

Study regulations of the Master's course

Corporate Transformation Management

To obtain the academic degree

Master of Arts in Business,
abgekürzt MA

as an appendix to the statutes of the
HOK | University of Applied Sciences Kufstein Tirol

Organizational form: part-time

Duration: 4 semesters

Scope: 120 ECTS

Places for beginners per academic year: 18 part-time

Version 1

Adopted by the Faculty on June 24, 2026

Program starts WS 2027/28

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1 OCCUPATIONAL PROFILES

1.1 Career opportunities

Building on the Bachelor's program in Leadership & Business Management (formerly Business Administration) offered at Kufstein University of Applied Sciences in Tyrol, an advanced Master's program is now available that addresses the contemporary needs of businesses, particularly in light of the emerging technological transformation. The curriculum of the revised program is designed for the following professional fields of activity: business developer, controller, interim manager, managing director and executives, strategy and restructuring consultant, transformation manager, and management consultant.

1. Business Developer

In the context of transformation and changing environmental and contextual influences, there is a need for business developers who are capable of further developing business areas. As such, they should be viewed as drivers of growth and the future-oriented direction of the company. These individuals must be able to research data (e.g., trends, market developments), conduct analyses (e.g., demand and acceptance analyses, forecasts, competitive analyses, etc.), and process the information gathered in a way that enables the development of appropriate business strategies. They are able to collaborate and communicate with a wide variety of areas and departments within the company and to consolidate diverse requirements, ideas, and concepts so that these can be integrated into the development of strategies and business models.

2. Controller

Controlling is essential for the forward-looking and sustainability-oriented management of a company. Controllers must be able to convert figures from accounting (external accounting) into an internal accounting system tailored to the company (e.g., cost accounting, investment planning and budgeting, liquidity planning, integrated planning, etc.). In addition to operational controlling, they are capable of establishing a strategic controlling system that incorporates early-warning indicators for crises, so that potential undesirable or unplanned developments can be identified as early as possible. In addition, you are capable of handling data (e.g., collecting, structuring, and preparing it) and continuously developing the company's controlling functions. This also includes expanding these functions through new (digital) technologies. Consequently, you also need broad business management expertise to interpret the figures correctly and make appropriate recommendations.

3. Interim Manager

During a restructuring phase, interim managers are frequently called upon; they must have a fundamental understanding of insolvency law and financial aspects, and be able to establish business planning and project monitoring processes. In this context, they are proficient in change management tools and also possess broad knowledge across a wide range of business administration topics (e.g., organizational structure and processes, strategy and business model development, etc.).¹

4. CEOs & Executives

Due to recent (rapid) developments and trends, managing directors and managers are facing ever-greater demands, and therefore there is a need for individuals who are capable of applying modern approaches and tools of corporate management to meet these challenges. In addition to a broad-based education in business administration, they possess expertise in restructuring and transformation to adapt the company to ongoing changes—both strategic and operational—so that it can succeed in the market in a sustainable and long-term manner. They are able to identify potential (negative) influences on the company in order to initiate and manage the necessary change process.

5. Strategy & Restructuring Consulting

Proper consulting in strategy or restructuring projects is based on a robust data foundation. Project team members are expected to have an in-depth understanding of data analytics and business modeling. A very new area in this context is recruitment at law firms specializing in insolvency administration.

¹ See Exler, M. W., Situm, M., & Wanninger, A. (2017). The CRO's Job Profile: Results of a Recent Expert Survey Compared with Previous Studies. *Crisis, Restructuring, and Insolvency Consulting*, 13(3), 103–106.

In Germany, the ESUG ("Act to Further Facilitate the Restructuring of Companies") has been in effect since March 1, 2012. Under Sections 270a and 270b of the law, it is possible to conduct insolvency administration under self-administration; that is, the debtor who has fallen into insolvency is not assigned a traditional insolvency administrator by the insolvency court, but rather a so-called "trustee," who performs a purely supervisory function. The role of shaping the restructuring process—as a complement to the existing management—is very often assumed by an insolvency administrator acting in an executive capacity or as a general representative. To this end, larger law firms establish their own sister companies to support a self-administered insolvency case. In addition to basic knowledge of insolvency law, the staff members bring, in particular, in-depth business management expertise to a restructuring situation.

6. Chief Restructuring Officer (CRO) & Transformation Manager

Companies will increasingly need to grapple with Industry 4.0 and digitalization in order to implement future-proof strategies and business models. The transformation process required for this calls for individuals who are capable of professionally navigating the complexities of implementation. This involves establishing agile project management, streamlining, coordinating, and facilitating processes and workflows across a wide variety of departments. Furthermore, these individuals are familiar with potential technologies and their applications, recognize the impact of legal considerations, and know which external partners must be brought in to ensure a successful transformation. Transformation management takes on particular significance in the context of self-administered insolvency proceedings in the form of a CRO (Chief Restructuring Officer), who must not only have a fundamental understanding of insolvency law and financial aspects but also be able to establish corporate planning and project monitoring.

7. Management Consulting

In the field of management consulting, graduates have a wide range of opportunities and areas of practice. One such area is Corporate Finance & Transaction Services. Based on the analysis of annual financial statements, credit documents, and security documents, graduates can analyze a company's financing structure and restructure it using appropriate tools and techniques. Furthermore, they can prepare business plans and conduct business valuations in accordance with recognized standards. Another field is startup consulting, in which young startups are advised on strategy and business model development, financing options, and fundamental legal issues.

1.2 Qualification profile

The qualification objectives and learning outcomes of the master's program [Topic] correspond to both academic and professional requirements and to ISCED Level 0413 (International Standard Classification of Education). The content taught qualifies graduates for the professional fields of activity mentioned in previous chapters.

Professional Field of Activity	Responsibilities	Competency Description	Competency Mapping	Curriculum/Modules
Business Developer	Monitoring and anticipating developments	Can research and evaluate trends and market developments	Technical and Academic	Decision Making; Digitalization; Restructuring Tools; Scientific Research
		Can filter out and interpret information relevant to a company	Technical and Scientific	Decision Making; Digitalization; Restructuring Tools; Scientific Research
	Preparation of analyses	be able to prepare a wide variety of business analyses	Professional and Academic	Decision Making; Digitalization; Restructuring Tools; Academic Research
	Processing and Interpreting Data	Can process data using appropriate qualitative and quantitative methods	Technical and scientific	Decision Making; Digitalization; Restructuring Tools; Scientific Research

	can interpret analyzed data in a way that is understandable from a business perspective and draw conclusions from it	Technical and scientific		Decision Making; Digitalization; Restructuring Tools; Scientific Research
Supporting Change Management	are able to support change within the organization	personal and social		Transformation Management; Transformation Tools; Management Talk
	can apply selected change management tools and techniques	Personal and Social		Transformation management; transformation tools; management discourse
(Further) development of existing and new business areas & development of strategies and business models	are able to develop strategies based on data and information	Technical and Academic		Digitalization; Fundamentals of Reorganization; Transformation Management
	are able to develop a (digital) business model based on the strategy	Technical and scientific		Digitalization; Fundamentals of Reorganization; Transformation Management
Controller	Establishment of an integrated management and planning system	Technical and Academic		Decision Making; Fundamentals of Reorganization; Fundamentals of Restructuring; Restructuring Tools
	Ongoing monitoring of goal achievement	Technical and Academic		Decision Making; Fundamentals of Reorganization; Fundamentals of Restructuring; Restructuring Tools
	Further development of controlling, including the preparation of ad hoc analyses	Technical and scientific		Decision Making; Fundamentals of Reorganization; Fundamentals of Restructuring; Restructuring Tools
	(Further) development of a strategic early-warning system	Technical and Academic		Decision Making; Fundamentals of Reorganization; Fundamentals of Restructuring; Restructuring Tools; Scientific Research
	Supporting a business model innovation process	Technical and scientific		Business Model Development; Change Management; Risk Management & Monitoring; Integrated Planning & Control Systems; Innovation as a Driver of Turnaround; Quantitative Research Methods; Forecasting Methods & Scenario Techniques
	Coordination of planning and strategic alignment across different departments/divisions	Personal and Social		Transformation management; management communication
	Development of a strategic controlling framework to measure strategy	Technical and Academic		Decision Making; Fundamentals of Reorganization; Fundamentals of Restructuring; Restructuring Tools; Academic Research
Interim Manager	Establishing and planning a turnaround phase	Technical and Academic		Decision Making; Management Communication; Practical Project; Legal Fundamentals; Restructuring Tools; Fundamentals of Reorganization; Corporate Turnaround; Transformation Tools

	Supporting Change Management	are able to support change within the company	Personal and Social		Transformation Management; Transformation Tools; Management Talk; Case Study
		can apply selected change management tools and techniques	Personal and Social		Transformation management; transformation tools; management talk; case study
	Communication and negotiation with creditors and other stakeholders	can work out and negotiate a restructuring plan with creditors	Personal and social		Transformation management; Transformation tools; Management Talk; Case study; Corporate restructuring
		are able to communicate the restructuring plan within the company and to external parties	Personal and Social		Transformation management; Transformation tools; Management Talk; Case study; Corporate restructuring
	Implementation and Monitoring of Restructuring Measures	be able to implement the restructuring plan at the operational level and measure the success of the restructuring	Technical and Academic		Case Study; Digitalization; Management Talk; Practical Project; Legal Foundations; Restructuring Tools; Fundamentals of Reorganization; Corporate Restructuring; Transformation Tools
Executive Management & Leaders	Strategy and Business Model Development	can develop a strategy based on analyses	technical scientific		Digitalization; Management Talk; Practical Project; Fundamentals of Reorganization; Transformation Tools
		can develop a (digital) business model based on a chosen strategy	Technical and Scientific		Digitalization; Management Talk; Practical Project; Fundamentals of Reorganization; Transformation Tools
	Initiating Change Processes	are able to recognize when and to what extent a transformation is necessary within the company	Technical and Academic		Digitalization; Management Talk; Practical Project; Restructuring Tools; Fundamentals of Reorganization; Transformation Tools
		are able to initiate and support change management	Technical and Academic Personnel and Social		Digitalization; Practical Project; Transformation Management; Transformation Tools
	Monitoring and Control	can develop a monitoring system to steer strategy implementation at the operational level	Technical and Academic		Decision Making; Restructuring Tools; Fundamentals of Reorganization
Strategy and Restructuring Consulting		can guide and support companies in the development of strategies and business models	Technical and Academic		Decision Making; Digitalization; Management Talk; Transformation Tools; Fundamentals of Reorganization
	Development of strategies and business models with a focus on digitalization	Can research and evaluate trends and market developments	Technical scientific		Decision Making; Digitalization; Restructuring Tools; Scientific Work
		Can filter out the information relevant to a company	Technical and scientific		Decision Making; Digitalization; Restructuring Tools; Academic Research
	Supporting and implementing a company sale process	can research the necessary information and prepare a company	Technical and Academic		Decision Making; Fundamentals of Reorganization; Restructuring Tools

