MBA Sustainability Management

FAU Friedrich-Alexander-Universität Erlangen-Nürnberg

MBA SUSTAINABILITY MANAGEMENT

Modul Manual

Valid from winter semester 23/24

MBA Sustainability Management

FAU Friedrich-Alexander-Universität Erlangen-Nürnberg

Content

Sustainability Foundations

1	**Module name**	**Sustainability Foundations**	**5 ECTS credits**
2	Lectures	WS – Seminar: Sustainability Foundations (3,5 SWS)	
3	Lecturers	Prof. Dr. Markus Beckmann	

4	**Module coordinator**	Prof. Dr. Markus Beckmann
5	**Contents**	In this module, we look at key foundations of sustainability. First, we look at the fundamentals of sustainability science. Here we review sustainability and sustainable development, focus on the environmental and social macro-environment for business, and look at analytical tools such as systems or transition theory to understand various sustainability challenges. Second, we consider how sustainability refines the role of business and management. We look at cross-cutting issues such as life-cycle thinking, impact analysis, and the business case for sustainability. Third, we discuss how these specifics of sustainability require a cross-functional, integrated management approach, highlighting selected touch points of this module to other modules. Fourth, we zoom in on specific sustainability issues, such as climate change. The idea here is to provide the necessary background knowledge on selected sustainability megatrends and to apply course concepts in context. Despite this emphasis on applying course material to concrete examples, we focus on something other than how-to blueprints and checklist knowledge. Instead, we allow ourselves the luxury of looking at the big picture first. The idea is to lay a general foundation that will help connect the dots and facilitate a deeper dive into the modules that follow.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	In this course, the students will acquire deep and comprehensive knowledge on key foundations of sustainability. After successfully finishing this course, the students will be able to: ▪ give an overview of key concepts of sustainability science ▪ discuss key milestones in the sustainability debate ▪ explain systems and transition theory and apply its different to specific examples ▪ describe how sustainability changes the macro-environment for businesses ▪ explain the relevance of perspectives such as life-cycle thinking or impact analysis ▪ explain the background and current developments in topics such as climate change or biodiversity ▪ analyze specific sustainability challenges with the help of the learned tools
7	**Prerequisites**	None
8	**Integration in curriculum**	1st semester

9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Written exam (60 min) and presentation (20 min)
11	**Grading procedure**	Written exam (70%) Presentation (30%)
12	**Module frequency**	Winter semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 semester
16	**Teaching and examination language**	English
17	**Bibliography**	Lecture Notes Further materials will be provided via the learning platform.

Sustainable Technologies

1	**Module name**	**Sustainable Technologies**	**5 ECTS credits**
2	Lectures	WS – Seminar: Sustainable Technologies (3,5 SWS)	
3	Lecturers	Dr. Annika Hauptvogel	

4	**Module coordinator**	Dr. Annika Hauptvogel
5	**Contents**	Industry is responsible für 20% of global CO2 emissions and more than 30% of global energy consumption. Therefore, the industry today is faced with the challenge of reducing both. Technologies enable sustainability and there are already great technologies available, which need to be applied to reach the sustainability goals. Siemens' technologies help decarbonize sectors like industry, buildings, and transport that account for nearly three-quarters of global greenhouse gas emissions. After giving an overview over core technologies enabling and fostering sustainability, the module will focus on the most urgent task for achieving climate goals through a significant reduction of CO2 emissions and increase of resource efficiency. Along the lifecycle of a product there are different opportunities to increase sustainability. From robust eco design and energy efficient manufacturing to product carbon footprint tools and circularity. Several technologies and their impact will be regarded and incorporating practical examples will be shown.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	In this course, the students will acquire deep and comprehensive knowledge on the current state of research in the field of sustainable technologies. This course will give the students the ability to evaluate technologies and their impact on sustainability. Moreover, the students will be able to apply the technology management skills gained in this module in practice. By working together in a team to solve a case study, students are also able to: ▪ work cooperatively with others and to plan and design the necessary work processes in a targeted manner and to delegate work tasks, ▪ deal rationally and responsibly with conflicts of interest and communication in the context of group work, but also deal with differences in thinking and behavior patterns as well as critically reflect their own communication behavior, ▪ to present complex subject-related content from the field of technology and innovation management in a clear, understandable and target-oriented manner and to represent the work results to experts with arguments and to expand one's own argumentation and problem-solving behavior in a critical-reflective manner.
7	**Prerequisites**	None
8	**Integration in curriculum**	1st semester

9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Case study: Presentation (60 minutes and 25 pages), and class participation
11	**Grading procedure**	Case study (80%) Class participation (20%)
12	**Module frequency**	Winter semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1st semester
16	**Teaching and examination language**	English
17	**Bibliography**	Further materials will be provided in advance via the MBA internet portal.

