2008-11-17</span>									
<b>GRCF3.2: Implementation of Effective Risk Management Systems</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128201-2008-11-17</span>									
<b>GRCF3.3: Crisis Prevention as a Management Responsibility</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128202-2008-11-17</span>									
<b>GRCF3.4: Creation of an Effective and Successful Crisis Management Group</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128203-2008-11-17</span>									
<b>GRCF4: Fraud Management</b>			7	6	4	AI-4.4c, TA	1	5	5
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128204-2008-11-17</span>									
<b>GRCF4.1: Fraud Prevention by Systematic Evaluation of Potential Fraud Risks</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128205-2008-11-17</span>									
<b>GRCF4.2: Development of Best Practices</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-128206-2008-11-17</span>									
<b>GRCF4.3: Forensic Investigation</b>			*	*	*	*	*	*	*
Governance, Risk, Compliance & Fraud Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-GRCF-131784-2008-11-17</span>									
<b>GRCF5: Project Study Paper (PSA)</b>			*	*	5	PSA	1	1,5	1,5

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128207-2008-11-18</span>							
IL: <b>OC: Integral Leadership (IL)</b>	25	38,5	12	*	*	22,5	22,5
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128208-2008-11-18</span>							
IL1: <b>Personality Development</b>	6	8,5	4	AI-4.4c, TDR	1	5,5	5,5
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128209-2008-11-18</span>							
IL1.1: <b>Personal and Corporate Mission</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128210-2008-11-18</span>							
IL1.2: <b>Function and Meaning of Integral Intelligence</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128211-2008-11-18</span>							
IL1.3: <b>Introduction to Mediation - Path and Goal</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128212-2008-11-18</span>							
IL1.4: <b>Mindfulness as a Leadership Principle</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128213-2008-11-18</span>							
IL1.5: <b>From Discussion to Dialog</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128214-2008-11-18</span>							
IL1.6: <b>Findings from Games Theory and Sports: Cooperation and Team Spirit</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128215-2008-11-18</span>							
IL1.7: <b>Components of Personal and Organizational Development</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128216-2008-11-18</span>							
IL1.8: <b>From Hierarchy to Holarchy - New Ways of Leadership</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128217-2008-11-18</span>							
IL2: <b>Corporate Culture</b>	6	8,5	4	AI-4.4c, TDR	1	5,5	5,5
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128218-2008-11-18</span>							
IL2.1: <b>The Art of Leading Oneself and Others</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128219-2008-11-18</span>							
IL2.2: <b>Ethics of Leading</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128220-2008-11-18</span>							
IL2.3: <b>Strengths and Weaknesses of Different Types of Leadership</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128221-2008-11-18</span>							
IL2.4: <b>Development Stages of Cooperation</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128222-2008-11-18</span>							
IL2.5: <b>From Competition to Cooperation</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128223-2008-11-18</span>							
IL2.6: <b>Types of Conflicts, Conflict Intervention and Solution Approaches</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128224-2008-11-18</span>							
IL2.7: <b>Elements of an Integral Corporate Culture</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128225-2008-11-18</span>							
IL3: <b>Work-Life-Balance</b>	6	8,5	4	AI-4.4c, TDR	1	5,5	5,5
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128226-2008-11-18</span>							
IL3.1: <b>Components of a Work-Life-Balance Focus; Meaning and Values</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128227-2008-11-18</span>							
IL3.2: <b>Emotional Intelligence</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128228-2008-11-18</span>							
IL3.3: <b>Concentration and Calmness</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128229-2008-11-18</span>							
IL3.4: <b>From Cooperation to Co-Creation</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128230-2008-11-18</span>							
IL3.5: <b>Efficiency (and Effectiveness) in Leadership</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128231-2008-11-18</span>							
IL3.6: <b>Time Management</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128232-2008-11-18</span>							
IL3.7: <b>Rituals as Tools of Transformation</b>	*	*	*	*	*	*	*
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-IL-128233-2008-11-18</span>							
IL3.8: <b>Balancing Life and World</b>	*	*	*	*	*	*	*