		valuation according to recognized standards			
		can support the process of a business sale	Technical and Academic		Decision Making; Case Study; Transformation Tools
			Personal and social		Decision Making; Transformation Management
	Restructuring	can identify the need for restructuring	Technical and scientific		Restructuring tools; fundamentals of reorganization
		can develop and implement solutions for restructuring	Technical and scientific		Digitalization; Management Talk; Restructuring tools; Fundamentals of reorganization; Transformation tools
	Turnaround	can support corporate restructuring	Technical and scientific		Case Study; Management Talk; Legal Foundations; Corporate Restructuring
Chief Restructuring Officer & Transformation Manager		Can set up a project management framework for a transformation project	Technical and Academic		Transformation tools; transformation management
	Planning and supporting a transformation project	Can coordinate all activities within the scope of project management	Technical and scientific		Transformation tools; transformation management
		are able to support the change management process	Personal and social		Transformation management
		are able to identify which technologies can be used for a transformation	Technical and scientific		Digitalization; Management Talk; Restructuring Tools; Transformation Tools
	Identifying transformation potential	know which third-party partners can be engaged to realize transformation potential	Technical and Scientific		Digitalization; Management Talk; Restructuring Tools; Transformation Tools
			Personnel and Social		Digitalization; Management Talk; Transformation Tools
	Assessment of legal aspects of transformation	be able to assess whether and which legal aspects must be taken into account in the context of a transformation	Technical and Academic		Digitalization; Management Talk; Practical Project; Legal Foundations
Management Consulting	Financial Consulting and Restructuring	be able to analyze, restructure, and optimize a company's financing structure	Technical and Academic		Decision Making; Legal Foundations; Restructuring Tools; Fundamentals of Reorganization
		can develop a plan for a business valuation	Technical and Academic		Decision Making; Fundamentals of Reorganization; Restructuring Tools
	Business Valuation	Can research the necessary information and perform a business valuation in accordance with recognized standards	Technical and Academic		Decision Making; Fundamentals of Reorganization; Restructuring Tools
	Startup Consulting	can advise and support startups in strategy and business model development	Technical and Academic		Digitalization; Management Talk; Legal Fundamentals; Fundamentals of Reorganization; Transformation Tools
			Technical and Scientific		Legal Fundamentals; Management Talk; Transformation Tools

	We can advise and support startups regarding financing options We can advise and support startups on legal matters	Technical and scientific Legal Foundations; Management Talk; Transformation Tools
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2 CURRICULUM

2.1 Curriculum data

	PT	Comments (if any)
First Year of Study (YYYY/MM ₊₁)	2027/28	
Standard duration of study (Number of semesters)	4	
SWS (Total for all semesters)	50	excluding master's thesis
ASWS (Total of all semesters)	50	excluding master's thesis
ECTS (Total for all semesters)	120	
Winter Semester Start (Date, note: possibly calendar week)	Calendar Week 40	
Winter semester end (Date, Note: possibly calendar week)	Calendar Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Calendar Week 11	
End of semester (Date, Note: possibly calendar week)	Calendar Week 28	
Winter Semester Weeks	15	
SS weeks	15	
Mandatory semester abroad (Semester specification)	No	
Language of Instruction (Specify)	German	The percentage of specialized courses taught in English is 22 % of the total weekly class hours
Professional internship (Semester, duration in weeks per semester)	No	

2.2 Curriculum matrix

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
1	Digitization Technologies	ILV			1.5	1	1.5	22.5	DIG	3
1	Business Model Innovation	SE			1	1	1	15	TRW	2.5
1	Modern Entrepreneur- & Leadership (E)	ILV		X	1	1	1	15	ROG	2
1	Trends in Management 1	ILV		X	1	1	1	15	MAT	2
2	Digital Workflow & IoT (E)	ILV		X	2	1	2	30	DIG	4
2	Innovation Management & Design Thinking	SE		X	2	1	2	30	TRW	5
2	Annual Financial Statement Analysis & Reorganization Needs	ILV			1.5	1	1.5	22.5	ROG	3
2	IT-Law	ILV			1	1	1	15	REG	2
3	Start-Up Strategies	ILV		X	1	1	1	15	ROG	2
3	Legal and Financial Characteristics of Start-Ups	SE			1	1	1	15	REG	2.5
3	Modern Project Management	ILV			1	1	1	15	TRW	2
Total line:					14.0		14.0	210.0		30.0
Course hours = Total WSH x course weeks					210.0					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
1	Change Management	ILV			2	1	2	30	TRM	3
1	Risik Management & Monitoring	ILV			1.5	1	1.5	22.5	DEM	3
1	Practical Project 1	PT			2	1	2	30	PRA	5
1	Quantitative Research Methods	SE			1	1	1	15	WIS	2
2	Trends in Management 2	ILV		X	1	1	1	15	MAT	2
2	Forecasting Methods & Scenario Techniques	ILV			1.5	1	1.5	22.5	DEM	2.5
2	Stakeholder Communication	ILV			2	1	2	30	TRM	3
3	Data Analytics & Business Modeling	ILV			2	1	2	30	DEM	3
3	Labor Law	ILV			1	1	1	15	TRM	2.5
4	Mergers & Acquisitions	ILV			2	1	2	30	DEM	4
Total line:					16.0		16.0	240.0		30.0
Course hours = Total WSH x course weeks					240.0					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
1	Extrajudicial & Judicial Reorganization (AUT/GER)	ILV			3	1	3	45	SAN	6
1	Integrative Case Studies in Corporate Reorganization (AUT/GER)	PT			2	1	2	30	CAS	6
2	Preparation of a Remediation Report	ILV			2	1	2	30	SAN	5
2	Financial Optimization	ILV			1.5	1	1.5	22.5	REW	2
2	Practical Project 2	PT			2	1	2	30	PRA	4
24	Performance Optimization	ILV			1	1	1	15	REW	2
3	Integrated Planning & Control Systems	ILV			1.5	1	1.5	22.5	REW	2
3	Trends in Management 3	ILV		X	1	1	1	15	MAT	2
4	Innovation as a Driver of Turnaround	ILV			1	1	1	15	REW	1
Total line:					15.0		15.0	225.0		30
Course hours = Total WSH x course weeks					225.0					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
1	Study Trip	ILV			2	1	2	30	STR	3
35	Qualitative Research Methods (E)	SE		X	1	1	1	15	WIS	1
37	Colloquium for the Master thesis	SE			1	1	1	15	MAS	2
38	Master Thesis	SE			0	1	0	0	MAS	22*
4	Trends in Management 4	ILV		X	1	1	1	15	MAT	2
Total line:					5		5	75		30
Course hours = Total WSH x course weeks					75					

* The 22 ECTS credits for the master's thesis are divided into 20 ECTS credits for the thesis itself and 2 ECTS credits for the final oral examination.

Abbreviations	
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

Summary curriculum data

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	50	50	750	120
Total number of courses in 1st year of study	30	30	450	60
Total number of courses in 2nd year of study	20	20	300	60
Total number of courses in 3rd year of study				
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	11			22
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	22 %			18.33 %

2.3 Modularization

Module number:	Digitalization	Scope:	
DIG		7	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: 1.Semester Master: 1st Study cycle		
Previous knowledge	1. Semester: 1. Semester: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Digitization Technologies /ILV / LV-Nr: 1 / 1.Semester / ECTS: 3</u> Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Lang, V. (2022). Digitale Kompetenz: Grundlagen der Künstlichen Intelligenz, Blockchain-Technologie, Quanten-Computing und deren Anwendungen für die Digitale Transformation. New York, NY: APress Media. Roth, S., & Corsten, H. (Hrsg.) (2022). Handbuch Digitalisierung. München: Vahlen. Schallmo, D. R. A., Lang, K., Werani, T., & Krumay, B. (Hrsg.) (2023). Digitalisierung: Fallstudien, Tools und Erkenntnisse für das digitale Zeitalter. Wiesbaden: Springer.		
	<u>Digital Workflow & IoT (E) /ILV / LV-Nr: 2 / 1.Semester / ECTS: 4</u> Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Greengard, S. (2021). The Internet of Things: Revised and updated edition. Cambridge, MA: MIT Press. Milenkovic, M. (2020). Internet of Things: Concepts and system design. Cham: Springer. Shackelford, S. J. (2020). The Internet of Things: What everyone needs to know®. New York, NY: Oxford University Press.		
Acquisition of skills	<u>Digitization Technologies /ILV / LV-Nr: 1 / 1.Semester / ECTS: 3</u> The students: • know the basics of digitalization. • understand the socio-economic changes and effects on companies. • can name digital application areas. • know the basic technical interrelationships of different technologies and their possible uses. • can name digital technologies.		
	<u>Digital Workflow & IoT (E) /ILV / LV-Nr: 2 / 1.Semester / ECTS: 4</u> The students: • are able to elicit the use of digital processes. • are able to generate a digital workflow. • are able to differentiate analogue from digital business models. • understand the impact of Industry 4.0 on the value chain of the company.		
Course contents	<u>Digitization Technologies /ILV / LV-Nr: 1 / 1.Semester / ECTS: 3</u> • Industry 4.0 and Industrial Internet of Things • Cloud solutions • Computer Integrated Manufacturing (CIM): CAD,-CAM and ERP/PPS systems • Smart Factory & Smart Technologies (Smart Home, Smart Room, Smart City) • Wearables • Wireless Technology • Human Machine Interface (Counter Control, Voice Assistant, Eye Tracking, Skin Tracking, Thermal Touch, Projected User Interfaces) • 3D and Augmented Reality (AR glasses, Google Glass, Microsoft HoloLens) • Virtual Reality & Second Life • Apps		
	<u>Digital Workflow & IoT (E) /ILV / LV-Nr: 2 / 1.Semester / ECTS: 4</u> • Types of analog and digital workflows and their specific uses • Definition of relevant digitization fields • Development of a digitization strategy • Further development into a digital business model (incremental digital optimization of existing business models, business model innovation)		
Teaching and learning methods	<u>Digitization Technologies /ILV / LV-Nr: 1 / 1.Semester / ECTS: 3</u>		

	A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
	<u>Digital Workflow & IoT (E) /ILV / LV-Nr: 2 / 1.Semester / ECTS: 4</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
Evaluation Methods Criteria	<u>Digitization Technologies /ILV / LV-Nr: 1 / 1.Semester / ECTS: 3</u> Exam Seminar paper
	<u>Digital Workflow & IoT (E) /ILV / LV-Nr: 2 / 1.Semester / ECTS: 4</u> Exam