Sustainability & Digitalization

1	**Module name**	**Sustainability & Digitalization**	**5 ECTS credits**
2	Lectures	WS – Seminar: Sustainability & Digitalization (3,5 ECTS)	
3	Lecturers	Prof. Dr. Sven Laumer	

4	**Module coordinator**	Prof. Dr. Sven Laumer
5	**Contents**	The United Nations (UN) member states adopted the 2030 Agenda for Sustainable Development, which aims to ensure that current human needs are met without compromising the natural system's integrity and stability in the long term. To achieve this, the UN created seventeen Sustainable Development Goals (SDGs), which aim to address poverty, health, education, inequality, economic growth, climate change, and ecological integrity. The digital transformation of businesses, economies, and societies is crucial in realizing these goals, as information and communication technologies (ICT) can enable or inhibit progress. Therefore, this lecture focuses on "Digital Transformation for Sustainability" and "Sustainability of the Digital Transformation." Sustainability and the digital transformation have three dimensions: individual, economic, and social. The lecture will analyze topics related to "Digital Transformation for Sustainability" and "Sustainability of the Digital Transformation" within each of these dimensions by covering several topics, including: Individual: The lecture will discuss the relationship between individuals' IT use behaviors and sustainability and the impact of digital transformation on individuals' health, well-being and stress. Economy: The lecture will explore the relationship between digital transformation and the circular economy, strategies for sustainable digital transformation, and the role of digital transformation in automation discovering challenges like fairness, transparency, and accountability. The lecture will also cover the governance of digital transformation for sustainability and the concept of value-sensitive design and engineering. Social: The lecture will examine the impact of digital transformation on the digital divide, privacy, and data protection. Additionally, the lecture will explore the ethical challenges that arise in the information society.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	Upon completion of this course, students will possess a profound and extensive understanding of the latest research developments in the area of digital transformation and sustainability. They will be equipped with the skills to evaluate and appraise the role of information and communication technologies in the digital transformation of businesses, economies, and societies from a sustainability standpoint. With the analytical and conceptual abilities acquired during the course, students will be capable of examining, illustrating, and deliberating on the consequences of digital transformation for individuals, organizations, and society, including its environmental impacts. Moreover, they will be able to integrate sustainability considerations into digital transformation initiatives.

7	**Prerequisites**	None
8	**Integration in curriculum**	1st semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Conceptual essay (6-10 pages) and presentation (20 minutes)
11	**Grading procedure**	Conceptual essay (50 %) Presentation (50 %)
12	**Module frequency**	Winter semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 semester
16	**Teaching and examination language**	English
17	**Bibliography**	Lecture notes Further material and readings will be provided in the first session or in advance via the MBA internet portal.

Responsible Strategy & Leadership

1	**Module name**	**Responsible Strategy & Leadership**	**5 ECTS credits**
2	Lectures	WS – Seminar: Responsible Strategy & Leadership (3,5 SWS)	
3	Lecturers	Prof. Dr. Matthias Fifka	

