Technische Hochschule Ingolstadt

Module manual

Sustainability Management & Technologies

Master full time

Study and examination regulations: SPO 2026

As of February 2026

Contents

1 Overview

This handbook describes the individual modules of the Master's programme in Sustainability Management & Technologies offered at the Neuburg campus of TH Ingolstadt (THI) **according to the Study and Exam Regulations as of Oct. 13, 2025**, applicable to the summer semester intake 2026 and thereafter.

The descriptions of the modules contain explanations about the requirements and types of module examinations. In addition to the course content, the objectives of the course, career profiles and opportunities that arise from studying Sustainability Management & Technologies are described.

Academic director of the study program:

Name: Prof. Dr. Julia Blasch

Email: Julia.Blasch@thi.de

Tel.: +49 (0) 841 / 9348-2395

Update status:

Version 1: 13/02/26

2 Introduction

2.1 Overall objective of the programme

Sustainability management and Corporate Social Responsibility (CSR) penetrate all areas of a company and reveal connections between technological and management-orientated aspects of sustainable transformation. As a graduate of the Master's programme, you will develop action plans, design new business models under the maxims of sustainability and circularity and develop their implementation in technology-oriented companies or public organisations. You will be able to read the values, cultures and management structures of a company or organisation, design them regarding their ecological, social and economic characteristics and identify potential for improvement. Graduates will have the potential to revolutionise companies and organisations at the interface of sustainability and technology application!

Figure 1 summarizes some of the key elements of the study programme: sustainability management and economics combined with insights into technologies for a sustainable future within a global framework with a focus on practical application in the form of cases and field work. The programme's objective is to train personalities who manage technology-oriented businesses and organisations responsibly, to enable a sustainable development for people and the planet.

Figure 1.: Elements of the programme

2.2 Admission requirements

For the Master's degree programme, the general admission requirements for studying at Master level at universities of applied sciences must be met.

The **binding regulations** for this study plan can be found in:

- Study and Exam Regulations for the Master's degree program in Sustainability Management and Technologies in the version dated October 13, 2025 including its Annex
- General examination regulations (APO) of the Ingolstadt University of Technology
- Matriculation regulations of the Ingolstadt University of Technology. The relevant provisions of the study and examination regulations influence the course of study.

The **admission criteria** are as follows:

- Proof of English language skills at level B2 (to be provided with the application)
- Proof of German language skills at level A1 (to be provided with the application or, at the latest, by the end of the first semester)
- The successful completion of an academic study programme in business/economics, engineering or natural sciences, in each case with a business/economics focus or related fields, at a German university with at least 180 ECTS credit points or an equivalent domestic or foreign degree
- Basic knowledge of management theory or business administration as well as the ability to think abstractly and system-oriented and to formalize approaches and solutions
- Knowledge/experience relevant to the degree program, be it of a scientific or practical nature

From 2026, a **two-step selection procedure with online interviews** is applicable to **applicants from third countries (i.e., non-German citizens or persons with equivalent status)**, following the Statutes for International Orientation and Selection Procedures as of September 22, 2025.

Applications will be assessed against the following criteria:

- GPA of the Bachelor's degree
- GRE test score (optional for 2026 intake)
- Knowledge and (practical) experience relevant to the degree program
- Quality of a short essay stating the candidate's interest and motivation for a career path in sustainability management

For shortlisted candidates, short selection interviews will be conducted (online) before deciding about admission.

2.3 Target group

The course is aimed at

- Bachelor graduates from different backgrounds (engineering, management, sciences) with (at least) basic knowledge in management/business administration who want to deepen their knowledge in the fields of sustainability, management and (transformative) technologies and who seek an interdisciplinary approach towards these topics
- International students who aim to use their acquired skills in companies in Germany or abroad
- National students who want to get a more international perspective & training on the topics of sustainability, management and technology

2.4 Structure of the programme

The programme covers four semesters, starting in spring (mid-March) and leads to the degree Master of Science. The first three semesters are focusing on course work, the fourth semester focuses on the completion of the Master thesis, which is usually connected to solving a practical problem rather than conducting purely theoretical research.

Figure 2 displays the curriculum of the programme. The programme starts with some foundations, such as in the module *Sustainability in Business and Economics*, which is an important prerequisite for those students who have a background in science or engineering and therefore have only basic knowledge in business administration and economics. It also introduces the students to the various aspects of economic, social and environmental sustainability, such as, for example, represented in the UN's Sustainable Development Goals. The students are further introduced into several aspects of sustainability management, such as *Metrics and Analytics for Sustainability* and *Sustainable Business Strategy and Entrepreneurship*. It also familiarizes students with the principles of *Circular Economy and Life Cycle Management* and raises the students' awareness for the complex interrelationships between *Technology and Society*.

The following semesters offer various opportunities to dive deeper into different transformative technologies (such as AI, urban building technologies, energy and decarbonization technologies, sustainable materials and recycling technologies) but also to learn more about sustainable leadership, supply chain sustainability and sustainable investment and finance.

