



TRANSLATION OF LEUPHANA GAZETTE 06/15 // 6. MAI 2015

Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

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1. Republication of the Subject-related Schedule No. 6.1 Management Studies to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master’s Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

Discipline-related Schedule No. 6.1 Management Studies to the General Examination Regulations (RPO) for the Master’s Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

The Regulations of the General Examination Regulations (RPO) for the Master’s Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

Every student of the Master’s Program Management & Entrepreneurship must pass the Management Studies as comprehensive element. The Management Studies lay the basis for understanding and forming Management and Entrepreneurship in its complex, dynamic and ambivalent context.

According to § 3 (6), Module Overview for the Management Studies

Semester 4	Masterforum	Master’s Thesis				
Semester 3	Entrepreneurship	Major	Major	Major	Major	Complementary Studies
Semester 2	Innovation Management	Major	Major	Major	Major	Complementary Studies
Semester 1	Management Theories	Major	Major	Major	Major	Complementary Studies

Modules of Management Studies

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Management Theories (Theorien des Managements) (MS-1)	Relevant theories of management with focus on selected topics of management.	1 lecture (2) and 1 seminar (2)	1 combined examination	5	
Innovation Management (Innovationsmanagement) (MS-2)	Protagonists and processes of innovation, ranging from the discussion of Schumpeters Entrepreneur to social networks, development of business ideas/concepts generally in cooperation with practical issues.	1 lecture (2) and 1 seminar (2)	1 combined examination	5	Generally in English
Entrepreneurship (Entrepreneurship) (MS-3)	Theory and empiricism of the identification and exploitation of entrepreneurial opportunities following the ‘entrepreneurial process’ (research-oriented introduction); in the exercise focus on the theory of foundation planning and business plan.	1 lecture (2) and 1 exercise (2)	1 combined examination or 1 written examination	5	

Commencement of Liability

This Amendment of the Subject-related Schedule shall enter into force following approval by the Presidential



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Committee of Leuphana University of Lüneburg, after its publication in the Official Bulletin of Leuphana Universität Lüneburg by winter semester 2015/16.



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2. Republication of the Subject-related Schedule 6.2 Major Management & Business Development to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master’s Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

Discipline-related Schedule No. 6.2 Major Management & Business Development to the General Examination Regulations (RPO) for the Master’s Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

The Regulations of the General Examination Regulations (RPO) for the Master’s Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

According to §3 (6), Details on the structure and the content of the Major:

Module Overview for the Major Management & Business Development

(cf. discipline-related Schedule 6.1 Management Studies as well as Schedule 8 for the complementary studies)

Semester 4	Masterforum	Master's Thesis				
Semester 3	Management Studies	Elective	Elective	Elective	Elective	Complementary Studies
Semester 2	Management Studies	Strategic Management	Optional Mandatory Module	Communication for Organizational Change	Research Project	Complementary Studies
Semester 1	Management Studies	Organization Theory and Theory of the Firm	New Business Venturing	Management of Change: Theoretical Foundations	Research Methods in Business	Complementary Studies

In the **1st semester** the following four mandatory modules must be completed:

- Organization Theory and Theory of the Firm
- New Business Venturing
- Management of Change: Theoretical Foundations
- Research Methods in Business

In the **2nd semester** the following three mandatory modules must be completed:

- Strategic Management
- Research Project
- Communication for Organizational Change.



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In addition, two optional mandatory modules with focus on the topic Management of Change are submitted in the **2nd semester**, from which the students have to choose one:

- Organizational Development
- Start-up Counseling

In the **3rd semester** four elective modules must be completed. Four major-specific modules are offered, from which the students have to select at least two:

- Alliances and Mergers & Acquisitions
- Supply Chain Management
- International Technology Management
- Research in Business Development

Alternatively, two elective modules maximum can be chosen from other Majors of the Master's Program Management & Entrepreneurship.

According to §5, Degree Awarded

Master of Arts

According to §7 (1), Examination in the Masterforum (colloquium)

The examination in the Masterforum (colloquium) of the Major Management & Business Development is not graded and is therefore evaluated with 'passed' or 'failed'.

According to § 8 (1), Time limit for the Master's Thesis

The time limit for the Master's thesis is 20 weeks.

According to § 8 (8), Oral Examination

There is no oral examination in addition to the Master's Thesis.

Modules in the 1st semester of the Major Management & Business Development

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Organization Theory and Theory of the Firm (Organisations- und Unternehmenstheorie) (Ma-BD-1)	Explanation of different theories of organization and of the firm; shaping entrepreneurial phenomena.	1 lecture (3) or 1 seminar (3)	1 written examination (90 min) or 1 combined examination	5	Generally in English
New Business Venturing (Gründungsmanagement) (Ma-BD-2)	Presentation of theoretical approaches and models related to the target-oriented economic shaping of entrepreneurial processes in the establishment and early development phases.	1 lecture (2) and 1 exercise (1)	1 written examination (90 min)	5	



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Management of Change: Theoretical Foundations (Management von Wandel: Theoretische Grundlagen) (Ma-BD-3)	Different approaches to explain and describe change and its relevance.	1 lecture (3) or 1 seminar (3)	1 written examination (90 min) or 1 combined examination	5	Generally in English
Research Methods in Business (Methoden der BWL) (Ma-BD-8)	Divergent methodological approaches to research/method design in business administration as well as implementation, evaluation and presentation of, and reflection on, research-oriented (empirical) projects.	1 lecture (2) or 1 seminar (2)	1 combined examination or 1 written examination	5	

Modules in the 2nd semester of the Major Management & Business Development

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Strategic Management (Strategisches Management) (Ma-BD-5)	Theories of strategic content and process research, methods of shaping strategic management.	1 lecture (2) or 1 seminar (2)	1 written examination (90 min) or 1 combined examination	5	Generally in English
Research Project (Lehrforschungsprojekt) (Ma-BD-6)	Students will elaborate on a research question or a question from the field of practice under guided instruction. The research project is linked in terms of content to the major subject.	1 seminar (3)	1 combined examination or 1 written examination	5	
Communication for Organizational Change (Kommunikation im organisatorischen Wandel) (Ma-BD-4)	Communication theories and –processes, possibilities to support economic and social processes.	1 lecture (3) or 1 seminar (3)	1 written examination (90 min) or 1 combined examination	5	
Optional Mandatory Modules					
Organizational Development (Organisationsentwicklung) (Ma-BD-7a)	In-depth study of approaches to shape fundamental corporate change.	1 seminar (2)	1 combined examination or 1 written examination	5	
Startup Counseling (Gründungsberatung) (Ma-BD-7b)	In-depth study of the theory and politics of counseling startups and young companies.	1 seminar (2)	1 combined examination or 1 written examination	5	



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Modules in the 3rd semester of the Major Management & Business Development