4	**Module coordinator**	Prof. Dr. Matthias Fifka
5	**Contents**	The demand for more corporate responsibility is driven by the unprecedented challenges of the 21st century such as climate change, demographic change, resource scarcity, and urbanization. Companies are expected to contribute to the solution of the respective problems for the sake of society, but they will also have to do so for their own sake in order to stay competitive in the long run. Thus, corporate responsibility and sustainability have long moved beyond the notion of being “add-ons” or “altruistic concepts”. They are now considered to be topics of strategic nature that need to be managed actively. Thus, we will take a strategic approach to corporate responsibility and discuss how a coherent and holistic CR strategy can be developed and implemented. The successful development and implementation of a CR strategy is not possible without the creation of the necessary organizational environment. Skepticism and resistance have to be overcome, which is why sustainable leadership is of vital importance. Therefore, we will analyze what leaders can do to overcome mental barriers, create awareness and engagement, and empower their people to work towards sustainability.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	Throughout the course, students will get a deep and comprehensive understanding of how to develop a sustainable CR strategy for a company. They will get to know the respective management process and the instruments used in this context. This comprises the development of a vision and mission statement, strategy analysis, identification of material topics and the definition of qualitative and quantitative goals. The acquired analytical and methodological skills enable students to develop custom-made CR strategies. Regarding the leadership dimension, students will become acquainted with the possibilities for leaders how to create an organizational culture that embraces CR and sustainability. The skills acquired enable them to become effective leaders in their own organizations that can initiative and guide a process of sustainable transformation. To illustrate the contents, students will work with small examples and case studies. This fosters their understanding of good and bad practice and allows them to apply the knowledge acquired to “real life” cases. The case study work done also strengthens analytical and social skills. Students are enabled to: ▪ analyze situations and environments and develop coherent solutions ▪ understand opportunities and threats regarding CR and sustainability and translate them into viable business avenues

		▪ to present solutions convincingly in a structured manner, also in a group ▪ work cooperatively with others as well as to manage, coordinate and delegate respective tasks and processes ▪ to manage potential conflict within a group and to use conflict constructively, also through improved communication.
7	**Prerequisites**	None
8	**Integration in curriculum**	1st semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Preparation and presentation of a case study with follow up Q&A (60 minutes overall), and class participation
11	**Grading procedure**	Case study (80%) Class participation (20%)
12	**Module frequency**	Winter semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 semester
16	**Teaching and examination language**	English
17	**Bibliography**	There is no need to acquire a textbook. All necessary materials will be provided by the lecturer prior to class via the internet portal.

Sustainable Innovation

1	**Module name**	**Sustainable Innovation**	**5 ECTS credits**
2	Lectures	SS – Seminar: Sustainable Innovation (3,5 SWS)	
3	Lecturers	Prof. Dr. Kai-Ingo Voigt	

4	**Module coordinator**	Prof. Dr. Kai-Ingo Voigt
5	**Contents**	Innovation Management is an important function of an organization in order to come up with new products, services, processes or even business models. In the future, it will more than ever be vital for companies to transform these categories towards more sustainability. Hence, firms must offer sustainable products and services, must change their processes and come up with (more) sustainable business models. Within this module, the categories, preconditions, processes and success factors of sustainable innovations are explained and the use of tools and concepts to design and realize innovative ideas are practiced.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	In this course, the students will acquire deep and comprehensive knowledge on the current state of research in the field of sustainable innovation management. After finishing this course, the students will be able to assess and evaluate the crucial role of sustainable innovations as basis of competitive advantages for industry and service companies. This knowledge is deepened by numerous practical examples. In addition, students are then able to successfully transfer their knowledge of the methods and concepts of sustainable innovation management to novel, concrete practical problems and use them to structure and solve problems. They can thus assess and question facts in this area. The acquired analytical and conceptual skills enable students to work independently on complex business management issues and to find and successfully apply the "right" methods and structuring approaches to cope with tasks in sustainable innovation management. By working together in a team to solve a case study, students are also able to: ▪ work cooperatively with others and to plan and design the necessary work processes in a targeted manner and to delegate work tasks, ▪ deal rationally and responsibly with conflicts of interest and communication in the context of group work, but also deal with differences in thinking and behavior patterns as well as critically reflect their own communication behavior, ▪ to present complex subject-related content from the field of sustainable innovation management in a clear, understandable and target-oriented manner and to represent the work results to experts with arguments and to expand one's own argumentation and problem-solving behavior in a critical-reflective manner.
7	**Prerequisites**	None

8	**Integration in curriculum**	2nd semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Case study: Presentation (60 minutes and 25 pages)
11	**Grading procedure**	Case study (100%)
12	**Module frequency**	Summer semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 semester
16	**Teaching and examination language**	English
17	**Bibliography**	Lecture Notes Further materials will be provided in advance via the MBA internet portal.