1. Semester		
Circular Economy and Life Cycle Management	Sustainability Business Basics and Economics	Sustainable Business Strategy and Entrepreneurship
Metrics and Analytics for Sustainability	Technology and Society	Research Skills (from SS 2026 onwards)
2. Semester		
Artificial Intelligence and Sustainability	Sustainable Materials and Recycling- Technologies	Natural Resources Management and Supply Chain Sustainability
Values and Ethics for Sustainable Leadership	Elective I	
3. Semester		
Urban Ecology and Sustainable Building Technologies	Climate Change and De-Carbonization Technologies	Sustainable Investments and Finance Policies
Sustainability Project and Field Trip	Elective II	
4. Semester		
Master-Thesis	Master- Colloquium	

Figure 2: Curriculum

The students can further shape their profiles through the selection of two electives in the 2nd and 3rd semesters. A list of possible electives that will be offered (subject to changes) is:

Topic area 1: Business / Management / Economics / Law:

- Sustainable Market Communication
- Corporate Venturing and Innovation
- Management Accounting & International Taxation
- Global Business Model Design
- Social Entrepreneurship & Sustainable Innovations
- Global Business and Economics
- Environmental Law, Policies and Institutions
- Social Impact, Sustainability and Compliance
- Innovation Management Methods
- Strategic Foresight and Trend Analysis
- Advanced Economics

- Future Business Modelling
- Business Analytics and Artificial Intelligence
- Agile Project Management

Topic area 2: Engineering and Sciences:

- Innovation and New Technologies
- Hydrogen in Energy Technology and Energy Markets
- Energy Management and Energy Efficiency
- Data Engineering and Analytics
- Technology Design and Evaluation

Topic area 3: Personal Development and Interpersonal Skills:

- Intercultural Competencies
- Inner Capacities for Personal Strength and Regenerative Change
- Rhetorics (including Storytelling)

Please note that this is a list of potential electives and that not all electives will be on offer each semester. Some of the electives listed here will be offered at the Ingolstadt campus of THI. For details about the electives, please see the separate module manual for electives.

Sustainability project and Master thesis

The 3rd semester is also marked by a *Sustainability project and field trip* that challenges the students to apply their newly developed knowledge and skills and prepares for the *Master thesis*, which is completed with a presentation in the *Master colloquium* and is usually completed in the 4th semester.

2.5 Conception and expert advisory board

The course was designed by THI experts with the involvement of practitioners and is continually being developed further.

3 Qualification profile

3.1 Mission statement

The course of study directly addresses the general mission statement of the THI "Personalities and innovations – for a future worth living." and its concept is aimed at the individual focal points:

- We develop personalities for the professional world of the future.
- We create innovations and live sustainability – technology and business are our focus.
- We shape the transfer in the economy and society.
- We teach, research and work internationally and in an interdisciplinary manner.
- We act humanely, passionately and open to the world.

3.2 Study objectives

The aim of the study programme is to prepare young professionals for career paths that involve the transformation of (tech-oriented) businesses and organisations for sustainable development - innovatively, creatively and with a high sense of responsibility. The course content is adapted to constantly advancing technical developments. This increases the career prospects of our graduates.

During their studies, students will be trained to become independent personalities with strong analytical, communication and leadership skills.

3.3 Competencies developed during the programme

We expect that graduates will have developed the following competencies after successful completion of the programme:

- Recognise connections between management-oriented and technological aspects of a sustainable transformation and develop action plans for their implementation (and accompany the implementation)
- Conceptualise, design, establish and lead sustainability management in companies as a (strategic) manager or expert
- Understand the requirements of sustainable development for companies in an international context and apply them to company specifics
- Identify the technical and technological levers for realizing transformation needs and estimate their potentials, while at the same time classifying the economic impact on the company
- Read and shape the values, culture & management structure of a company
- Evaluate value chains regarding their ecological, social and economic properties, identify and realise potential for improvement
- Optimise and transform business processes with a focus on sustainability
- Design new sustainable & circular business models and/or adapt existing business models
- Analyse, understand and integrate data into management processes
- Develop operational functions and make them fit for a sustainable future
- Identify existing and potential requirements for sustainability and translate them in a business context

3.4 Possible career fields

Graduates of the course are prepared for specialist and management positions in the following areas:

- Expert and leadership positions, especially trained to manage the transformation and restructuring of companies and organizations for sustainable development
- Management positions in technology-oriented companies at the interface of business administration and technology application, bringing in the sustainability perspective
- Management positions in public administration or international organisations in the field of sustainability and environmental protection

Graduates are expected to pursue careers in

- Technology companies
- Manufacturing industry
- Public administration/Municipalities
- Management consultancies
- Project management companies and financial service providers related to sustainability and environmental protection
- Public institutions and international sustainability and environmental policy organisations
- Start-ups with a focus on sustainability and the environment

4 Description of Modules

4.1 Compulsory Modules

Sustainability in Business and Economics

Module abbreviation:	SMT_SustBusEco	**Reg.no.:**	1
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	1

Responsible for module:	Blasch, Julia		
Lecturer:	Blasch, Julia; Krause, Marcus; Uhde, Julia		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours:		47 h
	Self-study:		103 h
	Total:		150 h
Subjects of the module:	Sustainability in Business and Economics		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

schrP90 - written exam, 90 minutes

Additional Explanation:

Written assignment, combined with a (voluntary) essay as well as classroom presentations and discussion

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After completion of the module, the students will...

- have a thorough understanding of sustainable corporate management and a basic understanding of the principles of sustainable economics.
- understand and critically analyze sustainable development and its entrepreneurial and economic relevance.
- know methods and instruments of corporate sustainability management.
- analyse sustainability problems from an economics point of view and identify appropriate measures to solve them.
- identifiy and communicate necessary changes for sustainable development, explaining connections and impacts.
- recognize relationships, analyze independently, draw conclusions, and present findings systematically.
- have developed and presented a class-related topic in a team.
- have practiced their writing skills by developing a short essay on a class-related topic.