Module number:	Legal Foundations	Scope:	
REG		4.5	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: 1.Semester Master: 1. Study cycle		
Previous knowledge	1. Semester: 1. Semester: No information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Legal and Financial Characteristics of Start-Ups /SE / LV-Nr: 3 / 1.Semester / ECTS: 2.5</u> Freiling, J., & Harima, J. (2024). Entrepreneurship: Gründung und Skalierung von Startups. Wiesbaden: Springer. Grichnik, D., & Heß, M. (2024). Startup Navigator – Das Workbook zur Unternehmensgründung. München: Carl Hanser. Hahn, C. (Hrsg.) (2018). Finanzierung von Start-up-Unternehmen: Praxisbuch für erfolgreiche Gründer: Finanzierung, Besteuerung, Investor Relations. Wiesbaden: Springer. Kohansal Vajargah, K. (2024). How to Start-up: Ein Leitfaden für Start-ups samt Beispielen. Wien: Linde Verlag.		
	<u>IT-Law /ILV / LV-Nr: 2 / 1.Semester / ECTS: 2</u> Erben, M., & Günther, W. G. H. (2023). Gestaltung und Management von IT-Verträgen: Eine Anleitung für Praktiker. Wiesbaden: Springer. Geuer, E., & Geuer, K. (Hrsg.). (2025). KI und Recht: Grundlagen der Künstlichen Intelligenz. Wien: Linde Verlag. Herles, C. (2026). Datenschutz und IT-Recht. Wien: LexisNexis. Hoeren, T., & Pinelli, S. (2024). IT-Vertragsrecht. Berlin/Boston: Walter de Gruyter. Linardatos, D., Roth-Isigkeit, D., & Rückert, C. (2025). Recht der Digitalisierung: Fälle und Lösungen. Baden-Baden: Nomos.		
Acquisition of skills	<u>Legal and Financial Characteristics of Start-Ups /SE / LV-Nr: 3 / 1.Semester / ECTS: 2.5</u> The students: • know the particularities of raising capital in start-up situations. • can classify and interpret different exit scenarios of investors. • are able to assess contractual situations with stakeholders. • understand the scope and risks of contractual components. • can outline capital market law interrelationships.		
	<u>IT-Law /ILV / LV-Nr: 2 / 1.Semester / ECTS: 2</u> The students: • know the relevant areas of law that can be assigned to IT law. • know the special features of IT law in start-up situations and in digitalization projects. • can assess when and to what extent legal expertise needs to be consulted in more complex issues. • can classify the special features of data protection law in transformation & reorganization processes.		
Course contents	<u>Legal and Financial Characteristics of Start-Ups /SE / LV-Nr: 3 / 1.Semester / ECTS: 2.5</u> • Options for raising capital in start-up situations • Overview of different exit strategies of investors (e.g. IPO, buy-out, secondary buy-out, trade sale, etc.) • Fundamentals of contract law peculiarities and liability risks • Fundamentals of capital market law • Start-up as a strategic add-on for corporates		
	<u>IT-Law /ILV / LV-Nr: 2 / 1.Semester / ECTS: 2</u> • Overview of IT law areas • Legal requirements of data protection and implementation in companies • Telecommunications Act and DSGVO • Special areas of IT law in digitalization and reorganization projects • IT-relevant issues in corporate transactions		
Teaching and learning methods	<u>Legal and Financial Characteristics of Start-Ups /SE / LV-Nr: 3 / 1.Semester / ECTS: 2.5</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.		
	<u>IT-Law /ILV / LV-Nr: 2 / 1.Semester / ECTS: 2</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.		

Evaluation Methods Criteria	<u>Legal and Financial Characteristics of Start-Ups /SE / LV-Nr: 3 / 1.Semester / ECTS: 2.5</u> Exam
	<u>IT-Law /ILV / LV-Nr: 2 / 1.Semester / ECTS: 2</u> Exam

Module number:	Foundations of Reorganization	Scope:	
ROG		7	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: 1.Semester Master: 1. Study cycle		
Previous knowledge	1. Semester: 1.Semester: no information / 1. Semester: 1.Semester: No information / 1. Semester: 1. Semester: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Start-Up Strategies /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> Freiling, J., & Harima, J. (2024). Entrepreneurship: Gründung und Skalierung von Startups. Wiesbaden: Springer. Grichnik, D., & Heß, M. (2024). Startup Navigator – Das Workbook zur Unternehmensgründung. München: Carl Hanser. Kshetri, N. (2026). Global entrepreneurship: Environment and strategy. Abingdon, OX: Routledge. Shephart, D. A., & Patzelt, H. (2021). Entrepreneurial strategy: Starting, managing, and scaling new ventures. Cham: Palgrave.		
	<u>Annual Financial Statement Analysis & Reorganization Needs /ILV / LV-Nr: 2 / 1.Semester / ECTS: 3</u> Berner, W. (2022). Reorganisation und Restrukturierung: Strukturen weiterentwickeln, ohne die Unternehmenskultur zu ruinieren. Stuttgart: Schäffer Poeschel. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Institut der Wirtschaftsprüfer (2022). Sanierung und Insolvenz 2022: Rechnungslegung und Beratung in der Unternehmenskrise. Düsseldorf: IDW Verlag. Römermann, V. (Hrsg.) (2021). Praktikerhandbuch der Sanierung und Restrukturierung: Fortentwicklung des Sanierungs- und Insolvenzrechts. Herne: NWB-Verlag.		
	<u>Modern Entrepreneur- & Leadership (E) /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> Fueglistaller, U., Fust, A., Müller, C., Müller, S., & Zellweger, T. (2020). Entrepreneurship: Modelle – Umsetzung – Perspektiven: Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz. Wiesbaden: Springer. Puckett, S. (2021). Moderne Führung und Selbstorganisation: Mit psychologischem Wissen Zukunftskompetenzen entwickeln. Freiburg: Haufe. Stoi, R., & Dillerup, R. (2022). Unternehmensführung: Erfolgreich durch modernes Management & Leadership. München: Vahlen. Zacharakis, A., Corbett, A. C., & Bygrave, W. D. (2025). Entrepreneurship. Hoboken, NJ: John Wiley & Sons.		
Acquisition of skills	<u>Start-Up Strategies /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> The students: • know the basics of start-up management and related strategies. • can apply different tools and techniques in the development of (digital) start-up strategies. • know strategic approaches in start-up management. • understand the relevance of start-up management in transformation management.		
	<u>Annual Financial Statement Analysis & Reorganization Needs /ILV / LV-Nr: 2 / 1.Semester / ECTS: 3</u> The students: • are able to independently calculate and interpret relevant key figures from the analysis of annual financial statements. • know which key figures from the analysis of annual financial statements are relevant for the early detection of an earnings crisis. • know different crisis phase models and possible classifications of corporate crises. • know the difference between performance-based and financial early warning indicators or can independently formu-late these depending on the project. • can develop a strategic early warning system.		
	<u>Modern Entrepreneur- & Leadership (E) /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> The students: • are able to distinguish management from leadership. • know classical and modern leadership styles. • are able to assess the influence of disruption and digital transformation on the challenges of modern leadership. • know the challenges of modern entrepreneurship. • know relevant tools and techniques in entrepreneurship and are able to use them.		
Course contents	<u>Start-Up Strategies /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u>		

I. Basics:

- Definition of start-up and phases in start-up management
- Definition of strategy and differentiation from business model

II. Start-up management:

- Growth hacking vs. growth management
- Customer success management
- Aligning organizational structure with strategy
- Tools & techniques in start-up management
- Building and maintaining networks

III. Strategic approaches:

- Classic strategy approaches (differentiation, cost leadership, niche strategy, etc.)
- Modern strategy approaches (Agile Transformation, Product-Market-Fit, AB-Testing, Growth by Engineering, etc.)
- Tools and techniques of (digital) strategy development for start-up companies

Course contents	<u>Annual Financial Statement Analysis & Reorganization Needs /ILV / LV-Nr: 2 / 1.Semester / ECTS: 3</u> I. The term crisis and the analysis via key figures 1. The recognition of a crisis • financial accounting and annual financial statements • performance and control variables • reorganization and over-indebtedness audit • crisis stages and reorganization expert opinions 2. "Crisis cockpit" and crisis indicators • Capital structure, asset and earnings analysis • Financial ratios with adjusted data • Financial and performance crisis indicators • Case study: Early Crisis Detection II. Strategic early warning systems • Recognizing a strategic crisis • Group discussion: Development of solution proposals
	<u>Modern Entrepreneur- & Leadership (E) /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> I. Basics: • Definition Management vs Leadership • Definition Entrepreneurship II. Leadership • Classical leadership styles (Managerial Grid, MbO approaches etc.) • Modern leadership styles (Distributed Leadership, Inspirational Leadership, Leadership & Artificial Intelligence etc.) • Disruption and challenges in leadership III. Entrepreneurship • Entrepreneurial Design vs. Business Model • Digital Entrepreneurship • Challenges of Entrepreneurship • Tools and Techniques in Entrepreneurship
Teaching and learning methods	<u>Start-Up Strategies /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Annual Financial Statement Analysis & Reorganization Needs /ILV / LV-Nr: 2 / 1.Semester / ECTS: 3</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Modern Entrepreneur- & Leadership (E) /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
Evaluation Methods Criteria	<u>Start-Up Strategies /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> Exam
	<u>Annual Financial Statement Analysis & Reorganization Needs /ILV / LV-Nr: 2 / 1.Semester / ECTS: 3</u> Presentation
	<u>Modern Entrepreneur- & Leadership (E) /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> Presentation