Sustainable Marketing & Communication

1	**Module name**	**Sustainable Marketing & Communication**	**5 ECTS credits**
2	Lectures	SS – Seminar: Sustainable Markting & Communication (3,5 SWS)	
3	Lecturers	Prof. Dr. Andreas Fürst	

4	**Module coordinator**	Prof. Dr. Andreas Fürst
5	**Contents**	Marketing and Communication are central functions in order to manage market and customer relations successfully. In the framework of sustainability management, it is important to realize and understand the customer‘s attitudes and expectations as well as being able to communicate the sustainability efforts of the organization to the respective stakeholders. This module is designed to understand recent marketing methods and tools as ways to practice a more “sustainable“ CRM, Sales Management, Product and Service Marketing as well as Communication Policy of the organization. All topics will be illustrated by case studies or other practical examples.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	In this course, the students will gain deep and comprehensive knowledge on the current state of research in sustainable marketing, including communication. At the end of this course, they will be able to assess and evaluate the crucial role of marketing, including communication, to convey the sustainability efforts of the organization to the broad range of different stakeholders. Case studies and other practical examples contribute to a deepening of this knowledge. Moreover, students can successfully transfer their knowledge to novel, concrete practical problems and use them to structure and solve problems in this area. The students gain conceptual skills, which enable them to work independently on complex issues related to sustainable marketing and communication and to identify and successfully implement appropriate methods and tools to perform corresponding tasks. By working together in a team to solve a case study, students are also able to: ▪ work cooperatively with others and to plan and design the necessary work processes in a targeted manner and to delegate work tasks, ▪ deal rationally and responsibly with conflicts of interest and communication in the context of group work, but also deal with differences in thinking and behavior patterns as well as critically reflect their own communication behavior, ▪ to present complex subject-related content from the field of sustainable marketing and communication in a clear, understandable and target-oriented manner and to represent the work results to experts with arguments and to expand one's own argumentation and problem-solving behavior in a critical-reflective manner.
7	**Prerequisites**	None

8	**Integration in curriculum**	2nd semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Case study: Presentation (45 minutes and 20 pages)
11	**Grading procedure**	Case study (100%)
12	**Module frequency**	Summer semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 Semester
16	**Teaching and examination language**	English
17	**Bibliography**	Lecture Notes Further materials will be provided in advance via the MBA Sustainability Management internet portal.

Sustainable Finance, Accounting, Controlling & Reporting

1	**Module name**	**Sustainable Finance, Accounting, Controlling & Reporting**	**5 ECTS credits**
2	Lectures	SS – Seminar: Sustainable Finance, Accounting, Controlling & Reporting (3,5 SWS)	
3	Lecturers	Prof. Dr. Devrimi Kaya	

4	**Module coordinator**	Prof. Dr. Devrimi Kaya
5	**Contents**	This module provides a conceptual overview on different approaches and instruments to sustainable corporate reporting and management accounting. The basic goal is to understand and apply methods to measure qualitative, sustainability-related issues in order to integrate them in accounting and controlling frameworks. Topics covered include reporting practices, regulatory requirements including EU-Taxonomy as well as Sustainable Finance Disclosure Regulation, reporting frameworks, reporting standards, ESG rating agencies, investment products, activist investing and NGOs. The course also provides guidance for synthesizing information from corporate sustainability disclosures into traditional financial and valuation analyses. The class format combines lectures, interactive discussions, case studies and presentations.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	In this course, the students will acquire deep and comprehensive knowledge on the current state of corporate sustainability reporting and analysis. This knowledge is deepened by numerous practical examples. Upon successful completion of this course, students will be able to: ▪ analyze and critically evaluate a corporate sustainability report, ▪ identify the material sustainability issues impacting a business, ▪ describe and implement popular reporting frameworks and standards, ▪ describe and critically evaluate the methodologies underlying popular corporate sustainability rating systems, ▪ describe and critically evaluate popular approaches to sustainability investing, ▪ incorporate sustainability information into traditional financial and valuation analyses.
7	**Prerequisites**	None
8	**Integration in curriculum**	2nd semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Term paper (10-15 pages) and presentation (20 minutes)
11	**Grading procedure**	Term paper (70%) Presentation (30%)

12	**Module frequency**	Summer semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 semester
16	**Teaching and examination language**	English
17	**Bibliography**	Lecture Notes Further materials will be provided in advance via the MBA internet portal.