Content:

- Origin and definition of the concept of sustainable development, e.g. Brundtland report

- Global challenges of sustainable development (social, ecological, economic) its current status, and interlinkages among sustainability dimensions
- Introduction to scientific basics of climate change and planetary boundaries, and its implications for economics
- Position of companies in relation to sustainable development (ethical principles and theories of integration)
- Global framework conditions of sustainable development with relevance for companies based on the structures of the stakeholder model and the extended task environment of companies (e.g. UN sustainability goals)
- Overview on methods, standards and instruments of corporate sustainability management: materiality, strategy formulation, performance management, internal and external reporting
- Basics of environmental and ecological economics
- Weak and strong sustainability in economics
- Economic instruments and policies for sustainability in the context of climate change, clean energy and conservation of biodiversity
- Economics of technological innovation
- Alternative economic systems and alternative welfare measures

Literature:

- SKENE, Keith, MURRAY, Alan, 2017. *Sustainable Economics: Context, Challenges and Opportunities for the 21st-Century Practitioner* [online]. Saltaire: Routledge PDF e-Book. ISBN 9781351286206. Available via: https://doi.org/10.4324/9781351286206.
- HAHN, Rüdiger, 2022. *Sustainability management: global perspectives on concepts, instruments, and stakeholders*. Fellbach: Rüdiger Hahn. ISBN 978-3-9823211-0-3, 3-9823211-0-7

Additional remarks:

Up to 9 bonus points can be awarded for handing in a short essay and participating in classroom presentations and discussions.

Circular Economy and Life Cycle Management

Module abbreviation:	SMT_CirEcoLifeCyMgm	**Reg.no.:**	2
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	1

Responsible for module:	Dirr, Martin		
Lecturer:	Hutner, Petra		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Circular Economy and Life Cycle Management		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

schrP90 - written exam, 90 minutes

Additional Explanation:

SPO 2026

Written exam 90 minutes

SPO 2025

Portfolio examination (PP) consisting of:

1. Seminar paper (SA): Presentation of approximately 15–20 pages done in groups, including an oral presentation
2. Written exam (schrP) with a duration of 60 minutes

Weighting: 1) 50% and 2) 50%

The dates for the individual assessment components will be announced by the lecturers at the beginning of the semester.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After having completed the module, students are able to …

- understand and explain the fundamental principles and frameworks of the Circular Economy and Life Cycle Management.
- assess actors and systems in the waste and resource management sector.
- analyze and map material flows using process mapping techniques to identify opportunities for circularity and life cycle optimization.

- apply and compare sustainability assessment methods (e.g., LCA, circularity indicators) and assess their suitability for different sustainability challenges.
- examine products and derive recommendations for circularity by systematically evaluating repairability, reusability, and recyclability in practical exercises.
- integrate and transfer practical insights from field work, assignments, and exercises into strategic decision-making.

Content:

- Fundamental concepts and principles of Circular Economy
- Circular business models and their integration into sustainable business model innovation
- Principles of circular product design, including eco-design, cradle-to-cradle, and design for disassembly
- An introduction to life cycle concepts and sustainable assessment methodologies such as Life Cycle Assessment, Social Life Cycle Assessment or Life Cycle Costing
- Detailed exploration of Life Cycle Assessment, including methodology, critical evaluation, and practical application using software tools
- Hands-on experience on Life Cycle Assessment

Literature:

- GRAEDEL, Thomas and Braden R. ALLENBY, 2010. *Industrial ecology and sustainable engineering*. Boston, Munich: Prentice Hall. ISBN 978-0-13-600806-4, 0-13-600806-2

Additional remarks:

Up to 9 bonus points can be rewarded for participating in class room presentations and discussions.

Metrics and Analytics for Sustainability

Module abbreviation:	SMT_MetAnSust	**Reg.no.:**	3
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	1

Responsible for module:	Müller, Marvin		
Lecturer:	Busche, Annika; Müller, Marvin		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Metrics and Analytics for Sustainability		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	None		

Examinations:

mdlP - oral exam, 15-20 minutes

Additional Explanation:

Only relevant for students with a start of studies in summer 2025:

The portfolio examination will consist of two parts:

1. a seminar paper (15 pages), deadline for submitting the seminar paper June 7, 2026, weighted 50 %,
2. an oral exam (15 min), in the examination period, weighted 50 %.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

The students:

- understand the coverage and the limits of traditional performance management systems as cost and management accounting
- understand the concept of external costs and their relevance for sustainability
- know the state-of-the-art of nonfinancial reporting in the EU
- understand the concept of ESG and other measurement approaches for sustainability
- are able to use different sustainability metrics to assess technologies, products, companies etc.
- understand the basic concepts and applications of Business Intelligence.
- utilize Excel tools for data analysis and create interactive dashboards to visualize trends and key performance indicators (KPIs).
- apply Power Query, Power Pivot, and DAX for data modeling and conduct BI projects based on case studies to support business decisions.

• provide feedback on the selection and application of analysis methods. • communicate data analyses effectively within the team, tailored to the target audience.
Content:

• Traditional Performance Management Systems
• Concept of external costs and their relevance for sustainability
• Nonfinancial Reporting in the EU
• Environment, Social and Governance (ESG) Criteria
• Introduction to Sustainability Life Cycle Assessment
• Basics of Business Intelligence (BI)
• Data management and analysis in Excel
• Visualization and dashboards
• Data modeling:
  ○ Introduction to Power Query and Power Pivot for data modeling (and automation)
  ○ Implementation of BI projects based on case studies and real-world examples

Literature:
Will be specified at the beginning
Additional remarks:
None

Natural Resources Management and Supply Chain Sustainability

Module abbreviation:	SMT_NatResMgmSupChSust	**Reg.no.:**	4
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	2

Responsible for module:	Dirr, Martin		
Lecturer:	Herreiner, Fabian; Hutner, Petra		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Natural Resources Management and Supply Chain Sustainability		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

mdlP - oral exam, 15 minutes

Additional Explanation:

None

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

Upon successful completion of this module, students will be able to...