**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunktinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP	
	S	SL	TR	Art	h			
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128234-2008-11-18	
IL4: <b>Leadership and Global Responsibility</b>	7	13	*	AI-4.4c	1	6	6	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128235-2008-11-18	
IL4.1: <b>Evolution of Humankind - Wherefrom - Whereeto?</b>	*	*	*	*	*	*	*	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128236-2008-11-18	
IL4.2: <b>Global Ethics in Economics and Politics</b>	*	*	*	*	*	*	*	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128237-2008-11-18	
IL4.3: <b>Self-Organization of Humankind</b>	*	*	*	*	*	*	*	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128238-2008-11-18	
IL4.4: <b>Appearance and Development of UNO as a Global Organization</b>	*	*	*	*	*	*	*	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128239-2008-11-18	
IL4.5: <b>Challenges and Opportunities of Global Governance</b>	*	*	*	*	*	*	*	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128240-2008-11-18	
IL4.6: <b>UNO Reformation Program</b>	*	*	*	*	*	*	*	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128241-2008-11-18	
IL4.7: <b>Global Compact</b>	*	*	*	*	*	*	*	
Integral Leadership / focus / optional compulsory / SPO MBA / Business Administration							OC-IL-128242-2008-11-18	
IL4.8: <b>Interdependency of Acting at the Micro-, Meso- and Macroscopic Levels</b>	*	*	*	*	*	*	*	

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128243-2008-11-12</span>							
<b>INT: OC: International Management (INT)</b>	25	25	25	*	*	22,5	22,5
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128244-2010-08-10</span>							
<b>INT1: Objectives and Strategy</b>	3	6	6	PSA	0,5	4,5	4,5
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128245-2008-11-12</span>							
<b>INT1.1: Methods of International Project Planning and Management</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128246-2008-11-12</span>							
<b>INT1.2: Entrepreneurship</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128247-2008-11-12</span>							
<b>INT1.3: Project Study Paper INT1</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128248-2010-08-10</span>							
<b>INT2: International Marketing Management</b>	5	5	5	PSA	0,5	4,5	4,5
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128249-2008-11-12</span>							
<b>INT2.1: Quality Management</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128250-2008-11-12</span>							
<b>INT2.2: International Marketing Management</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128251-2008-11-12</span>							
<b>INT2.3: International Practical Corporate Management</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128253-2008-11-12</span>							
<b>INT2.4: Project Study Paper INT2</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128254-2010-08-10</span>							
<b>INT3: International Finance</b>	2	7	6	PSA	0,5	4,5	4,5
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128255-2008-11-12</span>							
<b>INT3.1: Managerial Economics</b>	Advanced	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128256-2008-11-12</span>							
<b>INT3.2: Project Study Paper INT3</b>	Finance Plan	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128260-2010-08-10</span>							
<b>INT4: Globalisation</b>	6	4	5	PSA	0,5	4,5	4,5
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128261-2008-11-12</span>							
<b>INT4.1: International Management</b>	Foreign Study	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128262-2008-11-12</span>							
<b>INT4.2: Cross-Cultural Management</b>	Advanced # Foreign Study	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128263-2008-11-12</span>							
<b>INT4.3: Project Study Paper INT4</b>	Globalisation Plan	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128264-2010-08-10</span>							
<b>INT5: Personality</b>	9	3	3	PSA	0,5	4,5	4,5
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128265-2008-11-12</span>							
<b>INT5.1: Rhetoric</b>	*	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128266-2008-11-12</span>							
<b>INT5.2: Personality</b>	Advanced	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128267-2008-11-12</span>							
<b>INT5.3: Development of Competencies</b>	Advanced	*	*	*	*	*	*
International Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-INT-128268-2008-11-12</span>							
<b>INT5.4: Project Study Paper INT5</b>	Competence Development Plan	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128269-2008-11-17							
MA: <b>OC: Marketing (MA)</b>	*	25	42	9	*	*	22,5 22,5
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128275-2008-11-17							
MA1: <b>Marketing Trends and Management</b>	*	7	6	4	AI-4.4c, TA	1	5 5
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128276-2008-11-17							
MA1.1: <b>Strategic Marketing Management</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128277-2008-11-17							
MA1.2: <b>Setting the Marketing Agenda</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128278-2008-11-17							