Smart Circular Economy & Sustainable Value Networks

1	**Module name**	**Smart Circular Economy & Sustainable Value Networks**	**5 ECTS credits**
2	Lectures	WS – Seminar: Smart Circular Economy & Sustainable Value Networks (3,5 SWS)	
3	Lecturers	Priv. Doz. Dr. habil. Tassilo Schuster	

4	**Module coordinator**	Priv. Doz. Dr. habil. Tassilo Schuster
5	**Contents**	The circular economy (CE) has recently emerged as a key paradigm in environmental sustainability with the goal of creating an economic system that help reducing the use of natural resources, the generation of waste and hazardous emissions. CE challenges the dominant linear model of "take, make, and dispose" with its excessive waste creation and resource inefficiencies. A transition to a circular system is disruptive by nature as a shift to new circular business models disrupts the status quo and fundamentally changes the nature of collaboration and competition among different actors. The circular transition therefore requires an ecosystem approach as it concerns multiple actors across economic and other domains. For creating circular business models flows of goods, information and value must be changed at the system level triggering major changes among multiple actors. As a result, the notion of "ecosystems" or "value networks" has become important because understanding how value networks are composed and how different actors are interconnected is a key aspect for both design processes of products and services and other managerial and technical processes. A sustainable value network can be understood as a dynamic co-creation network that is based on the engagement and interaction of multiple actors from the business world and other societal stakeholders, to guarantee a circular flow of both tangible and intangible values. In fact, value networks go beyond the concept of value chains, as both internal and external actors are involved in the value-creation process and collaboration, communication and cooperation of these interdependent but independent actors are obligatory. Indeed, successful circular economy practices strongly depend on the involvement of all relevant actors and their ability to link and exchange patterns. In this matter, digital technologies such as Industry 4.0, IoT, Gaia-X, cloud computing and machine learning play a key role as they help to exchange information among actors, reduce information deficits as well as asymmetries and create more transparency. This smart CE lay the basis for novel business models and innovative value-added strategies.
6	**Learning objectives and skills** 5. Expertise 6. Methodological competence 7. Social skills 8. Self-competence	This course enables participants to identify and understand challenges, opportunities, and field of actions to master the transformation to a CE. The course sharpens their awareness of the importance of a circular transformation and the relevance of the surrounding ecosystem. The course provides them with skills and instruments to analyze and evaluate the current situation and ecosystem and how to initiate required changes. They learn about basic CE concepts and the role of digital technologies as basis of achieving a CE. In addition, they get familiarized with the 10-R-strategies, circular business models and ecosystem theory. Moreover, they get a comprehensive overview of the current state of smart CE research and are confronted with theoretical and empirical studies in this field. Participants

		will thus be able to analyze and understand contemporary issues of CE management and apply learned instruments to various practical problems that managers currently face in mastering the transformation towards a circular company. The developed analytical and conceptual skills allow participants to work independently on complex sustainability management issues and to develop appropriate solutions and apply suitable instruments to successfully address challenges in the circular transformation. Regarding soft skills, participants learn how to present and discuss their solutions on circular aspects and to defend their viewpoint/findings in class.
7	**Prerequisites**	None
8	**Integration in curriculum**	3rd semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Seminar paper (10-15 pages) and presentation (20 minutes)
11	**Grading procedure**	Seminar paper (70%) Presentation (30%)
12	**Module frequency**	Winter semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 semester
16	**Teaching and examination language**	English
17	**Bibliography**	Lecture Notes Further materials will be provided in advance via the MBA internet portal.

Sustainability Project Work

1	**Module name**	**Sustainability Project Work**	**5 ECTS credits**
2	Lectures	WS – Seminar: Sustainability Project Work (3,5 SWS)	
3	Lecturers	Prof. Dr. Kai-Ingo Voigt, Prof. Dr. Markus Beckmann	