- know the different types of natural resources, their distribution and significance.
- explain the principles of natural resource management and analyze their role in sustainable development.
- evaluate the environmental and social implications of supply chain decisions.
- develop strategies to improve resource efficiency and circularity in supply chains.
- synthesize interdisciplinary knowledge to propose innovative solutions for sustainable resource use and supply chain transformation.
- work with practical case studies and gain experience through interactive discussions.

Content:

- Introduction to Natural Resources theory, types of natural resources, their distribution, and their importance
- Sustainable Resource Management & management of renewable and non-renewable resources
- Resource efficiency, and resource productivity.
- Global supply chains and transportation

- Supply chain disruptions
- Supply chain resilience and recovery
- Sustainable practices in supply chains
- Act on corporate due diligence obligations in supply chains / Corporate Sustainability Due Diligence Directive

Literature:

- BOUCHERY, Yann, CORBETT, Charles J., FRANSOO, Jan C., TAN, Tarkan, 2024. *Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy* [online]. Cham: Springer PDF e-Book. ISBN 978-3-031-45565-0. Available via: https://doi.org/10.1007/978-3-031-45565-0.
- KING, Alexander, 2021. *Critical materials*. Amsterdam: Elsevier. ISBN 978-0-12-818789-0

Additional remarks:

None

Technology and Society

Module abbreviation:	SMT_TechSoc	**Reg.no.:**	5
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	1

Responsible for module:	Blasch, Julia		
Lecturer:	Becker, Sophia		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Technology and Society		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

Seminar paper 10–20 pages, presentation 15–20 minutes

Additional Explanation:

Seminar paper and seminar presentation

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After active participation in this module, students will be able to:

- understand the interrelationships between societal change and technological developments.
- reflect and discuss the role of technology in society and the mutual impacts of science, technology, and society.
- describe key theories on the relationship between technology and society.
- understand and critically assess why in past technology development certain technologies have been prioritised over others, and how these insights can be predictive for future technology development.
- assess ongoing societal developments and debate preconditions for a supportive role of technology in sustainable development.
- develop and present a class-related topic.
- position themselves in the debate about the role of technological innovation for sustainable development.

Content:

- Role of technology in society and the mutual impacts of science, technology, and society
- Foundations of human and scientific knowledge, and the history of technological advances

• Humanity-technology relationships • Technological determinism and solutism • Social construction of knowledge and technology • Human and social values and their embeddedness in technological choices • Impact of technological advances on humans and society • Role of technology for a sustainable transformation of economy and society
Literature:
Will be specified at the beginning
Additional remarks:
None

Research skills

Module abbreviation:	SMT_ReaserchSkills	**Reg.no.:**	6
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	1

Responsible for module:	Blasch, Julia		
Lecturer:	Becker, Sophia		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	2 ECTS / 1 SWS		
Workload:	Contact hours: 12 h Self-study: 38 h Total: 50 h		
Subjects of the module:	Research skills		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

Seminar paper 10–20 pages, presentation 15–20 minutes

Additional Explanation:

Research methods will be applied in a short seminar paper and a short research presentation.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

By the end of the course, students will be able to

- develop clear, feasible, and theoretically grounded research questions and objectives appropriate for Master-level academic or applied research contexts.
- identify, evaluate, and integrate relevant academic sources using systematic search strategies and appropriate referencing standards.
- choose and justify qualitative, quantitative, or mixed-methods approaches aligned with the research question, disciplinary standards, and practical constraints.
- identify appropriate techniques for data collection and basic data management while adhering to ethical principles, data protection regulations, and principles of research integrity.
- critically interpret results in relation to the research question, theoretical framework, and methodological limitations.
- present research designs, results, and implications clearly and coherently in written and oral form.
- give and receive constructive feedback to/from their peers.

Content:

- Drafting research questions and aligning research objectives

- Matching research questions to research methods
- Systematic literature search (databases, keywords, snowballing)
- Critical review and synthesis of scholarly literature
- Justification of research design and methods
- Research ethics, data protection (e.g. GDPR), and integrity
- Basic data management practices (file structure, documentation)
- Interpretation of research data and results
- Structuring research reports
- Academic writing
- Code of conduct for use of AI in research projects
- Giving and receiving feedback

Literature:

- BELL , E., B. HARLEY and A. BRYMAN, 20222. *Business research methods*. Oxford, UK: Oxford University Press. ISBN 978-0198869443

Additional remarks:

None

Urban Ecology and Sustainable Building Technologies

Module abbreviation:	SMT_UrbEcoSustBuTech	**Reg.no.:**	7
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	3

Responsible for module:	Angerer, Ludwig		
Lecturer:	Sonawane, Aishwarya		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Urban Ecology and Sustainable Building Technologies		
Lecture types:	Seminar-based instruction with accompanying discussions, case examples, and independent study phases.		
Availability of the module:	The possibility of credit recognition must be clarified with the respective module coordinator.		

Examinations:

PF - Portfolio Exam (with exams during the examination period)

Additional Explanation:

The portfolio examination consists of two partial examinations. A written examination lasting 60 minutes, accounting for approximately 50% of the overall grade, will be held mid-semester during the regular semester in the scheduled lecture time for the module. In addition, a second written partial examination lasting 60 minutes, also accounting for approximately 50% of the overall grade, will take place at the end of the semester during the regular examination period.