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Alliances and Mergers & Acquisitions (Allianzen und Fusionen & Akquisitionen) (Ma-BD-9a)	Theories and empirical findings for the purpose of explaining and shaping merger and acquisition activities, strategic alliances and networks.	1 lecture (2) or 1 seminar (2)	1 written examination (90 min) or 1 combined examination	5	
Supply Chain Management (Supply Chain Management) (Ma-BD-9b)	Transfer and transformation processes in shaping buyer-supplier relationships.	1 lecture (2) or 1 seminar (2)	1 written examination (60 min)	5	
International Technology Management (Internationales Technologie-Management) (Ma-BD-9c)	Core competencies in technology management for the embedding of technological developments in a given environment.	1 seminar (2)	1 written examination (90 min) or 1 combined examination	5	Generally in English
Research in Business Development (Business Development Forschung) (Ma-BD-9d)	Current approaches and results of business development research.	1 seminar (2)	1 written examination (90 min) or 1 combined examination	5	

Modules in the 4th semester of the Major Management & Business Development

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Masterforum (Masterforum) (Ma-BD-10)	Report and discussion on the Master's Thesis	1 colloquium (1)	1 combined examination (pass / fail)	5	
Master's Thesis (Master-Arbeit) (Ma-BD-11)	Master's Thesis: Individual development of a scientific thesis by the students.	No course/lecture	1 Master's Thesis	25	

Commencement of Liability

This Amendment of the Subject-related Schedule shall enter into force following approval by the Presidential Committee of Leuphana University of Lüneburg, after its publication in the official bulletin of Leuphana Universität Lüneburg by winter semester 2015/16. 4. Subject-related Schedule 6.3 Major Management & Data Science to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

For Students who begin their Studies in the Winter Semester 2015/16



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Discipline-related Schedule 6.3 Major Management & Data Science to the General Examination Regulations (RPO) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

The Regulations of the General Examination Regulations (RPO) for the Master's Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

According to § 3 (6), Details on the structure and the content of the Major

Module Overview for the Major Management & Data Science

(cf. discipline-related Schedule 6.1 Management Studies as well as Schedule 8 for the complementary studies)

Semester 4	Masterforum	Master's Thesis				
Semester 3	Management Studies	Elective	Elective	Research Project	Data Privacy and Ethics	Complementary Studies
Semester 2	Management Studies	Storage and Mining of Massive Datasets	Probabilistic Modelling	Analysing Networks	Forecasting and Simulation	Complementary Studies
Semester 1	Management Studies	Learning from Data	Mathematical Foundation	Software for Analysing Data	Data Economy	Complementary Studies

In the **1st semester** the following four mandatory modules must be completed:

- Learning from Data
- Mathematical Foundation
- Software for Analysing Data
- Data Economy.

In the **2nd semester** the following four mandatory modules must be completed:

- Storage and Mining of Massive Datasets
- Probabilistic Modelling
- Analysing Networks
- Forecasting and Simulation.

In the **3rd semester** the following two mandatory modules must be completed:

- Data Privacy and Ethics
- Research Project.

In addition, the following catalogue of electives is offered in the **3rd semester**, from which students have to choose two:



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- Data Science Seminar
- Special Topics in Data Science

Alternatively, two elective modules maximum can be chosen from other Majors of the Master's Program Management & Entrepreneurship.

According to § 5, Degree Awarded

Master of Science

According to §6 (3), Teaching and Examination Language

The Major Management & Data Science is taught in English. Teaching and examination language of the Major is English.

According to §7 (1), Examination in the Masterforum (colloquium)

The examination in the Masterforum (colloquium) of the Major Management & Data Science is not graded and is therefore evaluated with 'passed' or 'failed'.

According to § 8 (1), Time limit for the Master's Thesis

The time limit for the Master's Thesis is 20 weeks.

zu § 8 Abs. 8, Oral examination

In addition, to the Master's Thesis there will be an oral examination. The grade of the oral examination is one fifth part of the overall grade of the Master's Thesis.

Modules in the 1st semester of the Major Management & Data Science

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Mathematical Foundation (Mathematische Grundlagen) (Ma-DS-1)	This module provides mathematical foundations in the following areas: probability theory and statistics (concepts, descriptive statistics, parameter estimation, statistical tests, distributions, regression), linear algebra (vector spaces and subspaces, orthogonality, determinants, eigenvalues and -vectors, applications) and stochastic processes (concepts, markov chains).	1 lecture (2) and 1 exercise (2)	1 written examination (90 min)	5	
Learning from Data (Aus Daten Lernen) (Ma-DS-2)	This module provides theoretical foundations and frameworks of statistical learning. These include linear models (regression, classification), regularization and feature selection, model evaluation as well as advanced concepts (e.g. neural networks, support vector machines).	1 lecture (2) and 1 exercise (2)	1 written examination (90 min)	5	
Software for Analysing Data (Datenanalyse Software) (Ma-DS-3)	Students acquire an overview about available software tools and statistical programs (R, SPSS, Matlab, Stata etc.). Furthermore, the module gives an introduction to the programming language R and connects it with concepts from „Math Foundation“ and „Learning from Data“.	1 lecture (2) and 1 exercise (2)	1 written examination (90 min) or	5	



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			1 combined examination		
Data Economy (Daten Wirtschaft) (Ma-DS-4)	This module deals with the following topics: foundations of the data economy, structured vs. unstructured data repositories, data valuation by different stakeholder groups, data quality management, e-business and digital business models, cloud computing and software-as-a-service (SaaS), data-centric marketing, intelligence open data initiatives, knowledge co-creation.	1 lecture (2)	1 written examination (90 min) or 1 combined examination	5	

Modules in the 2nd semester of the Major Management & Data Science

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Storage and Mining of Massive Datasets (Speicherung und Verarbeitung großer Datenbestände) (Ma-DS-5)	This module deals with data base concepts like RDBMS and NoSQL and their specific implementation. Further topics are cleaning and dimensionality reduction as well as analyzing and mining of massive datasets, the theory of MapReduce, methods and appropriate algorithms, e.g. analyzing links, analyzing item quantity, mining of data streams.	1 lecture (2) and 1 exercise (2)	1 written examination (90 min) or 1 combined examination	5	
Probabilistic Modelling (Bayessche Statistik) (Ma-DS-6)	The following topics will be discussed: graphical models and belief systems, foundation of Bayesian Statistics, Markow Chain Monte Carlo approach, regression models and nonlinear models and classification, hierarchical models, model selection, specific application packages (e.g. JAGS, Stan), current trends.	1 lecture (2)	1 written examination (90 min) or 1 combined examination	5	
Analysing Networks (Netzwerkanalyse) (Ma-DS-7)	Students learn basics of graph theory and network analysis. Furthermore, the following topics will be studied at advanced level: network metrics, generative models, community detection, hypothesis testing in the context of network data and tools for analyzing networks (e.g. Pajek, UCInet, Rsienna).	1 lecture (2)	1 written examination (90 min) or 1 combined examination	5	
Forecasting and Simulation (Prognose und Simulation) (Ma-DS-8)	The module focuses on the theory and application of statistical and/or machine learning methods to forecast and simulate data with temporal dependencies.	1 lecture (2) and 1 exercise (2)	1 written examination (90 min) or 1 combined examination	5	