MA1.3: <b>Product and Program Management</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128279-2008-11-17							
MA1.4: <b>International Marketing</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128280-2008-11-17							
MA1.5: <b>Future of Marketing - The Executive Case Day</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128281-2008-11-17							
MA2: <b>Behavior, Communication and Media in Marketing</b>	*	6	14	*	AI-4.4c	1	6 6
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128282-2008-11-17							
MA2.1: <b>Media and Communication Theory</b>	Psychological and Physiological Fundamentals	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128283-2008-11-17							
MA2.2: <b>Consumer Behavior</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128284-2008-11-17							
MA2.3: <b>Marketing Communication</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128285-2008-11-17							
MA2.4: <b>Media Markets and Planning</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128286-2008-11-17							
MA2.5: <b>Dialog Marketing</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128287-2008-11-17							
MA2.6: <b>Public Relations</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128288-2008-11-17							
MA3: <b>Marketing Branches and Sectors</b>	*	6	11	*	AI-4.4c	1	5 5
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128289-2008-11-17							
MA3.1: <b>Service Marketing</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128290-2008-11-17							
MA3.2: <b>Industrial Marketing</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128291-2008-11-17							
MA3.3: <b>Retail Marketing</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128292-2008-11-17							
MA4: <b>Marketing Management and Organization</b>	*	6	11	*	AI-4.4c	1	5 5
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128293-2008-11-17							
MA4.1: <b>Pricing</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128294-2008-11-17							
MA4.2: <b>Marketing Controlling</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128295-2008-11-17							
MA4.3: <b>Marketing Organization and CRM</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128296-2008-11-17							
MA4.4: <b>Distribution Policy</b>	*	*	*	*	*	*	*
Marketing / focus / optional compulsory / SPO MBA / Business Administration OC-MA-128297-2008-11-17							
MA5: <b>Project Study Paper (PSA)</b>	*	*	5	PSA	1	1,5	1,5

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128298-2008-11-17							
MM: <b>OC: Media Management (MM)</b>	*	25	42	9	*	*	22,5 22,5
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128304-2008-11-17							
MM1: <b>Strategic and Functional Media Management</b>	*	7	13	*	AI-4.4c	1	6 6
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128305-2008-11-17							
MM1.1: <b>Strategic Media Management</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128306-2008-11-17							
MM1.2: <b>Marketing and Sales for the Media Industry</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128307-2008-11-17							
MM1.3: <b>Finance and Accounting for the Media Industry</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128308-2008-11-17							
MM1.4: <b>Future of Media Management - The Executive Case Day</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128309-2008-11-17							
MM2: <b>Markets, Systems and Principles of Media</b>	*	6	7	4	AI-4.4c, TA	1	5 5
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128310-2008-11-17							
MM2.1: <b>Media and Communication Theory 1</b>	Psychological and Physiological Fundamentals	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128311-2008-11-17							
MM2.2: <b>Media and Communication Theory 2</b>	Mass Communication and Sociological Fundamentals	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128312-2008-11-17							
MM2.3: <b>Setting the Agenda for the T.I.M.E.-Industry</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128313-2008-11-17							
MM2.4: <b>National and European Media Systems</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128314-2008-11-17							
MM2.5: <b>International Media Markets and Management</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128315-2008-11-17							
MM3: <b>Media Management I - Broadcasting, Film and Music</b>	*	6	11	*	AI-4.4c	1	5 5
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128316-2008-11-17							
MM3.1: <b>TV - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128317-2008-11-17							
MM3.2: <b>Radio - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128318-2008-11-17							
MM3.3: <b>Film - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128319-2008-11-17							
MM3.4: <b>Music - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128320-2008-11-17							
MM4: <b>Media Management II - Print, Online and Interactive Media</b>	*	6	11	*	AI-4.4c	1	5 5
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128321-2008-11-17							
MM4.1: <b>Newspaper, Magazines and News - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128322-2008-11-17							