If a student does not attend one of the partial examinations, 0 points will be recorded for that component, which will negatively affect the overall grade. There is no minimum passing requirement for individual components. The final grade is determined by the total number of points achieved across both partial examinations offered during the semester. The exact examination dates will be published on Moodle at the beginning of the semester.

If the overall examination is not passed, the portfolio examination must be retaken. The structure and dates of the partial examinations for the retake in non-regular semesters will be determined at the beginning of the semester and may differ from those in the regular semester.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After successful completion of the module, students are able to:

- Classify and contextualize key concepts and terminology related to sustainability in the urban and built environment.

- Analyze interactions between ecological, technical, and organizational aspects of urban systems at a conceptual level.
- Comparatively assess approaches to sustainable urban and building development.
- Critically reflect on sustainability-related challenges in urban contexts and relate them to broader sustainability management frameworks.
- Apply basic assessment and indicator-based approaches to urban sustainability issues.
- Examine sustainability challenges across different spatial scales, from building to city level.
- Integrate interdisciplinary perspectives in the analysis of urban sustainability topics.

Content:

- Overview of fundamental sustainability-related issues in the urban and built environment
- Introduction to selected concepts, approaches, and frameworks for analyzing urban and building systems
- Examination of urban sustainability from multiple perspectives and scales
- Comparative analysis of urban sustainability in contexts of the Global North and the Global South
- Conceptual analysis of sustainability-related challenges in urban contexts
- Critical reflection on sustainability-related challenges in urban contexts
- Green building rating and certification systems in sustainable urban and building development, with an orientation-focused treatment without in-depth disciplinary or methodological specialization

Literature:

Will be specified at the beginning

Additional remarks:

None

Values and Ethics for Sustainable Leadership

Module abbreviation:	SMT_ValEthSustLeadersh	**Reg.no.:**	8
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	2

Responsible for module:	Risi, Annette		
Lecturer:	Klampfl, Georg; Risi, Annette		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Values and Ethics for Sustainable Leadership		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	None		

Examinations:

Project report and oral presentation 15 min.

Additional Explanation:

None

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After completing this module, students will be able to

- explain key ethical theories and their relevance for leadership and management.
- distinguish between different leadership styles with regard to ethical and sustainability-related dimensions.
- analyse the role of values in purpose-driven and sustainable organizations.
- evaluate the ethical implications of corporate decisions in the context of ESG and CSR.
- develop ethical and sustainability-oriented approaches to employee engagement and organizational practices.
- reflect on thier own leadership strengths, values, and intercultural sensitivities.

Content:

- Introduction to ethics, its philosophical roots, current state and application for management and technology
- Principles of ethical leadership, including the characteristics of ethical leaders, the importance of ethical leadership, and the impact of ethical leadership on organizations
- Transformational and servant leadership

- Relationship between sustainability, ethics and leadership
- Linking ethics and leadership to ESG and CSR
- Engaging employees in sustainability efforts
- Setting up ethical and sustainable frameworks for business operations

Literature:

- MURPHY, Clarke, 2022. *Sustainable leadership: lessons of vision, courage, and grit from the CEOs who dared to build a better world*. Newark: Wiley. ISBN 9781119872160
- FLOWER, Lorraine, 2023. *Heartful Business: Leading with the World in Mind*. Chicago: Austin Macauley Publishers. ISBN 978-1-398-48726-0
- CRANE, Andrew and others, 2019. *Business ethics: managing corporate citizenship and sustainability in the age of globalization*. Oxford: Oxford University Press. ISBN 978-0-19-881007-0
- NORTHOUSE, Peter G., 2025. *Introduction to leadership: concepts and practice*. London ; New Delhi ; Singapore: Sage. ISBN 978-1-0719-4225-3
- KEMPSTER, Steve, Thomas MAAK and Ken PARRY, 2019. *Good dividends: responsible leadership of business purpose*. New York ; London: Routledge. ISBN 978-1-138-10352-8, 978-0-367-49735-4

Additional remarks:

There is an opportunity to earn 9 bonus points, which will be credited toward the examination performance, e.g., conducting an initiative or facilitating an exercise.

Sustainable Business Strategy and Entrepreneurship

Module abbreviation:	SMT_BusStrEntrprsh	**Reg.no.:**	9
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	1

Responsible for module:	Risi, Annette		
Lecturer:	Risi, Annette		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Sustainable Business Strategy and Entrepreneurship		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	None		

Examinations:

Proj - Project work (5-25 pages) with oral presentation (15 minutes)

Additional Explanation:

For SPO 2026: project exam of 15 minutes (100%, 60 points), outside the examination period.

For SPO 2025: portfolio exam of written exam of 30 minutes (35%, 21 points) and project exam of 10 minutes (65%, 39 points), outside the examination period.

The exact **dates for the assessments** will be announced in the lecture. For each assessment component, one regular date and one common replacement date are offered. Participation in the replacement date is only possible upon presentation of a valid medical certificate submitted within 2 working days to the examination office. Individual alternative dates are not provided.

If a student **does not attend** without valid justification **or does not pass** an assessment component, no points will be awarded for the respective component; this will lead to a lower overall grade.

The examination can be **repeated** in the following semesters in accordance with the examination regulations.

Students may earn up to **5 additional bonus points**, e.g., by designing and facilitating practical exercises or case studies, or by engaging in social or community initiatives; opportunities are time-limited and require timely sign-up, see lecture.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After completing the module, students are able to:

- explain and contextualise key concepts of strategy, entrepreneurship and sustainability.
- analyse and develop sustainable business models and strategic approaches.