Module number:	Transformation Tools	Scope:	
TRW		9.5	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: 1.Semester Master: 1st Study cycle		
Previous knowledge	1. Semester: 1.Semester: 1st Study cycle / 1. Semester: 1. Semester: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Business Model Innovation /SE / LV-Nr: 1 / 1.Semester / ECTS: 2.5</u> Bozem, K., & Nagl, A. (2025). Digitale KI-unterstützte Geschäftsmodelle: Business Model Building mit checklisten und Fallbeispielen. Wiesbaden: Springer. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Gassmann, O., Frankenberger, K., & Choudury, M. (2021). Geschäftsmodelle entwickeln: 55+ innovative Konzepte mit dem St. Galler Business Model Navigator. München: Carl Hanser. Michailov, G., & Stange, J. (2022). Geschäftsmodell-Redesign: Dimensionen bewerten, Werthebel identifizieren, Transformation gestalten – Ein Praxisbuch. Campus Verlag. Schallmo, D. R. A., Rusnjak, A., Anzengruber, J., Werani, T., & Lang, K. (Hrsg.) (2021). Digitale Transformation von Geschäftsmodellen: Grundlagen, Instrumente und Best Practices. Wiesbaden: Springer. Schmeisser, W., & Spiger, M. (2024). Von der Innovation zum Geschäftsmodell. Tübingen: Frankfurt am Main: UVK Verlag.		
	<u>Innovation Management & Design Thinking /SE / LV-Nr: 2 / 1.Semester / ECTS: 5</u> Ausgsten, A. (2022). Design Thinking in der Industrie: Strategien für den organisationalen Wandel? Bielefeld: transcript Verlag. Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin: Erich Schmidt. Goller, I., & Bessant, J. (2023). Creativity for innovation management: Tools and techniques for creative thinking in practice. Abingdon, OX: Routledge. Hauschildt, J., Salomo, S., Schultz, C., & Kock, A. (2023). Innovationsmanagement. München: Vahlen. Schallmo, D. R. A., & Lang, K. (2020). Design Thinking erfolgreich anwenden: So entwickeln Sie in 7 Phasen kundenorientierte Produkte und Dienstleistungen. Wiesbaden: Springer. Vahs, D., Brem, A., & Oswald, C. (2023). Innovationsmanagement: Von der Idee zur erfolgreichen Vermarktung. Stuttgart: Schäffer-Poeschel.		
	<u>Modern Project Management /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> Baron, C., & Oswald, J. (2025). Agil einfach machen: Praxis- und Methodenbuch für die moderne Projektarbeit. Über 60 praktische Methoden für agiles Projektmanagement mit SCRUM, Design Thinking, Lean Startup. Freiburg: Haufe. Dittmann, K., & Esfahani, M. Z. (2023). Hybrides Projektdesign: Modernes Projektmanagement abseits von von Königreichen. Freiburg: Haufe. Timinger, H. (2024). Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg. Weinheim: Wiley. Timinger, H. (2021). Modernes Projektmanagement in der Praxis: Mit System zum richtigen Vorgehensmodell. Weinheim: Wiley.		
Acquisition of skills	<u>Business Model Innovation /SE / LV-Nr: 1 / 1.Semester / ECTS: 2.5</u> The students: • know tools with which business models can be developed. • are able to apply the process of a business model development. • are able to coordinate different participants such as employees, external experts within the framework of a project. • know the procedures how to test (digital) business models on the market or on the customer for acceptance. • are able to set up and accompany the project monitoring. • can create a business plan for the foundation of a start-up company. • understand the importance of sustainability, diversity, and work-life management in corporate governance and transformation. • are able to analyze and develop sustainable and responsible business models.		
	<u>Innovation Management & Design Thinking /SE / LV-Nr: 2 / 1.Semester / ECTS: 5</u> The students: • are able to recognize the dynamics of change in the market, in products or services and in technologies. • are able to develop a scenario of change or transformation. • understand the innovation process in a company and can apply it in the company. • know the critical factors in innovation management and can solve them accordingly. • are able to use a wide variety of tools and techniques to implement the process of idea generation in the company. • know, which types of innovation can be used in restructuring and transformation processes.		

	<u>Modern Project Management /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> The students: • can reproduce and apply the most important methods and processes of project management. • are able to recognize and manage risks within the framework of project management. • are able to recognize when adjustments are necessary in the project and which measures need to be introduced. • are able to apply and use suitable controlling tools to accompany implementation of restructuring and transformation processes. • know the specific aspects of project management in crisis situations.
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Course contents	<u>Business Model Innovation /SE / LV-Nr: 1 / 1.Semester / ECTS: 2.5</u> • Selected tools for business model development in transformation processes • Hierarchy-independent selection of employees and external experts • Structured implementation of the business model development project • Implementation of the testing phase on the market or at the customer • Basics of project coordination using modern management tools • Establishment of a project monitoring incl. reporting system • Sustainability and ESG aspects in business model innovation and corporate governance • Diversity, gender equality, and work-life management as components of modern leadership and transformation
	<u>Innovation Management & Design Thinking /SE / LV-Nr: 2 / 1.Semester / ECTS: 5</u> • Definition of innovation and types of innovation • Integrated process model for innovation and product management • The innovation dilemma • Critical factors of innovation success • Idea management, creativity and open innovation • Systematic product concept development (market and competitor analysis, concept definition, concept evaluation, quality function deployment) • New product development (Ansoff matrix of growth, the V-model, reasons for misdevelopment, agile new product development) • Idea development (strategy development, infrastructure, copycats) • Tools and techniques of idea generation (competence analysis, scenario technique, search field analysis, creativity techniques, expert interviews, scoring model, profitability analysis) • Business plan creation
	<u>Modern Project Management /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> • Basics and overview (projects and project management, role of project management, PM approach classic/agile/hybrid) • Project initiation and planning (project start, project goals, project organization, phases, milestones, work breakdown structure (WBS), stakeholder analysis, risk analysis, use of modern project management techniques) • Project control (project controlling, project status reporting, milestone trend analysis) • Project closure (lessons learned, project closure report) • Success factors for project management (overview of success factors, project crises and conflicts, teamwork and communication) • Specific aspects of project management in crisis situations
Teaching and learning methods	<u>Business Model Innovation /SE / LV-Nr: 1 / 1.Semester / ECTS: 2.5</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Innovation Management & Design Thinking /SE / LV-Nr: 2 / 1.Semester / ECTS: 5</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Modern Project Management /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
Evaluation Methods Criteria	<u>Business Model Innovation /SE / LV-Nr: 1 / 1.Semester / ECTS: 2.5</u> Seminar paper
	<u>Innovation Management & Design Thinking /SE / LV-Nr: 2 / 1.Semester / ECTS: 5</u> Exam
	<u>Modern Project Management /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> Exam

Module number:	Management Talk	Scope:	
MAT		8	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: 1.Semester Master: 1. Study cycle / 2. Semester: 2.Semester Master: 1. Study cycle / 3. Semester: 3.Semester Master: 1st Study cycle / 4. Semester: 4. Semester Master: 1. Study cycle		
Previous knowledge	1. Semester: 1. Semester: no information / 2. Semester: 2. Semester: no information / 3. Semester: 3.Semester Master: no information / 4. Semester: 4. Semester Master: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Trends in Management 1 /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> Bragg, S. M. (201) Cost accounting: A decision-making guide, Victoria. Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin: Erich Schmidt. von Leoprechting, G. (Hrsg.) (2018) Unternehmenssanierung: Krisenberatung, Branchenbesonderheiten, Checklisten, Herne: NWB-Verlag. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden: Söhringer.		
	<u>Trends in Management 2 /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2</u> Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin: Erich Schmidt. Exler, M. (2015) Controllingorientiertes Finanz- und Rechnungswesen, Herne. von Leoprechting, G. (Hrsg.) (2018) Unternehmenssanierung: Krisenberatung, Branchenbesonderheiten, Checklisten, Herne: NWB-Verlag. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden: Springer.		
	<u>Trends in Management 3 /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin: Erich Schmidt. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden: Springer. Schellinger, J., Tokarski K. O. & Kissling-Näf, I. (Hrsg.)(2020) Digitale Transformation und Unternehmensführung: Trends und Perspektiven für die Praxis, Wiesbaden: Springer.		
	<u>Trends in Management 4 /ILV / LV-Nr: 4 / 4.Semester / ECTS: 2</u> Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden. Rösen, T. A. (2017) Krisen und Krisenmanagement in Familienunternehmen: Schwachstellen erkennen, Lösungen erarbeiten, Existenzbedrohungen meistern, Wiesbaden.		
Acquisition of skills	<u>Trends in Management 1 /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> The students • understand current developments and international trends in transformation, restructuring, and turnaround management. • are familiar with different functional and interdisciplinary perspectives while considering various stakeholder interests. • are able to assess opportunities, risks, and impacts of strategic management decisions. • are able to apply international management approaches and practice-oriented solutions to business-related problems.		
	<u>Trends in Management 2 /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2</u>		

	The students: • understand current developments and international trends in transformation, restructuring, and turnaround management. • are familiar with different functional and interdisciplinary perspectives while considering various stakeholder interests. • are able to assess opportunities, risks, and impacts of strategic management decisions. • are able to apply international management approaches and practice-oriented solutions to business-related problems.
	<u>Trends in Management 3 /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> The students: • understand current developments and international trends in transformation, restructuring, and turnaround management. • are familiar with different functional and interdisciplinary perspectives while considering various stakeholder interests. • are able to assess opportunities, risks, and impacts of strategic management decisions. • are able to apply international management approaches and practice-oriented solutions to business-related problems.

Acquisition of skills	<u>Trends in Management 4 /ILV / LV-Nr: 4 / 4.Semester / ECTS: 2</u> The students: • understand current developments and international trends in transformation, restructuring, and turnaround management. • are familiar with different functional and interdisciplinary perspectives while considering various stakeholder interests. • are able to assess opportunities, risks, and impacts of strategic management decisions. • are able to apply international management approaches and practice-oriented solutions to business-related problems.
Course contents	<u>Trends in Management 1 /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> The course series "Trends in Management" consists of four consecutive courses conducted over several semesters, addressing current topics and international developments in the fields of transformation, restructuring, and turnaround management. With the involvement of visiting professors as well as experts from academia and practice, various business-related issues, international standards, best practices, and innovative solution approaches are discussed and critically reflected upon. The course contents are aligned with current economic, technological, financial, organizational, and strategic developments and may particularly include topics from the following areas: • Strategic Management and Controlling • Corporate Governance, Leadership, and Human Resources • Restructuring, Reorganization, and Turnaround Management • Innovation, Digitalization, and Transformation • Finance, Accounting, and Performance Management • Project, Change, and Crisis Management • International Management Approaches and Best Practices • Sustainability, ESG, and current developments in academia and business practice
	<u>Trends in Management 2 /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2</u> The course series "Trends in Management" consists of four consecutive courses conducted over several semesters, addressing current topics and international developments in the fields of transformation, restructuring, and turnaround management. With the involvement of visiting professors as well as experts from academia and practice, various business-related issues, international standards, best practices, and innovative solution approaches are discussed and critically reflected upon. The course contents are aligned with current economic, technological, financial, organizational, and strategic developments and may particularly include topics from the following areas: • Strategic Management and Controlling • Corporate Governance, Leadership, and Human Resources • Restructuring, Reorganization, and Turnaround Management • Innovation, Digitalization, and Transformation • Finance, Accounting, and Performance Management • Project, Change, and Crisis Management • International Management Approaches and Best Practices • Sustainability, ESG, and current developments in academia and business practice
	<u>Trends in Management 3 /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> The course series "Trends in Management" consists of four consecutive courses conducted over several semesters, addressing current topics and international developments in the fields of transformation, restructuring, and turnaround management. With the involvement of visiting professors as well as experts from academia and practice, various business-related issues, international standards, best practices, and innovative solution approaches are discussed and critically reflected upon. The course contents are aligned with current economic, technological, financial, organizational, and strategic developments and may particularly include topics from the following areas: • Strategic Management and Controlling • Corporate Governance, Leadership, and Human Resources • Restructuring, Reorganization, and Turnaround Management • Innovation, Digitalization, and Transformation • Finance, Accounting, and Performance Management • Project, Change, and Crisis Management • International Management Approaches and Best Practices • Sustainability, ESG, and current developments in academia and business practice
	<u>Trends in Management 4 /ILV / LV-Nr: 4 / 4.Semester / ECTS: 2</u> The course series "Trends in Management" consists of four consecutive courses conducted over several semesters, addressing current topics and international developments in the fields of transformation, restructuring, and turnaround management. With the involvement of visiting professors as well as experts from academia and practice, various business-related issues, international standards, best practices, and innovative solution approaches are discussed and critically reflected upon. The course contents are aligned with current economic, technological, financial, organizational, and strategic developments and may particularly include topics from the following areas: • Strategic Management and Controlling • Corporate Governance, Leadership, and Human Resources • Restructuring, Reorganization, and Turnaround Management • Innovation, Digitalization, and Transformation • Finance, Accounting, and Performance Management • Project, Change, and Crisis Management • International Management Approaches and Best Practices • Sustainability, ESG, and current developments in academia and business practice

Teaching and learning methods	<u>Trends in Management 1 /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Trends in Management 2 /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.