MM4.2: <b>Books - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128323-2008-11-17							
MM4.3: <b>Internet and Online Media - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128324-2008-11-17							
MM4.4: <b>Games - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128325-2008-11-17							
MM4.5: <b>Telecommunication and Mobile Media - Management and Markets</b>	*	*	*	*	*	*	*
Media Management / focus / optional compulsory / SPO MBA / Business Administration OC-MM-128326-2008-11-17							
MM5: <b>Project Study Paper (PSA)</b>	*	*	5	PSA	1	1,5	1,5

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP	
	S	SL	TR	Art	h			
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128161-2008-11-13		
PM: <b>OC: Public Management (PM)</b>	*	25	25	25	*	*	22,5	22,5
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128162-2010-08-24		
PM1: <b>Objectives and Strategy</b>	*	3	6	6	PSA	0,5	4,5	4,5
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128163-2008-11-13		
PM1.1: <b>Methods of Public Project Planning and Management</b>	*	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128164-2008-11-13		
PM1.2: <b>Entrepreneurship</b>	*	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128165-2008-11-13		
PM1.3: <b>Project Study Paper PM1</b>	Objectives and Strategy Plan	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128166-2010-08-24		
PM2: <b>Marketing Management in the Public Sector</b>	*	5	5	5	PSA	0,5	4,5	4,5
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128167-2008-11-13		
PM2.1: <b>Quality Management in the Public Sector</b>	*	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128168-2008-11-13		
PM2.2: <b>Marketing Management in the Public Sector</b>	*	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128169-2008-11-13		
PM2.3: <b>Practical Corporate Management</b>	*	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128171-2008-11-13		
PM2.4: <b>Project Study Paper PM2</b>	Marketing and Sales Plan	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128172-2010-08-24		
PM3: <b>Finance in the Public Sector</b>	*	2	7	6	PSA	0,5	4,5	4,5
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128173-2008-11-13		
PM3.1: <b>Managerial Economics</b>	Advanced	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128174-2008-11-13		
PM3.2: <b>Project Study Paper PM3</b>	Finance Plan	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128178-2010-08-24		
PM4: <b>International Benchmarking</b>	*	6	4	5	PSA	0,5	4,5	4,5
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128179-2008-11-13		
PM4.1: <b>International Public Management</b>	Foreign Study	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128180-2008-11-13		
PM4.2: <b>Cross-Cultural Management</b>	Advanced # Foreign Study	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128181-2008-11-13		
PM4.3: <b>Project Study Paper PM4</b>	Globalisation Plan	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128182-2010-08-24		
PM5: <b>Personality</b>	*	9	3	3	PSA	0,5	4,5	4,5
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128183-2008-11-13		
PM5.1: <b>Rhetoric</b>	*	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128184-2008-11-13		
PM5.2: <b>Personality</b>	Advanced	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128185-2008-11-13		
PM5.3: <b>Development of Competencies</b>	Advanced	*	*	*	*	*	*	*
Public Management / focus / optional compulsory / SPO MBA / Business Administration						OC-PM-128186-2008-11-13		
PM5.4: <b>Project Study Paper PM5</b>	Competence Development Plan	*	*	*	*	*	*	*



**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128327-2008-11-19</span>							
<b>RDM:</b> <b>OC: Research and Development Management (RDM)</b>	25	36	15	*	*	22,5	22,5
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128328-2010-08-24</span>							
<b>RDM1:</b> <b>Research and Development Management Fundamentals</b>	6	14	*	2 K	3	6	6
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128329-2008-11-19</span>							
<b>RDM1.1:</b> <b>Relevant R&amp;D Points of View</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128330-2008-11-19</span>							
<b>RDM1.2:</b> <b>Systematics of the R&amp;D Process</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128331-2008-11-19</span>							
<b>RDM1.3:</b> <b>Management of R&amp;D Projects</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128332-2008-11-19</span>							
<b>RDM1.4:</b> <b>Quality Management in R&amp;D</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128333-2010-08-24</span>							
<b>RDM2:</b> <b>Research and Development Performance</b>	5	15	*	2 K	3	6	6
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128334-2008-11-19</span>							
<b>RDM2.1:</b> <b>Increasing Effectiveness / Efficiency</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128335-2008-11-19</span>							
<b>RDM2.2:</b> <b>R&amp;D Controlling, Target Costing</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128336-2008-11-19</span>							