Modules in the 3rd semester of the Major Management & Data Science

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Data Privacy and Ethics (Datenschutz und ethische Aspekte) (Ma-DS-9)	The topics of this module cover the challenges and barriers of data as a public good, legal approaches to privacy in the big data context, constructive data protection safeguards and possible frameworks for institutional controls.	2 lectures (2 per lecture)	1 written examination (90 min) or	5	



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			1 combined examination		
Research Project (Lehrforschungsprojekt) (Ma-DS-10)	The students will elaborate on a research question or a question from the field of practice under guided instruction.	1 seminar (2)	1 combined examination	5	
Electives					
Data Science Seminar (Data Science Seminar) (Ma-DS-11a)	Seminar on current methods / applications in data science.	1 seminar (2)	1 combined examination	5	
Special Topics in Data Science (Ausgewählte Themen des Data Science) (Ma-DS-11b)	This module deals with methods of data science in a specific application context (e.g. Geo Information, Semantic Web, Social Media Platforms, Recommender Systems, Search Engine Marketing).	1 lecture (2)	1 combined examination	5	

Modules in the 4th semester of the Major Management & Data Science

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Masterforum (Masterforum) (Ma-DS-12)	Report and discussion on the Master's Thesis.	1 colloquium (1)	1 combined examination (pass / fail)	5	
Master's Thesis (Master-Arbeit) (Ma-DS-13)	Master's Thesis: Individual development of a scientific thesis by the students.	No course/lecture	1 Master's Thesis	25	

Commencement of Liability

This Subject-related Schedule shall enter into force following approval by the Presidential Committee of Leuphana University of Lüneburg, after its publication in the official bulletin of Leuphana Universität Lüneburg by the winter semester 2015/16, for students who start their studies on 1st of October 2015.



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5. Republication of the Subject-related Schedule 6.4 Major Management & Engineering to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

Discipline-related Schedule 6.4 Major Management & Engineering to the General Examination Regulations (RPO) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

The Regulations of the General Examination Regulations (RPO) for the Master's Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

According to § 3 (6), Details on the structure and the content of the Major:

Module Overview for the Major Management & Engineering

(cf. discipline-related Schedule 6.1 Management Studies as well as Schedule 8 for the complementary studies)

Semester 4	Masterforum	Master's Thesis				
Semester 3	Management Studies	Elective	Elective	Elective	Focus Module	Complementary Studies
Semester 2	Management Studies	Elective	Research Project	Focus Module	Focus Module	Complementary Studies
Semester 1	Management Studies	Engineering Basics	Simulation	Engineering Methods & Processes	Focus Module	Complementary Studies

The students of the Major Management & Engineering have to choose one of the following optional compulsory areas (focuses):

- Automation Technology
- Production Technology.

In the **1st semester** of the Major Management & Engineering the following three mandatory modules must be attended:

Engineering Basics

- Simulation
- Engineering Methods & Processes.

In addition, students have to select one module of the chosen optional compulsory area (focus):



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- Photonic Systems (in case of focus on Automation Technology)
- Production Management (in case of focus on Production Technology).

In the **2nd semester** the module ‘research project’ has to be completed.

Furthermore, two modules in the chosen optional compulsory area (focus) must be completed:

- ‘Actorics and Controls’ and ‘Sensors and Intelligent Systems’ (in case of focus on Automation Technology)
- ‘Manufacturing Technology’ and ‘Production Logistics’ (in case of focus on Production Technology).

Furthermore, in the **2nd semester** students have to select one of the following electives independently of the chosen focus:

- Special Aspects of Engineering (System Engineering)
- Special Aspects of Engineering (Industrial Engineering)
- Case Studies in Production Management.

In the **3rd semester** three of the following electives must be selected and completed independently of the chosen focus:

- Special Aspects of Engineering (Product Innovation)
- Special Aspects of Engineering (Technology Management)
- Laser Machining Technology
- Automation Systems
- Supply Chain Management & ERP.

Alternatively, a maximum two of the overall four electives to be completed independently of the chosen focus can be selected from the electives of the other Major Programs of the Master Management & Entrepreneurship, if the person responsible for the Study Program Management & Engineering agrees with this particular selection. A permission has to be requested of Student Services until the cut-off date. At the same time, the contribution of the modules to the total qualification target (according to the accreditation documents) has to be ensured.

According to § 5, Degree Awarded

Master of Science

According to § 7 (1), Examination in the Masterforum (Colloquium)

The examination in the Masterforum (Colloquium) of the Major Management & Engineering takes place by agreement. It is not graded and is therefore evaluated with ‘passed’ or ‘failed’.

According to §8, Master’s Thesis

The module Master’s Thesis in the Major Management & Engineering generally includes a practical phase of at least ten weeks duration. This phase is integrated in the creation of the Master’s Thesis and thematically linked to the Master’s Thesis. The time limit for the Master’s Thesis is 20 weeks.

According to § 8 (8), Oral Examination

The Master’s Thesis in the Major Management & Engineering is completed by an oral examination. The grade for the oral examination accounts for one fifth of the total grade of the Master’s Thesis.



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Modules in the 1st semester of the Major Management & Engineering

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Engineering Basics (Engineering Grundlagen) (Ma-Eng-1)	In this module, students learn relevant technologies of (Industrial) engineering and their fundamental technologies, 'state of the art' and future trends. Further topics are : Fundamentals of the Technology (Mechanics, electro-technics), energy, information- and communication technology, basic materials).	1 lecture (4)	1 written examination (90 min)	5	
Simulation (Simulation) (Ma-Eng-2)	In this module, students acquire knowledge about the principles, methods, mathematical models and systems with differential equations for the simulation of complex and multivariate processes and systems.	1 lecture (4)	1 written examination (120 min)	5	Generally in English
Engineering Methods & Processes (Ingenieurmethoden & -prozesse) (Ma-Eng-3)	This module treats relevant methods and processes of engineering as well as points of decision, development of the product, innovation management, project management, methods to increase efficiency, planning and Controlling, risk management, quality management and information processing in the context of engineering.	1 lecture (4)	1 written examination (90 min) or 1 written examination	5	
Focus Modules					
Photonic Systems (Photonic Systems) (Ma-Eng-4a)	This module comprehends basic knowledge of the structure of matter as composed of the basic elements called the atomic nucleus and electrons on the basis of Schrödinger's Wave Equation; further subjects are the description of photons by means of Feynman's diagram of quantum electrodynamics, the interaction of atoms and photons, as well as laser and semiconductors.	1 lecture (4)	1 written examination (90 min) or 1 oral examination	5	Focus: Automation Technology
Production Management (Produktionsmanagement) (Ma-Eng-4b)	In this module, students get to know relevant methods for the strategical conception and operative optimization of production systems. Further topics are production strategies, evaluation of the methodical maturity of production systems and evaluation of the functional efficiency of production systems.	1 lecture (4)	1 written examination (90 min) or 1 written examination	5	Focus: Production Technology

