Departmental Electives
Master Degree Programmes
Courses are taught in German unless it is specifically stated that the language of instruction is English.

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**Change Management**

**Learning objectives / competencies:**

Students will be introduced to the process steps associated with “change” and their pitfalls and will essentially learn through case study work (individually and/or in small groups) together with ensuing discussions.

Our aim is for students to understand the mechanisms of human behaviour that accompany change and how these can best be managed to make the process smoother.

**Course content:**

Each lecture session will be accompanied by case study work which will build on the lectures and provide practical illustrative examples.

There will be time for Internet research and to discuss the outcomes.

Students are expected to supplement their “in course” work with additional research and reading, particularly for the assignment.
Learning objectives / competencies:

By the end of the course students will:

- Have developed well-founded and comprehensive foreign language and technical communication skills.
- Have expanded their knowledge of technical terminology in the main areas of professional activities.
- Have specialist qualified knowledge in the field of Business English.

Course content:

Consolidation of communication skills in professional contexts.
French as a foreign language

Course content:

- Specialized vocabulary and structures for communicating in foreign languages in a professional environment.
- Action-oriented tasks, case studies, role plays.
- Reading current economic texts from the international press: reading comprehension, intelligence analysis, oral presentations.
- Business correspondence.

Study / examination:

Written test
Arbeitswirtschaft and Industrial Engineering

(no description)
Intercultural Management and Leadership

Learning objectives / competencies:

Intercultural management:

The course is designed to provide students with the basics to improve cross-cultural communication & management and learn how to handle difficult situations in an international environment. The explosive growth in international business and trade has created a highly interrelated and interdependent world in which people from various nations and cultures have to work together. Individuals, team members and managers working in such an environment must understand culture and cultural differences. This module covers the basic theoretical and practical applications of these findings. It will enable students to apply this basic knowledge in a multicultural and multinational business environment.

Challenges of management:

This course is about self-discovery. Students will work on their own management skills through group and individual exercises. They will learn what makes leaders effective and how to take charge of their own management development. We will see how management is changing but also how its basic issues stay the same and remain timeless. Using case studies and examples, students will see some “best practices” and also analyse failures. Then we will apply the lessons of management to their daily lives.

Course content:

Intercultural management:

- Introduction to culture & cultural differences
- Understanding cultures
- Culture & communication
- Culture management

Challenges of management:

- Working with documents that show some of the classic and modern trends in management literature.
- Case studies of management successes and failures.
- Exercises for improving self-knowledge, self-awareness and management skills.
- Final management exercise and individual presentation.
Green Logistics and Sustainability

(Taught in English)

Learning objectives / competencies:

By the end of the course students will:

- The concepts behind green logistics and sustainability.
- The methods and tools used to plan and evaluate green supply chains.
- The ecological or carbon footprint.

Course content:

1. The concept of sustainability
2. The concept of green logistics
3. The status of green logistics and sustainability in business
4. Methods to evaluate energy consumption and exhaust gases
5. Environmental and ecological certificates
6. Global sourcing versus local sourcing
7. Rethinking and changing of existing supply chains
Lean Management and Lean Administration

(Taught in English)

Learning objectives / competencies:

Having successfully completed the module students will be familiar with the most important lean principles and methods. Students will therefore be able to systematically uncover and eliminate waste in an industrial administration and production environment.

Course content:

- Theories, scope and organization of international trade
- The significance of currency
- Social responsibility and ethics
- Culture, negotiation and communication
- Formulating international strategies
- International marketing and global alliances
- Organization, staffing, training and compensation
**Management Across Borders and Cultures**

**Learning objectives / competencies:**

The aim of the course is to provide students with the necessary tools to enable them to work effectively in an international environment either within a multinational corporation, a governmental organisation, an NGO or a medium-sized enterprise that intends to enter international markets. They will learn how to develop the skills necessary to design global strategies, conduct cross-national interactions and manage the day-to-day activities of foreign subsidiaries.

**Course content:**

- Theories, scope and organisation of international trade
- The significance of currency
- Social responsibility and ethics
- Culture, negotiation and communication
- Formulating international strategies
- International marketing and global alliances
- Organisation, staffing, training and compensation

Lectures will be accompanied by coursework and case work. There will be time for Internet research and discussion. Additional research and reading are expected.
Strategic Management

(no description)
Sustainable Business

Learning objectives / competencies:

By the end of the course students will:

- Understand the historical development of the influence of human intervention on the environment.
- Be aware of the different approaches (theories) that lead to sustainable development and implementation problems.
- Understand the basics of environmental law and the affected areas of the economy.
- Understand the meaning and development of ecological balance sheets, eco-audits, product labelling and ecological balance sheet tools.
- Know how to make potential estimates and use practical examples to increase sustainability on the basis of renewable energy.

Course content:

- Pathways to sustainable development
- Dealing with dynamic networked systems
- Environmental law
- Preparing ecological balance sheets
- External costs
- Potential and systems for the production of renewable energy
Master Effectiveness

(no description)
Rating and Business Appraisal

(no description)
**Risk Management**

**Learning objectives / competencies:**

By the end of the course students will:

- Understand why risk management is necessary.
- Be familiar with the essential legislation applicable to risk management in Germany.
- Be familiar with the procedural steps of risk management and how to implement them.
- Be able to quantify and aggregate risks.
- Be able to professionally manage risks that cannot be avoided, underwritten or offloaded.
- Be able to identify psychological traps in risk management and avoid them.
- Be familiar with a standard reference model for risk management in an occupational area.
- Be able to apply the risk management concepts they have learnt to a practical case on a corporate and divisional level.