Teaching and learning methods	<u>Trends in Management 3 /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Trends in Management 4 /ILV / LV-Nr: 4 / 4.Semester / ECTS: 2</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
Evaluation Methods Criteria	<u>Trends in Management 1 /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u> Presentation
	<u>Trends in Management 2 /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2</u> Presentation
	<u>Trends in Management 3 /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> Presentation
	<u>Trends in Management 4 /ILV / LV-Nr: 4 / 4.Semester / ECTS: 2</u> Presentation

Module number:	Transformation Management	Scope:	
TRM		8.5	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: 2.Semester Master: 1st Study cycle		
Previous knowledge	2. Semester: 2. Semester: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Stakeholder Communication /ILV / LV-Nr: 2 / 2.Semester / ECTS: 3</u> Anastasi, C. (2020). Strategic stakeholder engagement. Abingdon, OX: Routledge. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Fearn-Banks, K., & Kawamoto, K. (2024). Crisis communications: A casebook approach. New York, NY: Routledge. Gartner, U. (2020). Unternehmenskommunikation in Restrukturierungsphasen: Mit strategischer Kommunikation den Wandel erfolgreich gestalten. Wiesbaden: Springer.		
	<u>Labor Law /ILV / LV-Nr: 3 / 2.Semester / ECTS: 2.5</u> Junker, A. (2025). Grundkurs Arbeitsrecht. München: Beck. Rauch, T. (2025). Arbeitsrecht für Arbeitgeber: Über 900 Tipps zur Vermeidung kostspieliger Irrtümer mit 80 Mustervorlagen für die betriebliche Praxis. Wien: Linde Verlag. Richardi, R., & Koch, U. (2025). Arbeitsgesetze: Mutterschutzgesetz, Betriebsverfassungsgesetz, Hinweisgeber-schutzG, EntgelttransparenzG, KündigungsschutzG und andere Gesetze. München: Beck. Ruß, V. (2024). Arbeitsrecht in der Praxis. Wien: Linde Verlag. Thenmayer, F. (Hrsg.) (2025). Arbeitsrecht im digitalen Zeitalter: Arbeitsrechtliche Gestaltungsmöglichkeiten durch digitale Technologien. Wien: Linde Verlag.		
	<u>Change Management /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Stolzenberg, K., & Heberle, K. (2021). Change Management: Veränderungsprozesse erfolgreich gestalten - Mitarbeiter mobilisieren. Vision, Kommunikation, Beteiligung, Qualifizierung. Wiesbaden: Springer. Vahs, D., & Weiland, A. (2020). Workbook Change Management: Methoden und Techniken. Stuttgart: Schäffer Poeschel. Weiland, A. (2025). Toolbox Change-Management: 45 Instrumente für Vorbereitung, Analyse, Planung, Umsetzung und Kontrolle. Stuttgart: Schäffer-Poeschel.		
Acquisition of skills	<u>Stakeholder Communication /ILV / LV-Nr: 2 / 2.Semester / ECTS: 3</u> The students: • are familiar with different communication theories. • are able to conduct a stakeholder analysis. • know the principles of crisis communication. • are able to distinguish between the essential theoretical principles of PR conception in transformation situations. • are able to apply tools and methods for successful communication. • are able to distinguish between analog and digital communication.		
	<u>Labor Law /ILV / LV-Nr: 3 / 2.Semester / ECTS: 2.5</u> The students: • know the basic features of labor law. • can recognize or assess the relevance of labor law in transformation processes. • can recognize or assess the relevance of labor law in crises situations processes. • know specific labor law regulations in cases of insolvencies and restructurings. • can contrast the labor law regulations in cases of insolvencies and restructuring for Germany and Austria.		
	<u>Change Management /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> The students: • know the basic theories of change management. • are able to apply Kotter's phase model in the transformation process and to critically reflect on it. • are able to prepare a change project. • are able to organize leadership coalitions. • understand the importance of communication in change projects. • are able to differentiate between emotional and factual levels.		
Course contents	<u>Stakeholder Communication /ILV / LV-Nr: 2 / 2.Semester / ECTS: 3</u>		

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| | <ul style="list-style-type: none">• Early recognition and early disclosure - the role of the media• Systemic analysis within the communication strategy• Stakeholder analysis and communication requirements of different stakeholders• Creditor communication as a specific challenge• Reputation management as a core task of strategic communication• Principles of crisis communication• Essential theoretical foundations of the PR concept Transformation situations• Learning tools and methods for successful communication in restructuring and transformation situations• Mechanisms and modes of action of the media, taking into account the importance of digital media• Working through case studies |
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Course contents	<u>Labor Law /ILV / LV-Nr: 3 / 2.Semester / ECTS: 2.5</u> • General labor law (establishment, amendment, termination of employment relationships, employment protection) • Specific aspects of labor law in cases Company (partial) transitions and Company (partial) closures • Specific aspects of labor law in cases of insolvencies, other reorganization measures and restructurings • Comparison of specific aspects of labor law for Germany and Austria
	<u>Change Management /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> • Basics of change management (definition, framework conditions for change, basic forms of change) • Kotter's phase model • Organization of change projects • Building up a management coalition and the importance of communication • Dealing with resistance • Interplay between factual and emotional levels • Working out success factors
Teaching and learning methods	<u>Stakeholder Communication /ILV / LV-Nr: 2 / 2.Semester / ECTS: 3</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
	<u>Labor Law /ILV / LV-Nr: 3 / 2.Semester / ECTS: 2.5</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
	<u>Change Management /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
Evaluation Methods Criteria	<u>Stakeholder Communication /ILV / LV-Nr: 2 / 2.Semester / ECTS: 3</u> Exam Seminar paper
	<u>Labor Law /ILV / LV-Nr: 3 / 2.Semester / ECTS: 2.5</u> Exam
	<u>Change Management /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> Homework Exam

Module number:	Decision Making	Scope:	
DEM		12.5	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: 2.Semester Master: 1st Study cycle / 2. Semester: 2. Semester Master: 1st Study cycle		
Previous knowledge	2. Semester: 2. Semester: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Risik Management & Monitoring /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> Diederichs, M. (2023). Risikomanagement und Risikocontrolling. München: Vahlen. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Hillson, D. (2023). The risk management handbook: A practical guide to managing the multiple dimensions of risk. London, UK: Kogan Page. Rieg, R., Vanini, U., & Gleißner, W. (2025). Enterprise risk management: A modern approach. Cham: Springer. Vanini, U., & Rieg, R. (2021). Risikomanagement: Grundlagen – Instrumente – Unternehmenspraxis. Stuttgart: Schäffer Poeschel		
	<u>Forecasting Methods & Scenario Techniques /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2.5</u> Ashby, S. (2022). Fundamentals of operational risk management: Understanding and implementing effective tools, policies and frameworks. London, UK: Kogan Page. Bradfield, R. (2025). Understanding the future: An introduction to scenario planning. Berlin/Boston: Walter de Gruyter. Burt, G. (2023). Evolution of scenario planning. Berlin/Boston: Walter de Gruyter. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag.		
	<u>Data Analytics & Business Modeling /ILV / LV-Nr: 3 / 2.Semester / ECTS: 3</u> Asplen-Taylor, S. (2025). Data and analytics strategy for business: Leverage data and AI to achieve your business goals. London, UK: Kogan Page. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Llaudet, E., & Imai, K. (2023). Data analysis for social science: A friendly and practical introduction. Princeton, NJ: Princeton University Press. Runkler, T. A. (2025). Data Analytics: Models and algorithms for intelligent data analysis – a comprehensive introduction. Wiesbaden: Springer.		
	<u>Mergers & Acquisitions /ILV / LV-Nr: 4 / 2.Semester / ECTS: 4</u> Dreher, M., & Ernst, D. (2021). Mergers & Acquisitions: Grundlagen und Verkaufsprozess mittlerer und großer Unternehmen. Tübingen: UVK Verlag. Engelhardt, C. (2023). Mergers & Acquisitions: Strategien, Abläufe und Begriffe im Unternehmenskauf. Wiesbaden: Springer. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Sherman, A. J. (2022). Mergers and acquisitions from A to Z. New York, NY: HarperCollins. Steuernagel, A. (2025). Mergers & Acquisitions im Mittelstand: Strategien, Methoden und praktische Erfahrungen. Wiesbaden: Springer.		
Acquisition of skills	<u>Risik Management & Monitoring /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> The students: • are able to identify and classify risks in a company • know the options for describing or measuring risks • are able to propose risk strategies for individual risks • understand the influence of risks on the rating of a company • are able to develop a risk management system for a company		
	<u>Forecasting Methods & Scenario Techniques /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2.5</u> The students: • understand the relevance of scenario techniques in the context of corporate planning in volatile times • know different methods of scenario techniques and are able to assess their applicability in practice • are able to apply individual methods of scenario techniques • know qualitative forecasting methods and are able to apply them practically		

	<u>Data Analytics & Business Modeling /ILV / LV-Nr: 3 / 2.Semester / ECTS: 3</u> The students: • understand the potential, but also the challenges of Big Data for business modeling • can apply selected statistical and quantitative methods for business modeling • can interpret results from data analytics and use them for business modeling • can set up business analytics reporting
	<u>Mergers & Acquisitions /ILV / LV-Nr: 4 / 2.Semester / ECTS: 4</u> The students: • know the process steps in the context of a company sale • know what a "distressed M&A" is and can distinguish it from the classic company sale • understand how to calculate chapter costs with the WACC concept • understand how to calculate equity costs with the CAPM