Modules in the 2nd semester of the Major Management & Engineering

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Research Project (Lehrforschungsprojekt) (Ma-Eng-5)	Students will elaborate on a research question or a question from the field of practice under guided instruction. The research project is linked in terms of content to the major subject and/or the chosen focus.	1 seminar (2)	1 written examination	5	
Optional Mandatory Modules (depending on focus)					
Actorics and Controls (Aktorik und Regelungstechnik) (Ma-Eng-6a)	The module treats modern digital regulation methods for actuators. Further subjects are cocorrent flow-actuators, synchronous-actuators, Piezo and hydraulic actuators as well as simulations with Matlab/Simulink.	1 lecture (4)	1 written examination (120 min)	5	Focus: Automation Technology Generally in English
Sensors and Intelligent Systems (Sensoren und	In this module, students learn the conception, development and application of multi-sensor systems (MS); complex, dynamic production	1 lecture (4)	1 written examination (90 min)	5	Focus: Automation Technology



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intelligente Systeme) (Ma-Eng-7a)	processes in the area of representative industrial applications; introduction into the fundamentals and technologies of autonomous systems in relation with multi-sensor systems as well as the development, implementation, and application of multi-sensor systems within the scope of an exercise.		or 1 combined examination		
Manufacturing Technology (Fertigungstechnik) (Ma-Eng-6b)	In this module, student acquire knowledge about modern materials, complex manufacturing processes and the framework conditions required for efficient manufacturing processes. Various manufacturing processes are studied at advanced level.	1 lecture (4)	1 written examination (90 min)	5	Focus: Production Technology
Production Logistics (Produktionslogistik) (Ma-Eng-7b)	In this module, students become acquainted with the principles of shaping production in accordance with the requirements of material flows as well as principles of production control and of materials and information logistics in production.	1 lecture (4)	1 written examination (90 min) or 1 written examination	5	Focus: Production Technology
Electives (independent of focus)					
Special Aspects of Engineering (System Engineering) (Ausgewählte Kapitel der Ingenieurwissenschaften (Systems Engineering)) (Ma-Eng-8a)	In this module, students learn more about the shaping and implementation of automation components and systems.	1 lecture (2)	1 written examination (90 min) or 1 combined examination	5	
Special Aspects of Engineering (Industrial Engineering) (Ausgewählte Kapitel der Ingenieurwissenschaften (Industrial Engineering)) (Ma-Eng-8b)	In this module, students get deeper knowledge about selected topics of production technology and the shaping of industrial production systems.	1 lecture (2)	1 written examination (90 min) or 1 written examination	5	
Case Studies in Production Management (Fallstudien Produktionsmanagement) (Ma-Eng-8c)	In this module, students learn how to analyze, evaluate and optimize the design of production processes and the the process of restructuring, planning and optimizing processes. Case studies and planning exercises deepen the occupation with the material.	1 seminar (2)	1 written examination or 1 written examination (90 min)	5	

Modules in the 3rd semester of the Major Management & Engineering

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Optional Mandatory Modules (depending on focus)					
Components of Control Systems (Komponenten von Steuerungssystemen) (Ma-Eng-9a)	This module treats the basics of bus systems and navigation technics, realized bus systems as well as subjects like Safety Integrated.	1 lecture (4)	1 written examination or 1 practical examination	5	Focus: Automation Technology
Strategic Production Networks (Strategische Produktionsnetzwerke)	In this module, students acquire knowledge about the design of production networks, optimization of the production depth, choice of the location, specialization, complexity and the supply chain.	1 lecture (4)	1 written assignment or	5	Focus: Production Technology



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

(Ma-Eng-9b)	Current trends are integrated.		1 written examination (90 min)		
Electives (independent of focus)					
Special Aspects of Engineering (Product Innovation) (Ausgewählte Kapitel der Ingenieurwissenschaften 3 (Produktinnovation)) (Ma-Eng-10a)	This module treats selected topics of designing, simulating and optimizing new products.	1 seminar (2)	1 written examination (90 min) or 1 written examination	5	
Special Aspects of Engineering (Technology Management) (Ausgewählte Kapitel der Ingenieurwissenschaften (Technologiemanagement)) (Ma-Eng-10b)	In this module, students learn how to analyze, evaluate and control the main processes and functions of industrial companies.	1 seminar (2)	1 written examination (90 min) or 1 written examination	5	
Laser Machining Technology (Lasermaterialbearbeitung) (Ma-Eng-10c)	This module provides basic knowledge of the interaction of light with matter. The presentation of the field of material processing will cover a broad area, ranging from the exposure offset printing plates and classical fields such as cutting, welding, drilling, soldering, labelling, surface modification, and heat treatment to micro-structuring, rapid prototyping, and medical treatment using light.	1 lecture (2)	1 written examination (90 min)	5	
Automation Systems (Automatisierungssysteme) (Ma-Eng-10d)	The course participants are familiarized with the applicable terms, designations, standards and guidelines, sensors and actuators, different processing units, Ethernet TCP/IP as well as with the evaluation of industrial control systems.	1 lecture (2)	1 written examination or 1 oral examination	5	
Supply Chain Management & ERP (Supply Chain Management & ERP) (Ma-Eng-10e)	This module treats principles and methods of supply chain management as corporate strategy: strategies to shape business organizations; main methods of analysis and optimization; EDP systems and their network as well as performance management systems for the evaluation of SCM performance.	1 lecture (2)	1 written examination (90 min) or 1 written examination	5	

Modules in the 4th semesters of the Major Management & Engineering

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Masterforum (Masterforum) (Ma-Eng-11)	The Masterforum is intended to give room for the coordination of the practical project or the Master's Thesis as well as for the discussion and agreement of student and advisor about scientific and methodological concerns as well as concerns with regard to the content.	1 colloquium (1)	1 written examination or 1 oral examination (pass/fail)	5	
Master's Thesis (Master-Arbeit) (Ma-Eng-12)	Master's Thesis: Individual development of a scientific thesis by the students.	No course/lecture	1 Master's Thesis and 1 oral examination	25	

Commencement of Liability

This Amendment of the Subject-related Schedule shall enter into force following approval by the Presidential



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

Committee of Leuphana University of Lüneburg, after its publication in the official bulletin of Leuphana Universität Lüneburg by winter semester 2015/16.



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

6. Republication of the Subject-related Schedule 6.5 Major Management & Financial Institutions to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

Discipline-related Schedule 6.5 Major Management & Financial Institutions to the General Examination Regulations (RPO) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg.

The Regulations of the General Examination Regulations (RPO) for the Master's Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

According to § 3 (6), Details on the structure and the content of the Major:

Module Overview for the Major Management & Financial Institutions

(cf. discipline-related Schedule 6.1 Management Studies as well as Schedule 8 for the complementary studies)

Semester 4	Masterforum	Master's Thesis				
Semester 3	Management Studies	Elective	Elective	Elective	Elective	Complementary Studies
Semester 2	Management Studies	Performance and Risk Management in Banking Business	Bank Accounting	Research Methods	Research Project	Complementary Studies
Semester 1	Management Studies	Banking System and Banking Business	Corporate & Investment Banking	Economics of Financial Markets	Financial Accounting	Complementary Studies

The following four mandatory modules must be attended in the **1st semester**:

- Corporate & Investment Banking
- Financial Accounting
- Economics of Financial Markets
- Banking System and Banking Business.