<b>RDM2.3:</b> <b>R&amp;D Organization</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128337-2008-11-19</span>							
<b>RDM2.4:</b> <b>Human Resource Management</b>	Advanced	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128338-2010-08-24</span>							
<b>RDM3:</b> <b>Legal, Commercial and Collaborative Aspects of Research and Development Management</b>	5	2	5	PSA	1	3,5	3,5
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128339-2008-11-19</span>							
<b>RDM3.1:</b> <b>Product Liability</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128340-2008-11-19</span>							
<b>RDM3.2:</b> <b>Patent and License Law</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128341-2008-11-19</span>							
<b>RDM3.3:</b> <b>Marketing / Technical Sales Support</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128342-2009-02-03</span>							
<b>RDM3.4:</b> <b>R&amp;D in Cooperation</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128343-2010-08-24</span>							
<b>RDM4:</b> <b>Research and Development and Product Innovation</b>	5	2	5	PSA	1	3,5	3,5
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128344-2008-11-19</span>							
<b>RDM4.1:</b> <b>Technology Management</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128345-2008-11-19</span>							
<b>RDM4.2:</b> <b>Knowledge Management</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128346-2008-11-19</span>							
<b>RDM4.3:</b> <b>Innovation Management / New Technical Products</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128347-2010-08-24</span>							
<b>RDM5:</b> <b>Research and Development in the Business Environment</b>	4	3	5	PSA	1	3,5	3,5
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128348-2008-11-19</span>							
<b>RDM5.1:</b> <b>IT-supported Product Development Process</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128349-2008-11-19</span>							
<b>RDM5.2:</b> <b>Work Economy</b>	*	*	*	*	*	*	*
Research and Development Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-RDM-128350-2008-11-19</span>							
<b>RDM5.3:</b> <b>Industrial-Process Business-Simulation-Game for Product-Planning, Development and Manufacturing</b>	*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP	
	S	SL	TR	Art	h			
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128351-2008-11-17</span>								
SRM: <b>OC: Sales and Service/Retail Management (SRM)</b>	Choice of SRM3a or SRM3b AND Choice of SRM4a or SRM4b	25	42	9	*	*	22,5	22,5
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128357-2008-11-17</span>								
SRM1: <b>Financial Management in Commerce</b>	*	6	11	*	AI-4.4c	1	5	5
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128358-2008-11-17</span>								
SRM1.1: <b>Modern Cost Management in Commerce</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128359-2008-11-17</span>								
SRM1.2: <b>Accounting and Accounting Policy</b>	Advanced	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128360-2008-11-17</span>								
SRM1.3: <b>Controlling in Commerce</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128361-2008-11-17</span>								
SRM2: <b>Sales Management and Commercial Marketing</b>	*	6	14	*	AI-4.4c	1	6	6
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128362-2008-11-17</span>								
SRM2.1: <b>Innovative Marketing</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128363-2008-11-17</span>								
SRM2.2: <b>Trade Marketing and POS-Strategies</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128364-2008-11-17</span>								
SRM2.3: <b>Customer Relationship Management</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128365-2008-11-17</span>								
SRM2.4: <b>Active Service Management</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128366-2008-11-17</span>								
SRM2.5: <b>Sales Management</b>	Advanced	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128367-2008-11-17</span>								
SRM2.6: <b>Market Research</b>	Advanced	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128368-2008-11-17</span>								
SRM3: <b>Organization and Human Resource Management in Commerce (SRM3a) /Operations and Information Technology in Commerce (SRM3b)</b>	*	6	11	*	AI-4.4c	1	5	5
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128369-2008-11-17</span>								
SRM3a: <b>Organization and Human Resource Management in Commerce</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128370-2008-11-17</span>								
SRM3a.1: <b>Project Management</b>	Advanced	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128371-2008-11-17</span>								
SRM3a.2: <b>Principles of Management in Sales and Service</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128372-2008-11-17</span>								
SRM3a.3: <b>Human Resource Management in Commerce</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128373-2008-11-17</span>								
SRM3b: <b>Operations and Information Technology in Commerce</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128374-2008-11-17</span>								