Acquisition of skills	• are able to calculate a company value with the DCF method
Course contents	<u>Risik Management & Monitoring /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> • Legal and economic requirements for risk management systems • Identification of risks • Methods for quantifying risks • Types of risk measures • Methods of risk aggregation and determination • Organizational design of risk management systems • Risk management and transfer • Risk management & rating • Risk management as an integral part of corporate management • Determination of capital cost approaches for value-oriented corporate management
	<u>Forecasting Methods & Scenario Techniques /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2.5</u> Part A - Forecasting Methods: • Overview of different forecasting methods • Simple quantitative methods (especially time series analysis and causal methods, e.g. trend extrapolation or linear regression) • Qualitative methods (e.g. Delphi method) Part B - Scenario techniques: • Overview of different scenario techniques • Application options and examples
	<u>Data Analytics & Business Modeling /ILV / LV-Nr: 3 / 2.Semester / ECTS: 3</u> Fundamentals: • 4 development stages of business analytics (descriptive analytics, diagnostic analytics, predictive analytics, prescriptive analytics) • Change of control processes (reactive-analytical vs. proactive-forecasting; agile, real-time and based on data analysis; fact-based, differentiated and fast; cross-company and cross-value-added) • Changing business modeling framework (highly trained specialists; changing roles, organizations, and profiles; information processes and quality of decisions; use of internal and external data; consistent governance) Analysis methods: • Structural testing analysis methods (regression analysis [linear, non-linear, logistic, exponential, etc.], time series analysis, variance/covariance analysis, discriminant analysis, contingency analysis) • Structural discovery analysis methods (factor analysis, cluster analysis, neural networks, multidimensional scaling, correspondence analysis, data envelopment analysis) Business Analytics Process: • Problem identification (identification of the need for action, delineation of issues, formulation of tasks) • Exploration (data acquisition, data mining) • Optimization (determination of implementation hurdles and costs, planning and budgeting, development of optimization concept) • Monitoring (monitoring effectiveness, setting up a monitoring system, defining key performance indicators)
	<u>Mergers & Acquisitions /ILV / LV-Nr: 4 / 2.Semester / ECTS: 4</u> • Phases of a transaction (initial contact, mandate, preparation of exposé, company valuation, search for buyer or seller, letter of intent, due diligence, contract negotiations and closing) • Special features of distressed M&A (asset deal and share deal) • Capital Asset Pricing Model (CAPM) • Determining cost of capital with the WACC approach • Overview of business valuation methods • Valuation of companies using the capitalized earnings value method, the DCF approach and the use of multiples • Price setting in practice: Buyer and seller perspective
Teaching and learning methods	<u>Risik Management & Monitoring /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
	<u>Forecasting Methods & Scenario Techniques /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2.5</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
	<u>Data Analytics & Business Modeling /ILV / LV-Nr: 3 / 2.Semester / ECTS: 3</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Mergers & Acquisitions /ILV / LV-Nr: 4 / 2.Semester / ECTS: 4</u>

	A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
Evaluation Methods Criteria	<u>Risik Management & Monitoring /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u> Exam

Evaluation Methods Criteria	<u>Forecasting Methods & Scenario Techniques /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2.5</u> Exam
	<u>Data Analytics & Business Modeling /ILV / LV-Nr: 3 / 2.Semester / ECTS: 3</u> Exam
	<u>Mergers & Acquisitions /ILV / LV-Nr: 4 / 2.Semester / ECTS: 4</u> Seminar paper

Module number:	Practical Project	Scope:	
PRA		9	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: 2. Semester Master: 1. Study Cycle / 3. Semester: 3.Semester Master: 1. Study Cycle		
Previous knowledge	2. Semester: 2. Semester: no information / 3. Semester: 3.Semester Master: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Practical Project 1 /PT / LV-Nr: 1 / 2.Semester / ECTS: 5</u> Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin: Erich Schmidt. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden: Springer.		
	<u>Practical Project 2 /PT / LV-Nr: 2 / 3.Semester / ECTS: 4</u> Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin: Erich Schmidt. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden: Springer.		
Acquisition of skills	<u>Practical Project 1 /PT / LV-Nr: 1 / 2.Semester / ECTS: 5</u> The students: • are able to carry out a project on the basis of professional project management • are proficient in systematic, technically correct and timely project processing • know the special roles of participants within a project and are able to coordinate activities • are able to apply instruments and methods for the analysis of problems • are able to assess issues and develop solution approaches		
	<u>Practical Project 2 /PT / LV-Nr: 2 / 3.Semester / ECTS: 4</u> The students: • are able to carry out a project on the basis of professional project management. • are proficient in systematic, technically orderly and on-time project processing • know the special roles of participants within a project and are able to coordinate activities • can apply tools and methods for the analysis of problems • can assess facts and develop solution approaches		
Course contents	<u>Practical Project 1 /PT / LV-Nr: 1 / 2.Semester / ECTS: 5</u> Within the course, projects are worked on for and with a project partner from business, association, science or politics. In this, the participating students are to work on a comprehensive problem in order to deepen their knowledge in accordance with the course content of the degree program. The students are fully responsible for the elaboration and solution of the problem. A specification of the project contents will be worked out in advance by the project partners. As a rule, the students prepare a presentation with corresponding recommendations for action. The results are usually presented in a presentation to the decision-makers, sometimes also to and with the entire staff.		
	<u>Practical Project 2 /PT / LV-Nr: 2 / 3.Semester / ECTS: 4</u> Within the course, projects are worked on for and with a project partner from business, association, science or politics. In this, the participating students are to work on a comprehensive problem in order to deepen their knowledge in accordance with the course contents of the degree program. The students are fully responsible for the elaboration and solution of the problem. A specification of the project contents will be worked out in advance by the project partners. As a rule, the students prepare a presentation with corresponding recommendations for action. The results are usually presented in a presentation to the decision-makers, sometimes also to and with the entire staff.		
Teaching and learning methods	<u>Practical Project 1 /PT / LV-Nr: 1 / 2.Semester / ECTS: 5</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.		
	<u>Practical Project 2 /PT / LV-Nr: 2 / 3.Semester / ECTS: 4</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.		
Evaluation Methods Criteria	<u>Practical Project 1 /PT / LV-Nr: 1 / 2.Semester / ECTS: 5</u> Presentation		

	<u>Practical Project 2 /PT / LV-Nr: 2 / 3.Semester / ECTS: 4</u> Presentation
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Module number:	Academic Research Methods	Scope:	
WIS		3	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	2. Semester		
	4. Semester		
Level	2. Semester: 2nd semester Master: 1st Study Cycle / 4. Semester: 4th semester Master: 1st Study cycle		
Previous knowledge	2. Semester: 2. Semester: no information / 4. Semester: 4. Semester Master: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Quantitative Research Methods /SE / LV-Nr: 1 / 2.Semester / ECTS: 2</u> Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin: Erich Schmidt. Fahrmeir, L., Heumann, C., Künstler, R., Pigeot, I., & Tutz, G. (2023). Statistik: Der Weg zur Datenanalyse. Berlin: Springer. Jones, S. (2023). Distress risk and corporate failure modelling: The state of the art. New York, NY: Routledge. Puhani, J. (2025). Statistik: Einführung mit praktischen Beispielen. Wiesbaden: Springer. Wagner-Huang, W. E. (2026). Using SPSS® for research methods and social statistics. Thousand Oaks, CA: Sage. Yhip, T. M., & Alagheband, B., M. D. (2020). The practice of lending: A guide to credit analysis and credit risk. Cham: Springer.		
	<u>Qualitative Research Methods (E) /SE / LV-Nr: 35 / 4.Semester / ECTS: 1</u> Krell, C., & Lamneck, S. (2024). Qualitative Sozialforschung: Mit Online-Material. Weinheim: Beltz. Mayring, P. (2023). Einführung in die qualitative Sozialforschung. Weinheim: Beltz. Mayring, P. (2022). Qualitative Inhaltsanalyse: Grundlagen und Techniken. Weinheim: Beltz. Strübing, J. (2024). Qualitative Sozialforschung: Eine komprimierte Einführung. Berlin/Boston: Walter de Gruyter.		
Acquisition of skills	<u>Quantitative Research Methods /SE / LV-Nr: 1 / 2.Semester / ECTS: 2</u> The students: • are able to calculate basic statistical parameters. • are able to develop variables on the basis of scales. • are able to create a data set with different variables for software-based statistical analysis. • know the difference between descriptive and inferential statistics. • are able to apply advanced tools and techniques of statistics to business-related problems. • are able to interpret the results of statistical analyses and to derive business-related decisions from them. • are able to set up a system for the early detection of business crises.		
	<u>Qualitative Research Methods (E) /SE / LV-Nr: 35 / 4.Semester / ECTS: 1</u> The students: • are able to develop a qualitative research design. • are able to develop an interview guide. • are able to create transcripts. • are able to conduct a qualitative content analysis. • are able to use computer support for the implementation of a qualitative content analysis.		
Course contents	<u>Quantitative Research Methods /SE / LV-Nr: 1 / 2.Semester / ECTS: 2</u>		

	I. Basics: • Differentiation of quantitative from qualitative research • Empirical data and distributions of data (discrete vs. continuous distribution, distribution functions, visualization of distributions, etc.) • Data search and creation of a database for software-based analysis II. Descriptive Statistics: • Definition and calculation of selected statistical parameters (mean, median, maximum, minimum, variance, standard deviation, etc.) • Measures of correlation between several series of measurements (covariance, correlation) • Dealing with outliers in data III. Closing statistics: • Tests for differences (ANOVA, t-test, U-test, H-test etc.) • Supplementary correlation analysis (factor analysis, principal component analysis) IV. Questionnaire design and scale evaluation • Application of scales and development of a questionnaire • Implementation of a pre-test • Development of constructs • Confirmatory factor analysis and Cronbach's alpha V. Selected statistical techniques • Univariate and multivariate regression analysis • Multivariate linear discriminant analysis • Logistic regression <u>Qualitative Research Methods (E) /SE / LV-Nr: 35 / 4.Semester / ECTS: 1</u> I. Basics: • Difference between qualitative and quantitative research
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Course contents	• Limitations of quantitative research • Relevance of qualitative research • Theoretical framework (positivism, constructivism, construction of knowledge, symbolic interactionism, ethnomethodology, structuralist model, etc.) • Types of data • Texts and reality II. Research design • formulation of research questions and hypotheses • selection and construction of research design • planning the research process in qualitative research • analysis of existing literature • selection of sample/experts III. Qualitative data analysis • transcription and data management • coding according to Grounded Theory • use of software in qualitative content analysis • presentation of results, objectification and discussion of results
Teaching and learning methods	<u>Quantitative Research Methods /SE / LV-Nr: 1 / 2.Semester / ECTS: 2</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures). <u>Qualitative Research Methods (E) /SE / LV-Nr: 35 / 4.Semester / ECTS: 1</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
Evaluation Methods Criteria	<u>Quantitative Research Methods /SE / LV-Nr: 1 / 2.Semester / ECTS: 2</u> Exam <u>Qualitative Research Methods (E) /SE / LV-Nr: 35 / 4.Semester / ECTS: 1</u> Homework