The following four mandatory modules must be attended in the **2nd semester**:

- Performance and Risk Management in Banking Business
- Bank Accounting
- Research Project
- Econometrics of Financial Markets (Research Methods).



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In the **3rd semester** four elective modules must be completed. The following six major-specific modules are offered:

- Asset Management
- Bank Management
- Capital Markets
- Corporate Governance
- Financial Restructuring
- Risk Management.

Alternatively, a maximum of two elective modules can be chosen from other Majors of the Master's Program Management & Entrepreneurship.

According to § 5, Degree Awarded

Master of Arts

According to §7 (1), Examination in the Masterforum (colloquium)

The examination in the Masterforum (colloquium) of the Major Management & Financial Institutions is not graded and is therefore evaluated with 'passed' or 'failed'.

According to § 8 (1), Time limit and main topics for the Master's Thesis

The time limit for the Master's Thesis is 20 weeks. The topic of the Master's Thesis has to be focused on a problem according to a bank-, financial-, insurance- or law science content.

According to § 8 (8), Oral Examination

There is no oral examination in addition to the Master's Thesis.

Modules in the 1st semester of the Major Management & Financial Institutions

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Corporate & Investment Banking (Corporate & Investment Banking) (Ma-FIS-1)	Financing transactions in Corporate and Investment Banking, leveraged finance, asset-based instruments, project financing.	1 lecture (3)	1 written examination (60 min) or 1 combined examination	5	
Economics of Financial Markets (Monetäre Volkswirtschaftslehre und Kapitalmärkte) (Ma-FIS-2)	Introduction into micro- and macroeconomics analysis with focus on the financial sector, monetary policy institutions, demand for money and supply of money, transmission mechanism of monetary policy, pricing of bonds, capital market valuation.	1 lecture (4)	1 written examination (60 min) or 1 combined examination	5	



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Banking System and Banking Operations (Banksystem und Bankgeschäfte) (Ma-FIS-4)	Functions of financial intermediaries, institutions and system analysis of (german) credit industry, innovative aspects of banking business, future prospects of the german banking system.	1 lecture (2)	1 written examination (60 min)	5	
Financial Accounting (Externe Rechnungslegung) (Ma-FIS-10d)	Comparing design parameters of financial accounting(policy) in financial statements according to national (HGB/DRS) and international standards (IFRS) concerning the empirical financial accounting research.	1 lecture (3)	1 written examination (60 min)	5	Generally in English

Modules in the 2nd semester of the Major Management & Financial Institutions

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Performance and Risk Management in Banking Business (Gesamtbanksteuerung) (Ma-FIS-5)	Interdependencies of earnings and risk management of credit institutions, success orientation of the financial liquidity and technical organizational segment, risk management of credit institutions, types of risks in credit business as well as quantification approaches and controlling measures, framework specifications of the banking super vision.	1 lecture (3)	1 written examination (60 min) or 1 oral examination	5	
Research Project (Lehrforschungsprojekt) (Ma-FIS-7)	The students will elaborate on a research question or a question from the field of practice under guided instruction. The research project is linked in terms of content to the major subject.	1 seminar (2)	1 combined examination	5	One of the offered research projects, Generally in English
Econometrics of Financial Markets (Research Methods) (Ökonometrie der Finanzmärkte (Forschungsmethoden)) (Ma-FIS-8)	Random walk model and efficient market hypothesis, event studies, univariate and multivariate time series analysis, volatility models.	1 lecture (2)	1 written examination (60 min) or 1 combined examination	5	Generally in English
Bank Accounting (Bankrechnungslegung) (Ma-FIS-9)	Selected questions concerning rules of bank accounting and –auditing according to national and international standards.	1 seminar (2)	1 combined examination	5	

Modules in the 3rd semester of the Major Management & Financial Institutions

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Electives					
Asset Management (Asset Management) (Ma-FIS-9a)	Relevance of the portfolio theory, models of evaluation, asset allocation, asset selection, additional topics of the investment process.	1 seminar (2)	1 written examination (60 min) or 1 combined examination	5	Generally in English
Bank Management (Bankmanagement) (Ma-FIS-10a)	Selected ideas to be provided by bank management on the management of credit institutions (planning, organization and bank marketing).	1 seminar (2)	1 oral examination or 1 combined examination	5	



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Capital Markets (Kapitalmärkte) (Ma-FIS-10b)	Selected content regarding different topics of capital market, e.g. capital market theory, investor relations, mergers & acquisitions, company valuation or ethical investments/banking.	1 seminar (2)	1 written examination (60 min) or 1 combined examination	5	
Corporate Governance (Unternehmensführung und -überwachung) (Ma-FIS-10c)	Selected topics concerning business management and –compliance with regard to the empirical Corporate Governance research.	1 seminar (2)	1 combined examination	5	Generally in English
Financial Restructuring (Finanzielle Restrukturierung) (Ma-FIS-10g)	Company crises from the point of view of the banks granting the loans, importance and implementing different measures of debt restructuring.	1 seminar (2)	1 written examination (60 min) or 1 combined examination	5	
Risk Management (Risk Management) (Ma-FIS-9b)	Aspects of risk policy, financial instruments used in active risk management, impacts and methods of evaluating these instruments.	1 seminar (2)	1 written examination (60 min) or 1 combined examination	5	Generally in English

Modules in the 4th semesters of the Major Management & Financial Institutions

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Masterforum (Masterforum) (Ma-FIS-10)	Report and discussion on the Master's Thesis.	1 colloquium (1)	1 combined examination (pass / fail)	5	
Master's Thesis (Master-Arbeit) (Ma-FIS-11)	Master's Thesis: Individual development of a scientific thesis by the students.	No course/lecture	1 Master's Thesis	25	

Commencement of Liability

This Amendment of the Subject-related Schedule shall enter into force following approval by the Presidential Committee of Leuphana University of Lüneburg, after its publication in the official bulletin of Leuphana Universität Lüneburg by winter semester 2015/16.



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

7. Republication of the Subject-related Schedule 6.6 Major Management & Human Resources to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

Discipline-related Schedule 6.6 Major Management & Human Resources to the General Examination Regulations (RPO) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

The Regulations of the General Examination Regulations (RPO) for the Master's Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

According to § 3 (6), Details on the structure and the content of the Major:

Module Overview for the Major Management & Human Resources

(cf. discipline-related Schedule 6.1 Management Studies as well as Schedule 8 for the complementary studies)

Semester 4	Masterforum	Master's Thesis				
Semester 3	Management Studies	Elective	Elective	Elective	Elective	Complementary Studies
Semester 2	Management Studies	International Human Resource-Management	Legal Structures in Human Resource Management	Strategy and HR-Management - Implementation as Business Partner HR	Research Project	Complementary Studies
Semester 1	Management Studies	Research Methods in Human Resources Management	Core Competencies Labour Law (including International Labour Law)	Core Competencies of the Human Resources Management	Designing HR-Management Tasks	Complementary Studies

In the **1st semester** the following four mandatory modules must be completed:

- Core Competencies Labour Law (including International Labour Law)
- Core Competencies of the Human Resources Management
- Designing HR-Management Tasks
- Research Methods in Human Resources Management.