**Course content:**

**Company-wide risk management:**

- Necessity of risk management
- Legislation on risk management
- The risk management process: identifying, analysing, evaluating, reporting, taxes and controlling risks.
- Risk management organisation
- Possibilities for reducing risks that can be taken from alpine risk management: measures to reduce risks, reduce the probability of occurrence and reduce damages.
- Psychological traps in risk management and appropriate counter-measures.
**Soft skills I**

(Business Etiquette, Dealing with Difficult Situations, Recruiting)

**Learning objectives / competencies:**

By the end of the course students will:

- Understand the basic structures of difficult situations and the required behaviour in them.
- Have mastered the rules of conduct in business and be able to move safely in the world of business.
- Understand the special features of recruiting situations, assessing application forms and the application process.

**Course content:**

**Business etiquette:**

- First impressions: business attire, greeting etiquette in business.
- Preparing and conducting business meals: table manners and difficult meals, behaviour at the buffet, acting as host, placing orders, toasts and speeches at the table.
- Preparation for and following up meetings: small talk in business, saying goodbye and transferring business partners, cross-cultural differences.

**Dealing with difficult situations:**

- Content and relationship level, Schulz von Thun’s communication model, the importance of body language and the use of voice, content of language.
- Identifying difficult communication situations and types at an early stage, signals of conflict, reflection of own part played/attitude.
- Analysing and avoiding disruptive factors in our communication, appreciation (rather than being offensive).

**Recruiting:**

- Ways of making contact, behaviour when making contact.
- Preparation and evaluation of application forms, making appointments.
- Preparation for and conduct during interviews.
**Soft Skills II**

(Principles of Communication, Principles of Mediation, Business Ethics)

**Learning objectives / competencies:**

By the end of the course students will:

- Understand and have mastered the basics of communication.
- Understand and have mastered the basics of mediation.
- Understand the basics of business ethics.

**Course content:**

**Basics of communication:**

- Use of body language and voice, effectively deciphering non-verbal signals when talking to others.
- Subject and relationship level of communication, Schulz von Thun's communication model, making and maintaining good contact, recognizing personality types and responding adequately.
- Professional questioning techniques, the art of good listening, interview techniques, do's & don'ts and controversial issues.
- Quick-wittedness, gender aspects of communication, aspects of conflict management, aspects of stress and mood management.

**Basics of mediation:**

- 4 pillars of mediation, discussion situation in mediation.
- Harvard concept and transformation approach.
- Senders and receivers, communicative role of the mediator, general behaviour orientations.
- Subject and relationship levels in conflicts, escalation and de-escalation, forms of conflict management, dealing with conflict during mediation.

**Foundations of business ethics:**

- Meaning and necessity of human values, self-reliant trading as the core of ethical behaviour.
- The essential ethical examination, overcoming basic temptation, being indispensable, popular, powerful.
- Ethical business fields, importance of role models for a personal value concept, practiced virtues, opening areas of ethical experience in a company.
Strategic Planning for Engineers

Learning objectives / competencies:

By the end of the course students will:

- Understand the philosophy behind corporate strategic planning.
- Be familiar with planning tools and models.
- Be aware of the possibilities and limitations of strategic planning.

Course content:

- Analytical and theoretical principles, case studies.
- Strategic management and common pitfalls, case studies.
- Framework conditions, cultural characteristics, unforeseen events, case studies.
- Disrupting technologies, globalisation, case studies.
Technical Harmonisation in Europe and International Trade Law

(Taught in English)

Learning objectives / competencies:

By the end of the course students will:

The aim of the course is to provide students with an understanding of the legal basics of European technical harmonisation (single market). Students will also learn about the procedures of and issues concerning company organization and compliance. The course also focuses on trade laws regarding machinery and other technical products.

Course content:

- Selling = (International) Contract Law: buying of build-in products and selling of technical products, remedies for non-conformity/breach of contract
- Liability = Product Liability Law: legal consequen-ces of defective products and li-a-bility for damages
- Organisation, responsibilities and delegation: legal aspects of compliance and manage-ment
Entrepreneurship and Succession

Learning objectives / competencies:

- Transferring expertise in the areas of leadership, personal skills, communication.
- Creativity methods, innovation process, business models.
- Business planning, business strategies.
- Understanding the holistic approach to entrepreneurship.
- Practical experience: own project work; teamwork.
- Awakening enthusiasm for entrepreneurship.

Course content:

All stages of the innovation process for young and rapidly growing companies will be covered. Many practical examples will help students to understand these phases. The students' own product/business idea will be discussed in small groups and co-presented at the end of the course.

- Development of personal skills (management, decision making, management methods, teamwork, conflict management, creativity, etc.).
- The innovation process: from idea to market: understanding, methods, tools.
- The market: customers/target audience, customer benefits; competition.
- Marketing, business models, business strategies.
- Business plans: basic knowledge about formulating a plan and founding a company.
- Legal forms, establishing procedures.
- Identification of financial requirements/funding options.
- Business development and growth.