Module number:	Case Study	Scope:	
CAS		6	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: 3rd semester Master: 1st Study cycle		
Previous knowledge	3. Semester: 3rd semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Integrative Case Studies in Corporate Reorganization (AUT/GER) /PT / LV-Nr: 1 / 3.Semester / ECTS: 6</u> Crone, A., & Werner, H. (Hrsg.) (2024). Modernes Sanierungsmanagement: Drei Sanierungsoptionen im Überblick: Außergerichtliche Sanierung, StaRUG und Insolvenz als Sanierungsinstrument. München: Vahlen. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Feuchtinger, G., Lesigang, M., & Prior, M. (2023). Praxisleitfaden Insolvenzrecht. Wien: Linde Verlag. Römermann, V. (Hrsg.) (2021). Praktikerhandbuch der Sanierung und Restrukturierung: Fortentwicklung des Sanierungs- und Insolvenzrechts. Herne: NWB-Verlag. Sands, J. (2022). Corporate turnaround artistry: Fix any business in 100 days. Hoboken, NJ: John Wiley & Sons. Tron, A. (2021). Corporate financial distress: Restructuring and turnaround. Bingley, UK: Emerald.		
Acquisition of skills	<u>Integrative Case Studies in Corporate Reorganization (AUT/GER) /PT / LV-Nr: 1 / 3.Semester / ECTS: 6</u> The students: • can carry out a balance sheet structure analysis. • can plan the liquidity and financial requirements of a company and prepare them for creditor discussions. • can work out financial and performance measures for the reorganization. • are able to make proposals for changes to the company organization.		
Course contents	<u>Integrative Case Studies in Corporate Reorganization (AUT/GER) /PT / LV-Nr: 1 / 3.Semester / ECTS: 6</u> Case-based integration of the following subject areas: • Balance sheet structure analysis • Strengths and weaknesses analysis restructuring ability • Liquidity and financial requirements creditor discussions • Emergency program to generate liquidity • Project management and allocation of responsibilities • Operational immediate measures restructuring concept • Financial and performance-related restructuring measures liquidity management • Organizational change • Management structure and management staffing restructuring balance sheets • Restructuring program disposal of parts of the company Disposal of the entire company		
Teaching and learning methods	<u>Integrative Case Studies in Corporate Reorganization (AUT/GER) /PT / LV-Nr: 1 / 3.Semester / ECTS: 6</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).		
Evaluation Methods Criteria	<u>Integrative Case Studies in Corporate Reorganization (AUT/GER) /PT / LV-Nr: 1 / 3.Semester / ECTS: 6</u> Final presentation		

Module number:	Corporate Restructuring	Scope:	
SAN		11	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: 3rd semester Master: 1st Study cycle		
Previous knowledge	3. Semester: 3rd semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Extrajudicial & Judicial Reorganization (AUT/GER) /ILV / LV-Nr: 1 / 3.Semester / ECTS: 6</u> Crone, A., & Werner, H. (Hrsg.) (2024). Modernes Sanierungsmanagement: Drei Sanierungsoptionen im Überblick: Außergerichtliche Sanierung, StaRUG und Insolvenz als Sanierungsinstrument. München: Vahlen. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Feuchtinger, G., Lesigang, M., & Prior, M. (2023). Praxisleitfaden Insolvenzrecht. Wien: Linde Verlag. Römermann, V. (Hrsg.) (2021). Praktikerhandbuch der Sanierung und Restrukturierung: Fortentwicklung des Sanierungs- und Insolvenzrechts. Herne: NWB-Verlag. Sands, J. (2022). Corporate turnaround artistry: Fix any business in 100 days. Hoboken, NJ: John Wiley & Sons. Tron, A. (2021). Corporate financial distress: Restructuring and turnaround. Bingley, UK: Emerald.		
	<u>Preparation of a Remediation Report /ILV / LV-Nr: 2 / 3.Semester / ECTS: 5</u> Crone, A., & Werner, H. (Hrsg.) (2024). Modernes Sanierungsmanagement: Drei Sanierungsoptionen im Überblick: Außergerichtliche Sanierung, StaRUG und Insolvenz als Sanierungsinstrument. München: Vahlen. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Feuchtinger, G., Lesigang, M., & Prior, M. (2023). Praxisleitfaden Insolvenzrecht. Wien: Linde Verlag. Römermann, V. (Hrsg.) (2021). Praktikerhandbuch der Sanierung und Restrukturierung: Fortentwicklung des Sanierungs- und Insolvenzrechts. Herne: NWB-Verlag. Sands, J. (2022). Corporate turnaround artistry: Fix any business in 100 days. Hoboken, NJ: John Wiley & Sons. Tron, A. (2021). Corporate financial distress: Restructuring and turnaround. Bingley, UK: Emerald.		
Acquisition of skills	<u>Extrajudicial & Judicial Reorganization (AUT/GER) /ILV / LV-Nr: 1 / 3.Semester / ECTS: 6</u> The students: • are able to analyze and evaluate judicial and out-of-court restructuring procedures. • understand the legal foundations of out-of-court restructuring. • are familiar with the basic principles and areas of application of the German ESUG framework. • are able to develop and assess restructuring and turnaround concepts. • are able to evaluate risks and success factors in corporate restructuring processes.		
	<u>Preparation of a Remediation Report /ILV / LV-Nr: 2 / 3.Semester / ECTS: 5</u> The students: • know the essential contents of the German IDW ES 6. • know the requirements of the Austrian going concern forecast. • know how to prepare an expert opinion according to the regulations of the IDW ES 6. • know the crisis phases according to the German IDW ES 6 and can describe them. • know what a liquidity forecast is and can prepare it. • know how to implement a sustainable corporate restructuring. • know the differences of the expert opinion requirements in Germany and Austria.		
Course contents	<u>Extrajudicial & Judicial Reorganization (AUT/GER) /ILV / LV-Nr: 1 / 3.Semester / ECTS: 6</u> • Insolvency development and causes of insolvency • Corporate restructuring • Restructuring law • Measures for out-of-court corporate restructuring • Types of corporate crises • Overview of the applicable insolvency system • Basic features of liability law • Transferable restructuring • Creditors affected by restructuring • Risks of failed restructuring • Equity Substituting Capital Act (EKEG) and prohibited return of capital contributions		
	<u>Preparation of a Remediation Report /ILV / LV-Nr: 2 / 3.Semester / ECTS: 5</u>		

	• Different approaches of applied restructuring appraisals • Restructuring ability & worthiness • Structure of a restructuring appraisal (description of the crisis stage, sustainability of the business model, integrated planning, planned restructuring measures etc.) • Special features of liability law from the expert's point of view • Controlling of the implementation measures
Teaching and learning methods	<u>Extrajudicial & Judicial Reorganization (AUT/GER) /ILV / LV-Nr: 1 / 3.Semester / ECTS: 6</u> The course takes place in dialog with the students. Thanks to their knowledge of Austrian law, they are able to contribute well and to learn using and from the differentiation between the regulations in Austria and Germany. Practical examples make the material to be taught clear and understandable. For the presentation of the special features within the concepts of insolvency as well as over-indebtedness, extensive cases are worked out and discussed with the students, which draw attention to the typical pitfalls.

Teaching and learning methods	<u>Preparation of a Remediation Report /ILV / LV-Nr: 2 / 3.Semester / ECTS: 5</u> The course takes place in dialog with the students. Thanks to their knowledge of Austrian law, they are able to contribute well and to learn using and from the differentiation between the regulations in Austria and Germany. Practical examples make the material to be taught clear and understandable. For the presentation of the special features within the concepts of insolvency as well as over-indebtedness, extensive cases are worked out and discussed with the students, which draw attention to the typical pitfalls.
Evaluation Methods Criteria	<u>Extrajudicial & Judicial Reorganization (AUT/GER) /ILV / LV-Nr: 1 / 3.Semester / ECTS: 6</u> Exam
	<u>Preparation of a Remediation Report /ILV / LV-Nr: 2 / 3.Semester / ECTS: 5</u> Exam

Module number:	Restructuring Tools	Scope:	
REW		7	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: 3rd semester Master: 1st Study cycle		
Previous knowledge	3. Semester: 3rd semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Performance Optimization /ILV / LV-Nr: 24 / 3.Semester / ECTS: 2</u> Crone, A., & Werner, H. (Hrsg.) (2024). Modernes Sanierungsmanagement: Drei Sanierungsoptionen im Überblick: Außergerichtliche Sanierung, StaRUG und Insolvenz als Sanierungsinstrument. München: Vahlen. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Hohberger, S., & Damlachi, H. (Hrsg.) (2019). Praxishandbuch Sanierung im Mittelstand. Wiesbaden: Springer. Sands, J. (2022). Corporate turnaround artistry: Fix any business in 100 days. Hoboken, NJ: John Wiley & Sons. Tron, A. (2021). Corporate financial distress: Restructuring and turnaround. Bingley, UK: Emerald.		
	<u>Innovation as a Driver of Turnaround /ILV / LV-Nr: 4 / 3.Semester / ECTS: 1</u> Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Fonio, C., Widera, A., & Zweglinski, T. (2023). Innovation in crisis management. Abingdon, OX: Routledge. Gneisz, L. (2020). Digitale Innovationsmanagement: Wie Sie aus Ihren Ideen digitale Produkte und innovative Geschäftsmodelle machen. Brunn am Gebirge: TÜV Austria Akademie. Ratten, V. (2022). Entrepreneurial innovation: Strategy and competition aspects. Singapore: Springer.		
	<u>Financial Optimization /ILV / LV-Nr: 2 / 3.Semester / ECTS: 2</u> Crone, A., & Werner, H. (Hrsg.) (2024). Modernes Sanierungsmanagement: Drei Sanierungsoptionen im Überblick: Außergerichtliche Sanierung, StaRUG und Insolvenz als Sanierungsinstrument. München: Vahlen. Exler, M. W., & Situm, M. (2025) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Hohberger, S., & Damlachi, H. (Hrsg.) (2019). Praxishandbuch Sanierung im Mittelstand. Wiesbaden: Springer. Sands, J. (2022). Corporate turnaround artistry: Fix any business in 100 days. Hoboken, NJ: John Wiley & Sons. Tron, A. (2021). Corporate financial distress: Restructuring and turnaround. Bingley, UK: Emerald.		
	<u>Integrated Planning & Control Systems /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> Baumüller, J., Hartmann, A., & Kreuzer, C. (201). Integrierte Unternehmensplanung: Grundlagen, Funktionsweise und Umsetzung. Wien: Linde Verlag. Bungartz, O. (2020). Handbuch Interne Kontrollsysteme (IKS): Steuerung und Überwachung von Unternehmen. Berlin: Erich Schmidt Verlag. Exler, M. W., & Situm, M. (Hrsg.) (2025). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation. Berlin: Erich Schmidt Verlag. Gleich, R., & Linsner, R. (Hrsg.) (2019). Integrierte Planung und Steuerung von Erfolg und Liquidität. Freiburg: Haufe Prell-Leopoldseder, S. (2021). Einführung in die Budgetierung und integrierte Planungsrechnung. Wien: Linde Verlag.		
Acquisition of skills	<u>Performance Optimization /ILV / LV-Nr: 24 / 3.Semester / ECTS: 2</u> The students: • can examine functional areas of the entrepreneurial value chain with regard to performance optimization potentials. • are able to develop key performance indicators and to set up a monitoring system. • are able to draw up a plan of measures for performance optimization and to supervise its implementation.		
	<u>Innovation as a Driver of Turnaround /ILV / LV-Nr: 4 / 3.Semester / ECTS: 1</u> The students: • know the different options of innovation and how these can be used in the context of a turnaround. • know the hurdles in implementing innovation in turnaround situations. • know how digitalization can be used in innovation in turnaround situations.		