In the **2nd semester** the following four mandatory modules must be completed:

International Human Resource Management

- Legal Structures in Human Resource Management
- Strategy and HR-Management - Implementation as HR Business Partner
- Research Project



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

In the **3rd semester** four elective modules must be completed. The following four major-specific modules are offered:

- Human Resource Management as Change Management
- International Aspects of HR-Management
- Business Partner HR: The Economic Perspective
- Current Challenges in HR-Management.

Alternatively, a maximum of two elective modules can be chosen from other Majors of the Master's Program Management & Entrepreneurship.

According to § 5, Degree Awarded

Master of Arts

According to §7 (1), Examination in the Masterforum (colloquium)

The examination in the Masterforum (colloquium) of the Major Management & Human Resources is not graded and is therefore evaluated with 'passed' or 'failed'.

According to § 8 (1), Time limit and main topics for the Master's Thesis

The time limit for the Master's thesis is 20 weeks

According to § 8 (8), Oral Examination

There is no oral examination in addition to the Master's Thesis.

Modules in the 1st semester of the Major Management & Human Resources

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Core Competencies: Labour Law (including International Labour Law (Kernkompetenzen: Arbeitsrecht (inkl. Internationales Arbeitsrecht)) (Ma-HR-1)	Functions, relevance, and limits of national and European labor law in business management, in particular with respect to human resources management.	1 lecture (4)	1 written examination (60 min) or 1 written examination	5	
Core Competencies of the Human Resources Management (Kernkompetenzen: Funktionen des Human Resource Managements) (Ma-HR-2)	Theories, political patterns, and shaping alternatives for key functional areas of human resources management.	1 lecture (3)	1 written examination or 1 written examination (60 min)	5	
Designing HR-Management Tasks (Gestaltung von Aufgaben des Personalmanagements) (Ma-HR-5)	In-depth study of specific tasks of HR-Managements, e.g. psychological diagnostics and personnel selection, leadership psychology and self-management or human resource development.	1 seminar (3)	1 combined examination or 1 written examination	5	



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Research Methods in Human Resources Management (Forschungsmethoden für das HR-Management) (Ma-HR-8)	Acquiring knowledge and skills in the field of research methods, in particular for the purpose of doing independent research in the field of human resource management.	1 lecture (2)	1 written examination or 1 written examination (60 min)	5	
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Modules in the 2nd semester of the Major Management & Human Resources

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Legal Structures in Human Resource Management (Rechtsgestaltung im Personalmanagement) (Ma-HR-6)	Specific issues of labor law such as remuneration and incentive management: in-depth study, theory, practice, and implementation.	1 lecture (3)	1 written examination or 1 written examination (60 min)	5	
Strategy and HR-Management - Implementation as Business Partner HR (Strategie und Personalmanagement – HR als Businesspartner_in) (Ma-HR-3)	Relevance of HR in target and strategy development; Derivation and relevance of strategic competency models; Strategy implementation (concepts, methods, and tools along the HR process); Discussion of topic area in the light of recent case studies; Development of the communication and consulting competencies.	1 lecture (3) and 1 exercise (1)	1 written examination (60 min) or 1 written examination	5	Generally in English
International Human Resource Management (HRM) (Internationales Human Resource-Management (HRM)) (Ma-HR-4)	In-depth study of specific issues of international human resource management such as strategic international HRM, cross-border M&A, organizational behavior, and cross-cultural differences, labor relations, training and development, repatriation and compensation.	1 lecture (1) and 1 seminar (2)	1 written examination or 1 combined examination	5	Generally in English
Research Project (Lehrforschungsprojekt) (Ma-HR-7)	The students will elaborate on a research question or a question from the field of practice under guided instruction.	1 seminar (2)	1 written examination or 1 combined examination	5	

Modules in the 3rd semester of the Major Management & Human Resources

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Electives					
Human Resource Management as Change Management (HR-Management als Change Management) (Ma-HR-9)	Concepts to systematically shape processes of change; risks and success factors of fundamental processes of change; shaping processes of change from different perspectives, e.g. from a psychological, legal or business economics perspective.	1 seminar (2)	1 combined examination or 1 written examination (60 min)	5	



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International Aspects of HR-Management (Internationale Aspekte des HR-Managements) (Ma-HR-10)	In-depth study of selected international aspects of human resource management, e.g. international personnel recruitment or personnel policy.	1 seminar (2)	1 written examination or 1 combined examination	5	
Business Partner HR: The Economic Perspective (HR als Business-Partner_in: Die ökonomische Perspektive) (Ma-HR-11)	Fundamentals of business economics control of human resource management, as well as analysis of specific problem areas and approaches to problem-solving .	1 seminar (2)	1 combined examination or 1 written examination (60 min)	5	
Current Challenges in HR-Management (HR-Management im Kontext aktueller Herausforderungen) (Ma-HR-12)	Exemplary in-depth study of current issues in human resource management.	1 seminar (2)	1 written examination or 1 combined examination	5	

Modules in the 4th semesters of the Major Management & Human Resources

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Masterforum (Masterforum) (Ma-HR-13)	Report and discussion on the Master's Thesis.	1 colloquium (1)	1 combined examination (pass / fail)	5	
Master's Thesis (Master-Arbeit) (Ma-HR-14)	Master's Thesis: Individual development of a scientific thesis by the students.	No course/lecture	1 Master's Thesis	25	

Commencement of Liability

This Amendment of the Subject-related Schedule shall enter into force following approval by the Presidential Committee of Leuphana University of Lüneburg, after its publication in the official bulletin of Leuphana Universität Lüneburg by winter semester 2015/16.



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

8. Republication of the Subject-related Schedule 6.7 Major Management & Marketing to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

Discipline-related Schedule 6.7 Major Management & Financial Institutions to the General Examination Regulations (RPO) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

The Regulations of the General Examination Regulations (RPO) for the Master's Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

According to § 3 (6), Details on the structure and the content of the Major:

Module Overview for the Major Management & Marketing

(cf. discipline-related Schedule 6.1 Management Studies as well as Schedule 8 for the complementary studies)

Semester 4	Masterforum	Master's Thesis				
Semester 3	Management Studies	Elective	Elective	Elective	Elective	Complementary Studies
Semester 2	Management Studies	Strategic Marketing	Advertising Psychology and Consumer Behaviour	Elective	Research Project	Complementary Studies
Semester 1	Management Studies	Services Marketing	Statistics for Market Research	Cognitive Psychology	Elective	Complementary Studies

In the **1st semester** the following three mandatory modules must be completed:

- Services Marketing
- Statistics for Market Research
- Cognition Psychology.

In addition, students in the 1st semester have to select one elective out of the following catalogue:

- Sales and Distribution Management
- Sensory Evaluation
- Destinationmanagement and Tourism planning

In the **2nd semester** the following three mandatory modules must be completed:

- Strategic Marketing



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

- Advertising Psychology and Consumer Behaviour
- Research Project.

In addition, the following catalogue of electives is offered in the 2nd semester, from which students have to choose one:

- Communication and Media
- Qualitative Market Research
- E-Commerce and Tourism.