SRM3b.1: <b>Procurement</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128375-2008-11-17</span>								
SRM3b.2: <b>Commercial Logistics and Supply Chain Management</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128376-2008-11-17</span>								
SRM3b.3: <b>Information Technology and Data Management in Commerce</b>	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float: right;">OC-SRM-128377-2008-11-17</span>								
SRM3b.4: <b>Quality Management in Commerce</b>	*	*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP			
	S	SL	TR	Art	h					
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128378-2008-11-17				
SRM4: <b>Strategic Management and Control in the T.I.M.E.-Industry (SRM4a) / Sales Management in Cooperative and International Structures (SRM4b)</b>				7	6	4	AI-4.4c, TA	1	5	5
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128379-2008-11-17				
SRM4a: <b>Strategic Management and Control in the T.I.M.E.-Industry</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128380-2008-11-17				
SRM4a.1: <b>Trends and Changes in Commerce</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128381-2008-11-17				
SRM4a.2: <b>T.I.M.E. and Convergence Management</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128382-2009-03-10				
SRM4a.3: <b>Strategic Management focussing a S&amp;S company</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128383-2009-03-10				
SRM4a.4: <b>Strategic Controlling focussing a S&amp;S company</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128384-2008-11-17				
SRM4b: <b>Sales Management in Cooperative and International Structures</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128385-2008-11-17				
SRM4b.1: <b>International Commercial Management</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128386-2008-11-17				
SRM4b.2: <b>Cooperation Management</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128387-2008-11-17				
SRM4b.3: <b>Risk Management</b>	*	*	*	*	*	*	*	*	*	*
Sales and Service/Retail Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SRM-128388-2008-11-17				
SRM5: <b>Project Study Paper (PSA)</b>	*	*		5			PSA	1	1,5	1,5

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128389-2008-11-19							
SME: <b>OC: SME-Management (SME)</b>	*	25	35	15	*	*	22,5 22,5
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128390-2008-11-19							
SME1: <b>Innovation of the Value Creation Chain</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128391-2008-11-19							
SME1.1: <b>Innovation of the Value Creation Chain 1</b>	Strategic Orientation of Companies by New Perspectives for Market # Product, Company Process and Value Creation Models	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128392-2008-11-19							
SME1.2: <b>Innovation of the Value Creation Chain 2</b>	Innovation of Strategic Resources, such as Companies Key Processes, Core Competences and Assets	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128393-2008-11-19							
SME1.3: <b>Boosters for Business Growth</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128394-2008-11-19							
SME2: <b>Information Technology</b>	*	6	14	*	AI-4.4c, K	2	6 6
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128395-2008-11-19							
SME2.1: <b>Workflow Management Systems</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128396-2008-11-19							
SME2.2: <b>E-Business</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128397-2008-11-19							
SME2.3: <b>Management Information Systems</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128398-2008-11-19							
SME3: <b>Controlling</b>	*	4	6	*	K	1	3 3
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128399-2008-11-19							
SME3.1: <b>Central / Decentralized Controlling</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128400-2008-11-19							
SME3.2: <b>Contribution Margin</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128401-2008-11-19							
SME3.3: <b>Cost Center Planning</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128402-2008-11-19							
SME3.4: <b>Product Costing</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128403-2008-11-19							
SME4: <b>International Marketing</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128404-2008-11-19							
SME4.1: <b>Business Development International</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128405-2008-11-19							
SME4.2: <b>Market Entry Strategy</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128406-2008-11-19							
SME4.3: <b>Distribution</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128407-2008-11-19							
SME5: <b>Business Culture</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128408-2008-11-19							
SME5.1: <b>Business Ethics</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128409-2008-11-19							
SME5.2: <b>Conflict Management</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128410-2008-11-19							
SME5.3: <b>Moderation</b>	*	*	*	*	*	*	*