	<u>Financial Optimization /ILV / LV-Nr: 2 / 3.Semester / ECTS: 2</u> The students: • are able to apply basic and structured financing tools to problems. • can calculate and interpret selected financial ratios from the analysis of annual financial statements. • know different financial restructuring tools. • know special forms of restructuring financing and can distinguish them from classical financing instruments. • know financial restructuring measures in the field of equity capital.
	<u>Integrated Planning & Control Systems /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> The students: • are able to create a complete integrated planning using software. • can set up a reporting in the reporting system as a basis for control decisions. • know the basics for creating a going concern forecast.
Course contents	<u>Performance Optimization /ILV / LV-Nr: 24 / 3.Semester / ECTS: 2</u> I. Restructuring within the individual functional areas • Purchasing • Production • Construction

Course contents	• Logistics • Sales • Human Resources • Accounting • Research & Development II. Negotiations with creditors taking into account different partial interests • Credit institutions and trade credit insurers • Suppliers • Social insurance agencies and tax authorities
	<u>Innovation as a Driver of Turnaround /ILV / LV-Nr: 4 / 3.Semester / ECTS: 1</u> I. Basics • Definition of innovation and turnaround • Current state of research of innovation in turnaround management • Hurdles of innovation in turnaround situations (thread-rigidity theory vs. innovation theory) II. Sources of innovation • Product innovation in turnaround management • Process innovation in turnaround management • Marketing innovation in turnaround management • Organizational innovation in turnaround management III. Strategy and innovation in turnaround • Innovation strategies in turnaround management • Success of innovation in turnaround situations
	<u>Financial Optimization /ILV / LV-Nr: 2 / 3.Semester / ECTS: 2</u> I. Fundamentals of Corporate Finance II. Fundamentals of Restructuring Financing III. Financial restructuring measures in the area of debt capital • Waiver of loan termination • Standstill agreement • Conversion of existing liabilities - Declaration of subordination, debt-equity swap • Reduction or waiver of existing liabilities - Waiver of claims • Injection of new debt capital - Restructuring loan IV. Special forms of restructuring financing (mezzanine loan incl. participating loan, typical and atypical dormant part-nership, debtor-in-possession capital, profit participation rights, convertible bonds) V. Other financial restructuring measures • Book-based equity restructuring • Subsidies and capital increases • Shareholder loans • Turnaround equity Financial restructuring measures in the area of assets (sale of non-operating assets; factoring & forfeiting)
	<u>Integrated Planning & Control Systems /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> • basic knowledge of forecasting and its active application in practice • building up of an integrated planning and control system (PAC) taking into account the corporate strategy • limits of budgeting and alternative concepts (better, advanced, beyond budgeting, modern budgeting) • instruments of analysis (target/actual comparison) in controlling • building up of reporting and essential design elements in reporting as a basis for control decisions • data preparation and visualization to different addressees
Teaching and learning methods	<u>Performance Optimization /ILV / LV-Nr: 24 / 3.Semester / ECTS: 2</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
	<u>Innovation as a Driver of Turnaround /ILV / LV-Nr: 4 / 3.Semester / ECTS: 1</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.
	<u>Financial Optimization /ILV / LV-Nr: 2 / 3.Semester / ECTS: 2</u> A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
	<u>Integrated Planning & Control Systems /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u>

	A part of the course will be covered through e-learning. This involves a combination of online phases (an inductive method for independently developing knowledge and practicing tasks) and in-person phases (a deductive method in which support is provided during the learning process and knowledge is also conveyed through lectures).
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Evaluation Methods Criteria	<u>Performance Optimization /ILV / LV-Nr: 24 / 3.Semester / ECTS: 2</u> Exam
	<u>Innovation as a Driver of Turnaround /ILV / LV-Nr: 4 / 3.Semester / ECTS: 1</u> Seminar paper
	<u>Financial Optimization /ILV / LV-Nr: 2 / 3.Semester / ECTS: 2</u> Exam
	<u>Integrated Planning & Control Systems /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> Exam Seminar paper

Module number:	Study Trip	Scope:	
STR		3	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: 4th semester Master: 1st study cycle		
Previous knowledge	4. Semester: 4th semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Study Trip /ILV / LV-Nr: 1 / 4.Semester / ECTS: 3</u> Exler, M. & Situm M. (Hrsg.) (2025) Transformations- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice, Berlin.		
Acquisition of skills	<u>Study Trip /ILV / LV-Nr: 1 / 4.Semester / ECTS: 3</u> After successful completion of the course, students will be able to combine the knowledge gained in the degree program and to construct solution approaches for problems in restructuring and reorganization.		
Course contents	<u>Study Trip /ILV / LV-Nr: 1 / 4.Semester / ECTS: 3</u> The 5-day stay serves to deepen and complement the topics of transformation and turnaround management covered in the course content. Together with decision-makers from SMEs, corporate groups, restructuring consultancies, insolvency administrations and credit institutions, the applied tools in connection with change processes in companies will be presented and discussed. In addition, there is an expansion and deepening of individual competencies.		
Teaching and learning methods	<u>Study Trip /ILV / LV-Nr: 1 / 4.Semester / ECTS: 3</u> The course, which is mostly dialog-oriented, usually consists of the triad of practical relevance, academic structuring, and the independent development of integrative case studies from immediate professional and consulting practice.		
Evaluation Methods Criteria	<u>Study Trip /ILV / LV-Nr: 1 / 4.Semester / ECTS: 3</u> Report		

Module number:	Master's Thesis	Scope:	
MAS		24	ECTS
Degree program	University of Applied Sciences Master's Program Corporate Transformation Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: 4th semester Master: Master Thesis		
Previous knowledge	4. Semester: 4th semester Master: Master / 4. Semester: 4th semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Master Thesis /SE / LV-Nr: 38 / 4.Semester / ECTS: 22</u> Bänsch, A., Alewell, D., & Moll, T. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter de Gruyter. Heesen, B. (2021). Wissenschaftliches Arbeiten: Methodenwissen für Wirtschafts-, Ingenieur- und Sozialwissenschaftler. Wiesbaden: Springer. Ritschl, V., Weigl, R., & Stamm, T. (2023) (Hrsg.). Wissenschaftliches Arbeiten und Schreiben: Verstehen, Anwenden, Nutzen für die Praxis. Wiesbaden: Springer. Theisen, M. R. (2024) Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeiten. München.		
	<u>Colloquium for the Master thesis /SE / LV-Nr: 37 / 4.Semester / ECTS: 2</u> Bänsch, A., Alewell, D., & Moll, T. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter de Gruyter. Franck, N. (2023). Wissenschaft gekonnt präsentieren: Vorträge, Diskussionen, Disputationen und Moderationen souverän meistern - Selbstsicher auftreten. Paderborn: Brill. Heesen, B. (2021). Wissenschaftliches Arbeiten: Methodenwissen für Wirtschafts-, Ingenieur- und Sozialwissenschaftler. Wiesbaden: Springer. Ritschl, V., Weigl, R., & Stamm, T. (2023) (Hrsg.). Wissenschaftliches Arbeiten und Schreiben: Verstehen, Anwenden, Nutzen für die Praxis. Wiesbaden: Springer. Theisen, M. R. (2024) Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeiten. München.		
Acquisition of skills	<u>Master Thesis /SE / LV-Nr: 38 / 4.Semester / ECTS: 22</u> After successfully completing the course, students are able to • independently develop and elaborate a scientific topic in the field of corporate restructuring and transformation. • apply appropriate scientific methods. • analyze interdisciplinary issues using scientific approaches. • critically develop and evaluate practice-oriented solutions.		
	<u>Colloquium for the Master thesis /SE / LV-Nr: 37 / 4.Semester / ECTS: 2</u> After successful completion of the course, students will be able to combine the following competences: • critically reflect on scientific research questions. • discuss research designs and methodological approaches. • present and defend scientific results appropriately for different audiences. • engage in academic discussions within the scientific community.		
Course contents	<u>Master Thesis /SE / LV-Nr: 38 / 4.Semester / ECTS: 22</u> • Independent development and elaboration of a research topic • Scientific methods of empirical and theoretical research • Interdisciplinary issues related to restructuring, transformation, and law • Literature research and academic writing • Analysis of business and legal problems		
	<u>Colloquium for the Master thesis /SE / LV-Nr: 37 / 4.Semester / ECTS: 2</u> • Presentation and discussion of ongoing master's theses • Reflection on research questions, methods, and results • Scientific argumentation and discussion techniques • Presentation techniques in an academic context • Peer feedback and academic discourse		
Teaching and learning methods	<u>Master Thesis /SE / LV-Nr: 38 / 4.Semester / ECTS: 22</u> The course is conducted in the form of individual supervision, complemented by colloquia with presentations and peer feedback. The focus is on self-directed, research-based learning, in which students independently develop their master's thesis as an academic project.		
	<u>Colloquium for the Master thesis /SE / LV-Nr: 37 / 4.Semester / ECTS: 2</u>		

	The course is mostly dialog-oriented and enhances the interaction between students and lecturer.
Evaluation Methods Criteria	<u>Master Thesis /SE / LV-Nr: 38 / 4.Semester / ECTS: 22</u>
	Master's thesis
	<u>Colloquium for the Master thesis /SE / LV-Nr: 37 / 4.Semester / ECTS: 2</u>
	Homework

3 ADMISSION REQUIREMENTS

The general admission requirements are governed by § 4 FHG as amended; accordingly, the subject-specific admission requirement for a university of applied sciences master's program is a completed, subject-relevant university of applied sciences bachelor's program or the completion of an equivalent degree program comprising at least 180 ECTS credits at a recognized domestic or foreign postsecondary educational institution.

1. For the purposes of this application, bachelor's degree programs or equivalent postsecondary educational qualifications in the fields of social sciences and economics (based on ISCED 2013, Fields of Education and Training 03/04) are considered relevant if they cover the core subject areas of marketing, communication, management, and business administration (based on ISCED 2013, Fields of Education and Training 031/032/041), covering a total of at least 18 ECTS credits.
2. In its program architecture, Kufstein University of Applied Sciences in Tyrol provides for the integration of bachelor's and master's programs in accordance with the Bologna Process: Upon successful completion of a bachelor's degree, graduates have several options for pursuing a master's degree both at and outside of Kufstein University of Applied Sciences in Tyrol. For this Master's program, graduates of the following degree programs at Kufstein University of Applied Sciences in Tyrol (regardless of the program's organizational structure) would be eligible for admission based on the aforementioned academic background:
 - Energy & Sustainability Management
 - Facility Management & Real Estate Management
 - International Business Management
 - Leadership & Business Management
 - Marketing & Communication Management
 - Sports, Culture, and Event Management
 - Industrial Engineering
 - Business Psychology & Management
3. The languages of instruction and examination at Kufstein University of Applied Sciences in Tyrol are German and English across all degree programs. Therefore, students from non-German-speaking countries must provide proof of proficiency in German.
4. For English-language master's programs, proof of English proficiency must be provided.
5. Verification of compliance with the admission requirements is the responsibility of the program director of the Master's program.

Please note that the subject-specific admission requirements may also be met by other bachelor's programs or bachelor's programs at universities of applied sciences, and the examples listed are not intended to be exhaustive.