In the 3rd semester students have to select four electives out of the following catalogue:

- Customer Relationship Management
- International Marketing
- Behavioral Decision Making
- Brand Management in Marketing Mix Instruments
- Usability
- Tour Operator/Travel Intermediary/Corporate Strategies
- Research Topics.

Alternatively, students can select a maximum of two from the six elective modules altogether from other Majors of the Master's Program Management & Entrepreneurship.

According to § 5, Degree Awarded

Master of Arts

According to § 7 (1), Examination in the Masterforum (colloquium)

The examination in the Masterforum (colloquium) of the Major Management & Marketing is not graded and is therefore evaluated with 'passed' or 'failed'.

According to § 8 (1), Time limit for the Master's Thesis

The time limit for the Master's thesis is 20 weeks.

According to § 8 (8), Oral Examination

There is no oral examination in addition to the Master's Thesis.

Modules in the 1st semester of the Major Management & Marketing

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Services Marketing (Dienstleistungsmarketing) (Ma-Mark-1)	Fundamentals, concepts, and methods of service marketing and case studies taken from different service sectors.	1 lecture (2) and 1 exercise (1)	1 written examination (90 min)	5	
Statistics for Market Research	Methods of statistical sampling and estimation; multivariate analysis	1 lecture (2) and	1 written examination (90 min)	5	



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(Statistik für die Marktforschung) (Ma-Mark-2)	methods.	1 exercise (1)	or 1 oral examination		
Cognitive Psychology (Kognitionspsychologie) (Ma-Mark-3)	Perception and attention, representation of knowledge, cognition and emotion, cognitive psychology-related methods of analysis.	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	
Electives					
Sales and Distribution Management (Vertriebsmanagement) (Ma-Mark-4a)	Distribution strategy, distribution control, distribution controlling, and personnel management in the sales department. (Focus: Brand- and Distribution Management)	1 lecture (2) and 1 exercise (1 SWS)	1 written examination (90 min) or 1 combined examination	5	
Sensory Evaluation (Sensorik) (Ma-Mark-4b)	Methods of measuring perceived substance and product properties (e.g. smell, taste, haptics) as a basis for, among others, product design and product evaluation, quality control. (Focus: Market and Consumer Psychology)	1 lecture (1) and 1 exercise (2)	1 written examination (90 min) or 1 practical examination	5	
Destinationmanagement and Tourism planning (Destinationsmanagement und Tourismusplanung) (Ma-Mark-4c)	Tourism service chain and the function of destinations, tourism policy, tourism planning, marketing strategies and marketing instruments, concepts in tourism and organization, case studies. (Focus: Tourism Management)	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	

Modules in the 2nd semester of the Major Management & Marketing

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Strategic Marketing (Strategisches Marketing) (Ma-Mark-5)	Goals and methods of strategic analysis; analyzing and shaping competitive advantages; marketing strategies applied in different contexts.	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	
Advertising Psychology and Consumer Behaviour (Werbepsychologie und Konsumentenverhalten) (Ma-Mark-6)	Goals and methods of advertisers and salespersons seen from a psychological perspective; impact on consumers.	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	
Research Project (Lehrforschungsprojekt) (Ma-Mark-7)	Students will elaborate on a research question or a question from the field of practice under guided instruction.	1 seminar (2)	1 written examination	5	
Electives					
Communication and Media (Kommunikation und Medien)	Theoretical approaches, methods and strategies are introduced and discussed on the basis of different	1 lecture (2) and 1 exercise (1)	1 written examination (90 min)	5	



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

(Ma-Mark-8a)	areas of application. (Focus: Brand- and Consumer management)		or 1 combined examination		
Qualitative Market Research (Methoden der Qualitativen Marktforschung) (Ma-Mark-8b)	Theoretical principles of qualitative market and social research; qualitative methods and concepts of statistical sampling; qualitative evaluation systems. (Focus: Psychology, Market and Consumer Psychology)	1 lecture (2) and 1 exercise (1)	1 written examination	5	
E-Commerce and Tourism (E-Commerce und Tourismusinformatik) (Ma-Mark-8c)	National and global booking and reservation systems; information and booking behaviour; trends and scope of formative action in tourism distribution; e-commerce; multi-channel distribution, future models. (Focus: Tourism Management)	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	

Modules in the 3rd semester of the Major Management & Marketing

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Electives					
Brand Management in Marketing Mix Instruments (Markenmanagement im Marketing-Mix) (Ma-Mark-9a)	The lecture treats the instrumental perspective of marketing, especially with the basics of brand management, strategic aspects of brand management, operative aspects of brand management, brand controlling. (Focus: Brand- and Distribution Management)	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	
Usability (Usability) (Ma-Mark-9b)	Theoretical approaches, methods, and case examples of usability research. (Focus: Psychology, especially Market and Consumer Psychology)	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	
Tour Operator/Travel Intermediary/Corporate Strategies (Reiseveranstalter/Reise-mittlermarkt und Unternehmensstrategien) (Ma-Mark-9c)	Business systems in the tour operator market; strategies and marketing mix in the tour operator market; functions and future perspectives of travel agencies. (Focus: Tourism Management)	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	
Customer Relationship Management (Customer Relationship Management) (Ma-Mark-10b)	Customer satisfaction, customer value, and CRM- strategy; holistic CRM model, CRM tools, customer specific product focus; customer acquisition and retention, CRM technology, customer focused company organization; culture and change management.	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	
International Marketing (Internationales Marketing) (Ma-Mark-10c)	International marketing strategy, international marketing and distribution management.	1 lecture (2) and 1 exercise (1)	1 written examination (90 min) or 1 combined examination	5	Generally in English
Behavioral Decision Making	Theoretical approaches and empirical	1 lecture (2)	1 written examination	5	



Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

(Behavioral Decision Making) (Ma-Mark-10d)	results of the psychological and behaviour-oriented research on decision making; approaches and procedures of the prescriptive theory of decision making.	und 1 seminar (1)	(90 min) or 1 oral examination		
Research Topics (Aktuelle Forschungsthemen) (Ma-Mark-10e)	Current trends and developments in (marketing-) management	1 lecture (3)	1 written examination (90 min) or 1 combined examination	5	

Modules in the 4th semester of the Major Management & Marketing

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPO)	ECTS credits	Remarks
Mandatory Modules					
Masterforum (Masterforum) (Ma-Mark-11)	Report and discussion on the Master's Thesis.	1 colloquium (1)	1 combined examination (pass / fail)	5	
Master-Arbeit (Master's Thesis) (Ma-Mark-12)	Master's Thesis: Individual development of a scientific thesis by the students.	No course/lecture	1 Master's Thesis	25	

Commencement of Liability

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Please note: Only the German version of this Subject-related Schedule (FSA) shall be valid exclusively

3. Republication of the Subject-related Schedule 6.8 Major Management & Controlling/Information Systems to the General Examination Regulations (German: Rahmenprüfungsordnung (RPO)) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

Discipline-related Schedule 6.3 Major Management & Control-ling/Information Systems to the General Examination Regulations (RPO) for the Master's Program Management & Entrepreneurship at the Graduate School of Leuphana University of Lüneburg

The Regulations of the General Examination Regulations (RPO) for the Mas-ter's Program of the Graduate School of Leuphana University of Lüneburg are supplemented as follows:

According to § 3 (6), Details on the structure and the content of the Major:

Module Overview for the Major Management & Controlling/Information Systems

(cf. discipline-related Schedule 6.1 Management Studies as well as Schedule 8 for the complementary studies)

Semester 4	Masterforum	Master's Thesis				
Semester 3	Management Studies	Elective	Elective	Elective	IT Security and IT Risk Management	Complementary Studies
Semester 2	Management Studies	Corporate Controlling	Financial Controlling	Quantitative Research Methods	Research Project	Complementary Studies
Semester 1	Management Studies	Management Support Systems	Management Accounting and Enterprise Resource Planning	IT based Market Management	Risk Management	Complementary Studies

In the **1st semester** the following four mandatory modules must be completed:

- Management Support Systems
- Management Accounting and Enterprise Resource Planning
- IT based Market Management
- Risk Management.