4	**Module coordinator**	Prof. Dr. Kai-Ingo Voigt, Prof. Dr. Markus Beckmann
5	**Contents**	At the end of the MBA "Sustainability Management" program, a project work, realized and presented by groups of participants, will deepen the knowledge and will help to apply it in order to analyze, structure and solve practical sustainability management issues. In this module, one of two project work options can be chosen. In the "Sustainability Challenge" category, challenges like the reduction of CO2 emissions, minimization and optimization of water usage and waste creation or establishing a recycling-based economy are the starting point, transferring this goal into a concrete management approach. In the "Corporate Project" category, a concrete company is considered, developing a solution concept for a sustainability-related task. All solutions are worked out and presented in groups.
6	**Learning objectives and skills** 1. Expertise 2. Methodological competence 3. Social skills 4. Self-competence	In this course, students will learn how to independently analyse, structure and solve complex sustainability challenges or corporate-specific sustainability problems. The acquired expertise as well as analytical and conceptual skills enable students to work independently on complex business issues and sustainability projects and to find the "right" methods and structuring processes to solve concrete practical problems and to apply them successfully. Specifically, students develop the abilities to: ▪ recognize and evaluate sustainability related business opportunities and challenges, ▪ understand the distinctive planning, organizational, and coordination issues within the development of sustainability projects, ▪ analyse and evaluate the economic, ecological and ethical consequences of strategic decisions, ▪ research, evaluate, aggregate and structure relevant information and structure it, ▪ find the appropriate strategic analysis tools and methods to deal with the concrete practical problem and to apply them in a target-oriented way, ▪ critically question and re-evaluate their own management practice, ▪ gain greater sensitivity to the fundamental changes in the economy brought by the megatrend sustainability. Furthermore, by working in a team to solve a practical sustainability management issue, the students are also able to: ▪ work cooperatively with others and to plan, design and implement necessary project processes and to delegate work tasks, ▪ deal rationally and responsibly with conflicts of interest and communication within the project group, but also deal with

		differences in thinking and behaviour patterns as well critically reflect their own communication behaviour, ▪ present and defend complex project-specific problems and suitable solutions in a clear, understandable and target-oriented manner to third parties, ▪ expand one's own discussion behaviour in a critical-reflective manner, but also to express criticism in a constructive manner. Finally, the students are able to critically reflect and evaluate their own learning and work goals and those set by others, as well as independently defining, planning and sustainably implementing the necessary work steps.
7	**Prerequisites**	None
8	**Integration in curriculum**	3rd semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Project report: Presentation (60 minutes)
11	**Grading procedure**	Project report (100%)
12	**Module frequency**	Winter semester
13	**Resit examinations**	Twice
14	**Workload**	Contact hours: 25 h Independent study: 125 h
15	**Module duration**	1 semester
16	**Teaching and examination language**	English
17	**Bibliography**	Further materials will be provided in advance via the MBA internet portal.

Master´s Thesis

1	**Modul name**	**Master's Thesis**	**15 ECTS credits**
2	Lectures		
3	Lecturers	All full-time university professors working in the Sustainability Management program	

4	**Module coordinator**	All lecturers
5	**Contents**	The Master's thesis testifies the ability of the students to solve a specific practical project by using and applying scientific methods and the newly acquired knowledge. The Master's thesis consists of the implementation of a research project, the evaluation and preparation of the results as well as the written elaboration. The Master's thesis must reflect the current academic state of knowledge in the field of Sustainability Management and lead to practical-normative recommendations for action. The results should contribute to scientific knowledge.
6	**Learning objectives and skills**	In the Master's thesis, the students should demonstrate their ability to apply the knowledge acquired in the MBA program in an independent scientific work theoretically as well as in real complex projects and systems in business practice. The students are able to: ▪ familiarize themselves with a scientific question or practice-relevant problem in current management research within the specified period of four months, ▪ expand their planning and structuring ability in the implementation of the thematic project from the field of "Sustainability Management" ▪ develop independent ideas and concepts to solve scientific or practical problems ▪ deal with theories, terminologies, peculiarities, limits and doctrines of Sustainability Management in a more in-depth and critical manner and to reflect critically on them, ▪ apply and further develop suitable scientific methods increasingly independently, even in new and unfamiliar as well as interdisciplinary contexts ▪ and present the complex subject-related contents and results in a scientifically appropriate form and to defend them with arguments.
7	**Prerequisites**	Acquisition of at least 25 ECTS credits
8	**Integration in curriculum**	3rd semester
9	**Module compatibility**	MBA Sustainability Management
10	**Method of examination**	Master´s thesis: Written work of 50-80 pages
11	**Grading procedure**	Master´s thesis (100 %)
12	**Module frequency**	Winter semester and summer semester

13	**Resit examinations**	Once
14	**Workload**	Contact hours: 0 h Independent study: 450 h
15	**Processing time**	4 month
16	**Teaching and examination language**	English
17	**Bibiliography**	Subject-related literature selection as well as current research literature