SME-Management / focus / optional compulsory / SPO MBA / Business Administration OC-SME-128411-2008-11-19							
SME5.4: <b>Rhetoric</b>	*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP	
	S	SL	TR	Art	h			
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128412-2010-08-24</span>								
<b>SHEM: OC: Social, Healthcare and Education Management (SHEM)</b>	Choice of SHEM1a or SHEM1b or SHEM1c	25	25	25	*	*	22,5	22,5
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128413-2010-08-24</span>								
<b>SHEM1: Healthcare Management (SHEM1a) / Social Management (SHEM1b) / Education Management (SHEM1c)</b>	*	6	4	5	PSA	1	4,5	4,5
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128414-2008-11-14</span>								
<b>SHEM1a: Healthcare Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128415-2008-11-14</span>								
<b>SHEM1a.1: Structures and Principles of Healthcare Systems (National / International)</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128416-2008-11-14</span>								
<b>SHEM1a.2: Structures and Principles of Healthcare Economics</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128417-2008-11-14</span>								
<b>SHEM1a.3: Principles of Healthcare Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128418-2008-11-14</span>								
<b>SHEM1a.4: Principles of Healthcare Prevention, Promotion and Provision</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128419-2008-11-14</span>								
<b>SHEM1a.5: Project Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128420-2010-08-24</span>								
<b>SHEM1b: Social Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128421-2008-11-14</span>								
<b>SHEM1b.1: Structures and Principles of Social Care Systems and Social Security</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128422-2008-11-14</span>								
<b>SHEM1b.2: Principles of Social Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128425-2010-08-24</span>								
<b>SHEM1b.3: Project Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-142824-2010-08-24</span>								
<b>SHEM1c: Education Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128423-2010-08-24</span>								
<b>SHEM1c.1: Structures of Education Systems and Principles of Education Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128424-2010-08-24</span>								
<b>SHEM1c.2: Systemic Counseling and Psychology</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-142825-2010-08-24</span>								
<b>SHEM1c.3: Project Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128426-2008-11-14</span>								
<b>SHEM2: Financial Management</b>	*	3	6	6	PSA	1	4,5	4,5
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128427-2008-11-14</span>								
<b>SHEM2.1: Financial Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128428-2008-11-14</span>								
<b>SHEM2.2: Accounting und Controlling</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128429-2008-11-14</span>								
<b>SHEM3: Marketing and Quality Management</b>	*	5	5	5	PSA	1	4,5	4,5
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128430-2008-11-14</span>								
<b>SHEM3.1: Marketing Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128431-2008-11-14</span>								
<b>SHEM3.2: Public Relations</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-128432-2008-11-14</span>								
<b>SHEM3.3: Quality Management</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-130144-2008-11-14</span>								
<b>SHEM4: Internationalisation and Globalisation</b>	*	6	5	4	PSA	1	4,5	4,5
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-130145-2008-11-14</span>								
<b>SHEM4.1: International Management</b>	Foreign Study	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SHEM-130146-2008-11-14</span>								
<b>SHEM4.2: Cross-Cultural Management</b>	Advanced # Foreign Study	*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunktinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP	
	S	SL	TR	Art	h			
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SHEM-130147-2008-11-14		
<b>SHEM5: Human Resource Management and Leadership Abilities</b>	*	5	5	5	PSA	1	4,5	4,5
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SHEM-130148-2008-11-14		
<b>SHEM5.1: Human Resource Management</b>	Advanced	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SHEM-130149-2008-11-14		
<b>SHEM5.2: Communication Skills</b>	*	*	*	*	*	*	*	*
Social, Healthcare, Education Management / focus / optional compulsory / SPO MBA / Business Administration						OC-SHEM-130150-2008-11-14		
<b>SHEM5.3: Mediation and Conflict Management</b>	*	*	*	*	*	*	*	*

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP
	S	SL	TR	Art	h		
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130151-2008-11-19</span>							
SI: <b>OC: Strategic Innovation (SI)</b>	*	25	35	15	*	*	22,5 22,5
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130152-2008-11-19</span>							
SI1: <b>Innovation Culture &amp; Innovation Science</b>	*	6	14	*	AI-4.4c, K	2	6 6
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130153-2008-11-19</span>							