In the **2nd semester** the following four mandatory modules must be completed:

- Corporate Controlling
- Financial Controlling
- Research Project
- Quantitative Research Methods.



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In the **3rd semester** the following mandatory module has to be completed:
IT Security and IT Risk Management

In addition, students in the 3rd semester have to choose three electives out of the following catalogue of major-specific modules:

- Knowledge & Information Management
- Business Analytics Research Topics
- E-Business Perspectives
- IT Project Management in Global Enterprises.

Alternatively, two elective modules maximum can be chosen from other Majors of the Master's Program Management & Entrepreneurship.

According to §5, Degree Awarded

Master of Arts

According to §7 (1), Examination in the Masterforum (colloquium)

The examination in the Masterforum (colloquium) of the Major Management & Controlling/Information Systems is not graded and is therefore evaluated with 'passed' or 'failed'.

According to § 8 (1), Time limit for the Master's Thesis

The time limit for the Master's thesis is 20 weeks.

According to § 8 (8), Oral Examination

In addition, to the Master's Thesis there will be an oral examination. The grade of the oral examination is one fifth part of the overall grade of the Master's Thesis.

Modules in the 1st semester of the Major Management & Controlling/Information Systems

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Management Support Systems (Management-Support-Systeme) (Ma-CIS-1)	Characteristic forms and fields of application of Management Support Systems (MSS), MSS components, data warehousing, data mining, and information retrieval methods.	1 lecture (4)	1 written examination (90 min) or 1 combined examination	5	
Management Accounting and Enterprise Resource Planning (Interne Unternehmensrechnung mit ERP-Systemen) (Ma-CIS-2)	Internal accounting: tasks, functions, and scope for formative action. Situation-specific evaluation of formation options. Case studies/presentation of cost accounting and planning components in an ERP system. Planning for success: short-term planning for success and optimizing.	1 lecture (4)	1 combined examination	5	



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IT based Market Management (IT-gestütztes Marktmanagement) (Ma-CIS-3)	Concepts, methods and instruments used in analytical market cultivation: customer relationship management, e-commerce.	1 lecture (4)	1 written examination (90 min) or 1 combined examination	5	
Risk Management (Risikomanagement) (Ma-CIS-4b)	Systematic organization of risk management systems and risk strategies based on different compliance requirements taking into consideration IT methods for risk modelling and IT-induced risks.	1 lecture (4)	1 written examination (90 min) or 1 combined examination	5	

Modules in the 2nd semester of the Major Management & Controlling/Information Systems

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Corporate Controlling (Unternehmens-Controlling) (Ma-CIS-5)	Theoretical foundations and forms of manifestation of controlling systems, planning systems, reporting systems, analysis systems, and performance control of organizations.	1 lecture (4)	1 written examination (90 min) or 1 combined examination	5	
Financial Controlling (Finanzielle Unternehmenssteuerung) (Ma-CIS-6)	Balance sheet preparation and analysis of corporate financial performance based on the German Commercial Code (HGB) and the International Financial Reporting Standards (IFRS); finance planning; case studies using business intelligence software.	1 lecture (4)	1 written examination (90 min) oder 1 combined examination	5	
Research Project (Lehrforschungsprojekt) (Ma-CIS-7)	Students will elaborate on a research question or a question from the field of practice under guided instruction. The research project is linked in terms of content to the major subject.	1 seminar (2)	1 combined examination	5	
Quantitative Research Methods (Quantitative Forschungsmethoden) (Ma-CIS-8)	Selected topics in the following fields: multivariate statistics, time series analysis, stochastic processes, and optimization including applications in business.	1 lecture (2)	1 written examination 90 min) or 1 combined examination	5	

Modules in the 3rd semester of the Major Management & Controlling/Information Systems

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
IT Security and IT Risk Management (IT-Sicherheits- und IT-Risikomanagement) (Ma-CIS-9b)	Technical and theoretical background of IT security management (risks, attack scenarios, monitoring instruments, new coding methods, key management, distributed systems); IT security and risk management (legal provisions and standards, definition of information security policy, identification of risk areas, implementation of risk analysis, selection of security objectives and security measures, documentation of rules and measures).	1 lecture (4)	1 written examination (90 min)	5	

Electives					
Knowledge & Information Management (Wissens- und Informationsmanagement) (Ma-CIS-10a)	Use of information and IT infrastructure, leadership and motivation in knowledge-focused organizations, design dimensions and success factors of knowledge management, formalization of knowledge, techniques and languages used to present and process knowledge, knowledge management in the Internet and in social networks, knowledge management and privacy.	1 lecture (4) or 1 seminar (4)	1 written examination or 1 combined examination	5	
Business Analytics Research Topics (Business-Analytics-Forschungsthemen) (Ma-CIS-10b)	Selected research topics concerning models, methods, instruments and applications of corporate analysis, corporate planning and corporate control.	1 seminar (4)	1 written examination or 1 combined examination	5	
E-Business Perspectives (Perspektiven des E-Business) (Ma-CIS-10c)	Theories, models (e.g. diffusion, adoption), innovation, and current research questions in e-business (e.g. auctions, pricing, business models, social networks).	1 seminar (4)	1 written examination or 1 combined examination	5	
IT Project Management in Global Enterprises (IT-Projektmanagement in globalen Unternehmen) (Ma-CIS-10d)	Principles of IT project management, cost benefit analysis, cultural constraints in management, case studies.	1 seminar (4)	1 combined examination	5	Generally in English

Modules in the 4th semester of the Major Management & Controlling/Information Systems

Modules	Content	Number and type of courses (Contact hours per week per semester)	Type of assessment (according to § 7 RPD)	ECTS credits	Remarks
Mandatory Modules					
Masterforum (Masterforum) (Ma-CIS-11)	Report and discussion on the Master's Thesis	1 colloquium (1)	1 combined examination (pass / fail)	5	
Master-Arbeit (Master's Thesis) (Ma-CIS-12)	Master's Thesis: Individual development of a scientific thesis by the students.	No course/lecture	1 Master's Thesis and 1 oral examination	25	

Commencement of Liability

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