- assess entrepreneurial opportunities, risks and impacts.
- critically reflect on innovation and start-up approaches in the context of societal challenges.
- work collaboratively on complex problem-solving tasks.
- integrate diverse perspectives.
- present results clearly and convincingly.

Content:

- Foundations of sustainable strategy and entrepreneurship
- Strategic analysis and design tools
- Sustainable business models and value creation
- Innovation and start-up approaches
- Scaling and impact of entrepreneurial activities
- The role of companies and entrepreneurship in societal transformation
- Presentation techniques

Literature:

- POLMAN, Paul and Andrew S. WINSTON, 2021. *Net positive: how courageous companies thrive by giving more than they take*. Boston, Massachusetts: Harvard Business Review Press. ISBN 978-1-64782-130-2, 978-1-64782-473-0
- OSTERWALDER, Alexander and others, 2014. *Value proposition design: how to create products and services customers want : get started with ...*. Hoboken, New Jersey: John Wiley & Sons. ISBN 978-1-118-96807-9, 978-1-118-96806-2
- ANKERSEN, Christopher and Waheguru Pal Singh SIDHU, 2021. *The future of global affairs: managing discontinuity, disruption and destruction*. Cham, Switzerland: palgrave macmillan. ISBN 978-3-030-56472-8, 978-3-030-56469-8
- ADAMS, Richard, GRICHNIK, Dietmar, PUNDZIENE, Asta, VOLKMANN, Christine K., 2023. *Artificiality and sustainability in entrepreneurship: exploring the unforeseen, and paving the way to a sustainable future* [online]. Cham, Switzerland: Springer PDF e-Book. ISBN 978-3-031-11371-0. Available via: https://doi.org/10.1007/978-3-031-11371-0.
- FREITAG, Philipp Michael, 2019. *Digital disruption: conceptualization, strategy, and transformation*. [Aachen]: Apprimus.
- RIES, Eric, 2019. *The lean startup: how constant innovation creates radically successful businesses*. London [u.a.]: Penguin Business. ISBN 978-0-670-92160-7
- OSTERWALDER, Alexander and Yves PIGNEUR, 2010. *Business model generation: a handbook for visionaries, game changers, and challengers*. Hoboken, NJ: Wiley. ISBN 978-0-470-87641-1, 0-470-87641-7

Additional remarks:

Students may earn up to 5 additional bonus points, for example by designing and facilitating practical exercises or case studies, or by engaging in social or community initiatives; opportunities are time-limited and require timely sign-up.

Sustainable Materials and Recycling Technologies

Module abbreviation:	SMT_SustMatRecTech	**Reg.no.:**	10
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	2

Responsible for module:	Blask, Oliver		
Lecturer:	Blask, Oliver; Liepert, Tobias		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Sustainable Materials and Recycling Technologies		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	None		

Examinations:

PF - Portfolio Exam (with exams during the examination period)

Additional Explanation:

Portfolio examination:

- written examination 60 min in the exam period, weighted 60%
- Project work with 15 min oral presentation before the exam period, weighted 40%

A retake exam in the summer semester will be offered to students who have registered for a project group for the project work (Part 1) via Moodle by April 30.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After completing the module, students will be able to...

- select sustainable building materials for an application.
- use sustainable building materials optimally according to their properties.
- to select construction methods that are suitable with regard to economic recycling.
- to select an ecologically and economically sensible recycling process for demolition.
- to prepare and present a given topic related to the lecture content in groups.

Content:

- Concepts of sustainable materials
- Principles of material criticality
- Principles of material substitution, efficiency and innovation

- Sustainable material production
- Waste management
- Reuse and recycling

Literature:

- BLASS, Hans Joachim and Carmen SANDHAAS, 2017. *Timber Engineering*. Karlsruhe: KIT Scientific Publishing. ISBN ISBN 978-3-7315-0673-7
- SCHROEDER, Horst, 2016. *Sustainable Building with Earth* [online]. Cham: Springer International Publishing PDF e-Book. ISBN 978-3-319-19491-2. Available via: https://doi.org/10.1007/978-3-319-19491-2.
- TAYLOR, G. D., 2013. *Materials in Construction*. Abingdon: Routledge. ISBN ISBN-13: 978-0-582-36889-7 (pbk)

Additional remarks:

None

Artificial Intelligence and Sustainability

Module abbreviation:	SMT_ArtIntSust	**Reg.no.:**	11
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	2

Responsible for module:	Blasch, Julia		
Lecturer:	Blasch, Julia; Pöhlmann, Kendra; Schön, Torsten		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Artificial Intelligence and Sustainability		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of crediting must be clarified with the respective module coordinator.		

Examinations:

schrP90-120 written examination 90-120 minutes

Additional Explanation:

Written assignment, combined with (voluntary) classroom presentations and discussions

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After having completed this module, students will...

- understand how technologies based on artificial intelligence are reshaping our society and several dimensions of sustainability.
- have explored practical applications of AI to make businesses more sustainable.
- be able to describe and evaluate the current and potential uses of AI to further a sustainable development.
- be able to define the potentials and limitations of AI technologies for promoting sustainable development.
- be able to reflect on and critically evaluate the ethical, social and environmental implications of AI and other digital applications.
- have effectively solved problems in teams.
- have positioned themselves on ethical questions related to AI in classroom discussions.