SI1.1: <b>Innovation Culture 1</b>	Philosophical and Psychological Aspects of Personal Innovation Power	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130154-2008-11-19</span>							
SI1.2: <b>Innovation Culture 2</b>	Recognizing and Processing Development Contradictions	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130155-2008-11-19</span>							
SI1.3: <b>Innovation Culture 3</b>	Interdependencies of Social, Technological, Natural and Cultural Aspects	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130157-2008-11-19</span>							
SI1.4: <b>Innovation Sciences 1</b>	Historical Development of Innovation Sciences	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130158-2008-11-19</span>							
SI1.5: <b>Innovation Sciences 2</b>	Methodologies and Strategic Orientation Tools (i.e. Laws of Evolution) for Fostering Early Direction Decisions	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130159-2008-11-19</span>							
SI1.6: <b>Innovation Sciences 3</b>	Prognoses for Business Innovation Roadmaps Using Structured Direction-Finding, Decision-Making and Solution-Finding Phases	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130160-2008-11-19</span>							
SI2: <b>Innovation of the Value Creation Chain</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130161-2008-11-19</span>							
SI2.1: <b>Innovation of the Value Creation Chain 1</b>	Strategic Orientation of Companies by New Perspectives for Market, Product, Company Process and Value Creation Models	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130162-2008-11-19</span>							
SI2.2: <b>Innovation of the Value Creation Chain 2</b>	Innovation of Strategic Resources such as Companies Key Processes, Core Competencies and Assets	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130163-2008-11-19</span>							
SI2.3: <b>Innovation of the Value Creation Chain 3</b>	Boosters for Business Growth	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130164-2008-11-19</span>							
SI3: <b>Controlling</b>	*	4	6	*	K	1	3 3
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130165-2008-11-19</span>							
SI3.1: <b>Central / Decentralized Controlling</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130166-2008-11-19</span>							
SI3.2: <b>Contribution Margin</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130167-2008-11-19</span>							
SI3.3: <b>Cost Center Planning</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130168-2008-11-19</span>							
SI3.4: <b>Product Costing</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130169-2008-11-19</span>							
SI4: <b>International Marketing</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130170-2008-11-19</span>							
SI4.1: <b>Business Development International</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130171-2008-11-19</span>							
SI4.2: <b>Market Entry Strategy</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130172-2008-11-19</span>							
SI4.3: <b>Distribution</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130173-2008-11-19</span>							
SI5: <b>Business Culture</b>	*	5	5	5	AI-4.4c, TA	1	4,5 4,5
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130174-2008-11-19</span>							
SI5.1: <b>Business Ethics</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130175-2008-11-19</span>							
SI5.2: <b>Conflict Management</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130176-2008-11-19</span>							
SI5.3: <b>Moderation</b>	*	*	*	*	*	*	* * *
Strategic Innovation / focus / optional compulsory / SPO MBA / Business Administration <span style="float:right">OC-SI-130663-2008-11-19</span>							
SI5.4: <b>Rhetoric</b>	*	*	*	*	*	*	* * *

**Anhang II: Module und Leistungen/Annex II: Modules and Load**

Modul (Moduleile/Schwerpunkthinhalte) Module (Courses/Topics)	Tage			LNW		Gew. Note	CP		
	S	SL	TR	Art	h				
Preparations / supplementation / compulsory / SPO MBA / Business Administration							PREP-131779-2008-11-15		
EPF1.1: <b>Business Administration 1</b>	Wirtschaft		2	9	9	TDR	1	1	6
Preparations / supplementation / compulsory / SPO MBA / Business Administration							PREP-131780-2008-11-15		
EPF1.2: <b>Business Administration 2</b>	Strategie und Unternehmensführung		2	9	9	TDR	1	1	6
Preparations / supplementation / compulsory / SPO MBA / Business Administration							PREP-131781-2008-11-15		
EPF1.3: <b>Business Administration 3</b>	Finanzen		2	9	9	TDR	1	1	6
Preparations / supplementation / compulsory / SPO MBA / Business Administration							PREP-131782-2008-11-15		
EPF1.4: <b>Business Administration 4</b>	Recht		2	9	9	TDR	1	1	6
Preparations / supplementation / compulsory / SPO MBA / Business Administration							PREP-131783-2008-11-15		
EPF1.5: <b>Business Administration 5</b>	Organisation und Personal		2	9	9	TDR	1	1	6
Preparations / supplementation / compulsory / SPO MBA / Business Administration							PREP-132516-2008-12-19		
EPF1.6: <b>Project work (PA)</b>	Projektarbeit		*	*	100	PSA	1	1	30