Content:

- Fundamental principles of machine learning, deep learning and big data analytics, as well as their uses to increase sustainability in companies and society

- AI's role in the ability of businesses to address sustainability issues
- Applications of AI in context such as renewable energy, waste management, sustainable cities, natural disaster prediction and biodiversity conservation
- Applications of AI algorithms to real-world sustainability issues in case studies
- Sustainability concerns related to AI, such as energy consumption of large AI models, impacts on social sustainability (e.g. through impacts on employment, privacy, and global inequality)
- Inclusivity of AI development
- AI governance (e.g. managing risks, ensuring transparency)

Literature:

- CROWTHER, David and Shahla SEIFI, 2024. *Social Responsibility, Technology and AI.*. Leeds: Emerald Publishing Limited. ISBN 978-1-83608-497-6

Additional remarks:

Up to 6 bonus points can be achieved for active participation in classroom presentations and discussions.

Sustainable Investments and Finance Policies

Module abbreviation:	SMT_SustInvFinPol	**Reg.no.:**	12
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	3

Responsible for module:	Blasch, Julia		
Lecturer:	Biehl, Christoph		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Sustainable Investments and Finance Policies		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

schrP90-120 written examination 90-120 minutes

Additional Explanation:

Written exam of 90 minutes in the exam period.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After having completed this module, students will be able to...

- explain the concepts of sustainable finance, ESG (environmental, social, governance), and impact investing.
- analyze international and national financial policies and regulatory approaches to promoting sustainable investments.
- identify and assess sustainability risks and opportunities in portfolios.
- critically assess financial instruments (e.g., green bonds, ESG funds) and their effects.
- develop strategies for integrating sustainability into investment decisions and present them in class.

Content:

- Introduction to Sustainable Investment
- Sustainability reporting and materiality
- ESG-criteria, data and ratings
- Microfinance
- Regulatory frameworks
- Sustainable financial instruments

- Corporate Governance and sustainability
- Risk management in times of polycrisis
- Global perspectives
- Sustainability in portfolio management, ESG and Impact Investing

Literature:

- NAIFAR, Nader and Ahmed ELSAYED, 2023. *Green Finance Instruments, FinTech, and Investment Strategies: Sustainable Portfolio Management in the Post-COVID Era*. Cham: Springer International Publishing AG. ISBN 978-3-031-29031-2
- SCHOENMAKER, Dirk and Willem SCHRAMADE, 2022. *Principles of Sustainable Finance*. Oxford: Oxford University Press. ISBN 978-0198869818
- THOMPSON, Simon, 2023. *Green and sustainable finance: principles and practice in banking, investment and insurance*. London ; New York, NY ; New Delhi: Kogan Page. ISBN 978-1-3986-0924-2, 978-1-3986-0926-6

Additional remarks:

Up to 9 bonus points can be awarded for classroom presentations and discussions.

Climate Change, Clean Energy and Decarbonization Technologies

Module abbreviation:	SMT_ClimChangeClnEnDecztTech	**Reg.no.:**	13
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	3

Responsible for module:	Hoppe, Holger		
Lecturer:	Hoppe, Holger; Kornreiter, Daniel Christian		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Climate Change, Clean Energy and Decarbonization Technologies		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

PF - Portfolio-Exam (all exams before the examination period)

Additional Explanation:

The portfolio examination consists of two partial examinations. A written examination lasting 60 minutes, accounting for 50% of the overall grade, will be held mid-semester during the regular semester in the scheduled lecture time for the module. In addition, as the second partial examination a Student research project, accounting for 50% of the overall grade, needs to be handed in until the 18th of June 2026.

If a student does not participate in one of the partial examinations, 0 points will be recorded for that component, which will negatively affect the overall grade. There is no minimum passing requirement for individual components. The final grade is determined across both partial examinations. The exact examination dates for the written exam will be published on Moodle at the beginning of the semester.

If the overall examination is not passed, the portfolio examination must be retaken. The structure and dates of the partial examinations for the retake in non-regular semesters will be determined at the beginning of the semester and may differ from those in the regular semester.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

In this module, students will...

- understand the fundamentals of climate change and its impacts on ecosystems and human societies.
- analyze the history and importance of energy in industrialization and economic development.
- evaluate non-renewable and renewable energy sources, including their advantages, disadvantages, and applications.
- examine decarbonization technologies and their role in reducing carbon emissions.

- understand carbon capture and storage technologies and their applications.
- explore sustainable transportation solutions and urban planning for decarbonization.
- promote energy efficiency and conservation practices.
- understand climate policy and international agreements and their impact on climate action.
- evaluate climate finance and economics, including financing mechanisms for climate action.
- understand the basics of corporate carbon accounting
- apply knowledge through case studies and practical applications.

Content:

- Introduction to Climate Change
- History and Importance of Energy
- Non-Renewable Energy
- Renewable Energy
- Energy Efficiency and Conservation
- Non-Energy Greenhouse Gas Emissions
- DeCarbonization Technologies
- Carbon Capture and Storage Technologies:
- Sustainable Transportation
- Climate Policy and International Agreements
- Climate Finance and Economics
- Corporate Carbon accounting
- Case Studies and Practical Applications

Literature:

- WHITE, John K., 2024. *The truth about energy: our fossil-fuel addiction and the transition to renewables* [online]. Cambridge: Cambridge University Press PDF e-Book. ISBN 978-1-009-43318-1. Available via: https://doi.org/10.1017/9781009433181.
- DIVAN, Deepak, SHARMA, Suresh, 2024. *ENERGY 2040: aligning innovation, economics and decarbonization* [online]. Cham, Switzerland: Springer PDF e-Book. ISBN 978-3-031-49417-8. Available via: https://doi.org/10.1007/978-3-031-49417-8.
- RISSMAN, Jeffrey, 2024. *Zero-Carbon Industry: Transformative Technologies and Policies to Achieve Sustainable Prosperity* [online]. New York, NY: Columbia University Press PDF e-Book. ISBN 978-0-231-55542-5. Available via: https://doi.org/10.7312/riss20420.

Additional remarks:

None

Sustainability Project

Module abbreviation:	SMT_SustProj	**Reg.no.:**	14
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Compulsory Subject	3

Responsible for module:	Blasch, Julia		
Lecturer:	Hutner, Petra		
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	6 ECTS / 4 SWS		
Workload:	Contact hours: 47 h Self-study: 103 h Total: 150 h		
Subjects of the module:	Sustainability Project		
Lecture types:	SU/Ü - lecture with integrated exercises		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

Project report and oral presentation 15 min.

Additional Explanation:

Group work with written report (per group) and individual oral presentations.

Prerequisites according examination regulation:

None

Recommended prerequisites:

None

Objectives:

After having completed the module, students will be able to...

- combine and apply the knowledge, theories and methods acquired throughout the Master's programme.
- successfully design, execute and evaluate a sustainability project.
- analyse complex sustainability-related challenges and define a project scope using Design Thinking and stakeholder-centred exploration methods.
- apply advanced disciplinary and interdisciplinary knowledge acquired throughout the Master's programme to address the project's sustainability challenge in a scientifically sound and practice-oriented manner.
- apply appropriate project management approaches (classical, agile, hybrid) and implement structured planning, coordination and monitoring processes.
- collaborate effectively in interdisciplinary teams, manage communication, facilitation and conflict resolution, and perform defined project roles.
- synthesize and evaluate project results, and communicate findings clearly to professional audiences in written and oral formats.

Content:
• Combination of classroom learning with hands-on experience in the field by engaging in real-world sustainability projects • Performance of sustainability and environmental stewardship • Field trip that allows students to apply what they have learned in a real-world setting • Effective interaction with experts in the field • Project initiation & Design Thinking: challenge exploration, stakeholder analysis, problem reframing, ideation techniques, early concept testing • Sustainability knowledge: acquisition and integration of topic-specific environmental, social and/or economic expertise (topic varies each semester) • Team & communication skills: facilitation, mediation, conflict management, role distribution, negotiation strategies • Field work & excursion: empirical data collection, stakeholder integration, and/or and practical implementation of project-related actions developed in the classroom (e.g. small interventions, pilot activities, or on-site testing of concepts) • Deliverables & reflection: preparation of professional reports and presentations, critical evaluation of project processes, methodological reflection, lessons learned
Literature:
Will be specified at the beginning
Additional remarks:
Up to 10 bonus points can be awarded for participating in classroom presentations and discussions.

Master Thesis

Module abbreviation:	SMT_MA	**Reg.no.:**	16
Curriculum:	**Programme**	**Module type**	**Semester**
	Sustainability Management and Technologies (SPO SS 26)	Einsetzungstext ist leer!	4

Responsible for module:	Blasch, Julia		
Lecturer:			
Language of instruction:	English	**Language of exam:**	English
Credit points / SWS:	30 ECTS / 0 SWS		
Workload:	Contact hours: 30 h Self-study: 720 h Total: 750 h		
Subjects of the module:	16.1: Master Thesis 16.2: Master Thesis Colloquium		
Lecture types:	16.1: MA - Master's Thesis 16.2: MA - Master's Thesis		
Availability of the module:	The possibility of credit transfer must be clarified with the respective module coordinator.		

Examinations:

16.1: Master-Thesis
16.2: Master-Thesis

Additional Explanation:

Written document of 60-80 pages; oral presentation of 15-30 minutes.

Prerequisites according examination regulation:

Before the topic of the Master thesis can be issued, students must have successfully completed at least 60 ECTS credits in academic studies and examinations.

Recommended prerequisites:

None

Objectives:

After having completed their Master thesis, the students will have

- identified a research problem in their area of interest, either by own reflection or in collaboration with an external partner (e.g. company, public authority, NGO, etc.).
- demonstrated that they can independently create insights and solutions for complex problems in a comprehensive, applied, and scientifically sound manner within a specified period.
- shown their ability to independently understand, apply, and create scientific theory.
- proven that they can analyze and process complex problems, applying the theories and methods acquired during the Master's programme.
- have developed a research design and selected suitable research methods.
- will have generated new scientific insights and will have drawn conclusions on their findings, that are relevant both for scientific research but also for practical application.

- created a well-structured and well-formatted written document summarizing their research questions, their approach, their findings and their conclusions.
- presented their research results to supervisors, peers and external partners.
- communicated professionally with supervisors, partners and collaborators.

Content:

- Identification of a research topic that is relevant for both scientific insights and practical applications
- Definition of boundaries for the research
- Specification of clear and precise research questions
- Structuring and planning the work on the Master thesis
- Project realization by applying the acquired scientific skills and methods
- Project controlling and interaction with primary supervisor, collaborators and external partners
- Presentation of the results in the form of a written document and an oral presentation

Literature:

- BELL, E., A. BRYMAN and B. HARLEY, 2022. *Business research methods*. Oxford: Oxford University Press. ISBN 978-0198869443
- GLASMAN-DEAL, Hilary, 2021. *Science research writing: for native and non-native speakers of English*. New Jersey; London; Singapore; Beijing; Shanghai; Hong Kong; Taipei; Chennai; Tokyo: World Scientific. ISBN 978-1-78634-783-1

Additional remarks:

None